

Influence of Nature of Employment on Job Satisfaction and Commitment in Deposit Money Banks in Lagos State, Nigeria

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Abstract

The concept of permanent employees working within an enterprise is increasingly being challenged and largely substituted with contract workers in Nigeria. Job insecurity, poor employment benefits and lack of career progression are some of the issues of concern to trade unions. Studies have documented the use of contract workers on the surface to attract higher profits for employers; however, the consequences of using contract workers alongside permanent employees in the same organisations are yet to be adequately addressed in Nigeria. This study therefore examined the influence of nature of employment on job satisfaction and commitment in deposit money banks in Lagos State, Nigeria. The study was guided by Adams equity theory and adopted a descriptive and cross-sectional survey research design. Non-probability sampling procedure via purposive, convenience and snowball sampling techniques were used to select Six hundred and sixty contract and permanent employees from four deposit money banks with high prevalence of contract workers in Lagos State, Nigeria. Two standard instruments were used to collect quantitative data. They were short form of Minnesota Satisfaction Questionnaire developed by Weiss; and Dawis, England and Lofquist (1967) (MSQ) $r=.70$; Allen and Meyer (1990) Affective $r= .44$ and Continuance Commitment (ACC) $r=.52$ scale. Eight key informant interviews were conducted among purposively selected Heads of Operations and Human Resource Managers, while sixteen in-depth interviews were conducted among purposively selected permanent employees who were once contract workers in the banks. The quantitative data collected were analysed using Two-Way Analysis of Variance with inferences drawn at 0.05 significant levels, while content analysis was used for the qualitative data. Results showed that the main and interaction effect of deposit money banks and the nature of employment on job satisfaction was not significant $\{F(3, 628) = 1.94; p > 0.05, r = .50\}$, but the main and interaction effect of deposit money banks and the nature of employment on job commitment $\{F(3, 628) = 14.85; p < 0.05, r = 1.00\}$ was significant. The nature of employment and the deposit money banks have significant effect on the level of job commitment, except job satisfaction. Therefore, the management should improve the working conditions of contract workers and treat both permanent and contract employees equitably, based on the tasks performed, job positions occupied (job contents) and academic qualification obtained so as to enhance their levels of job satisfaction and commitment in the Nigeria deposit money banks.

Keywords: Banks, Commitment; Employment Contract; Satisfaction.

Introduction

Over the years, the owners, management and regulators of the Nigeria deposit money banks have been making policies to enhance the growth of the banking industry so as to meet the ever-increasing needs and complexity of the local economy, especially in the area of mobilising financial resources from surplus units to deficit sectors of the economy. To ensure that this objective is continually achieved, the banking industry undergoes periodic reforms in order to improve its performance and contribute positively to the growth and development of the economy. Despite government efforts in restructuring the banking sector, significant roles played by the deposit money banks in the economic development of the country and their obsession for profit making, many of the existing deposit money banks are still operating below capacity in Nigeria (Global rating agency, Moody's investors' service, 2016; and CBN, 2017). Instead of relying on shareholders' funds from the Nigerian Stock Exchange Market, which according to Afolabi (2011), is no longer attractive to members of the public due to political and economic instability cum corruption, the Nigeria deposit money banks have resolved to cutting cost through diverse means, particularly through the creation of different work arrangements in order to make profit and continue to be in business (Fagbohunbe, 2011).

There is no doubt that changes such as rapid development of the information and communication technology, diversity in the labour market, growing international competition in product markets and corporate financial restructuring of the capital markets, which are taking place globally in the world of work and the weakening domestic operating environment, following the prolonged period of lower oil and gas prices, have brought the Nigerian banking sector under intense pressure, particularly that of mobilising deposits to meet the requirements of the economy for loans and the yearnings of shareholders (Adewumi & Adenugba, 2010), yet the importance of human resources and how they are treated remain key to the achievement of organisational goals. This is because the human resources of any country are the most valuable assets to the achievement of organisational growth and national development (Drucker, 2010). This assertion was buttressed by Habib (2012:1), who opined that, “the real treasure of any country is its human resources”. It is also linked to the reason most developed nations of the world pay serious attention to this factor when compared with other factors of production such as land, capital and entrepreneur (Okereke & Daniel, 2010).

At present, the use of contract workers in the deposit money banks and other sectors in Nigeria has been on the increase due to economic instability and high level of unemployment which Okafor (2010) and Fapohunda (2012), claimed have fuelled vulnerability and precarious working conditions among the workers. This has made contract employment in the Nigerian labour market a subject of intellectual concern (Okougbo, 2004; and Rasak, 2015). The argument so far has been that even though many of the contract workers have the same qualifications as the permanent employees, they are being treated poorly (Adenugba & Jawando, 2014), and in some instances, some permanent employees have been known to have been declared redundant and a few months later, re-engaged by the same company as contract employees (Okafor, 2010; and Fapohunda, 2012). As a result, the existence of contract and permanent employees in the same organisation might be posing a serious threat to both the contract and permanent employees’ attitude and performance in the workplace. The dual nature of employment has the tendency to affect the attitude and performance of the employees, which, in turn, might affect the deposit money banks and other sectors of the economy, positively or negatively.

Nature of employment refers to the type of explicit or implicit contract of employment an employee has with his/her organisation (Organisation for Economic Co-operation and Development (OECD), 2002). In this study, nature of employment will centre on the nature of employment of contract and permanent employees. Although, there is no standard definition of a contract job in any work-related literature, some of the characteristics for defining it are; short-term, irregular hours or unguaranteed job (Tweedie, 2011). Contract employees are in some cases referred to as ‘contingent employees’, ‘dispensable employees’, ‘part-time employees’, ‘casual’, ‘flexible employees’, ‘non-standard employees’ and ‘non-core employees’ (Hampton, 1988). They are also known as ‘labour only’ sub-contractors (Buckley & Endewuik, 1989; and Hallenbradth & Cannon, 1989), ‘flexible workforce’ or ‘peripheral employees’ (Williams, 1993 cited in Rasak, 2015:2), while permanent employees are those whose employment or job is guaranteed to be regular and on-going (Hamilton, 2006). This dual situation between contract and permanent employees is suspected to generate differential job satisfaction and commitment approaches to workers in the same work environment. The difference in the job satisfaction and commitment is therefore an important variable for this study.

Job satisfaction refers to how employees feel about various aspects of their jobs (Bashir & Ramay, 2008). Since job consists of various aspects, job satisfaction is often conceptualised as a multidimensional construct that consists of many elements, typically called job satisfaction facets. Common job satisfaction facets include co-employees’ interpersonal relations, job conditions, pay, promotion, supervision, and organisation’s policies or procedures. According to Valez (1993), job satisfaction has two major components, which are intrinsic job satisfaction (level of satisfaction with features associated with the job itself) and extrinsic job satisfaction (level of satisfaction with various features associated with the work environment). Thus, an employee who is satisfied with his/her job would perform his/her duties well and be dedicated to his/her job, and subsequently to his/her organisation (Mathieu, 1991; and Ostroff, 1992). According to Williams and Hazer (1986), job satisfaction develops more quickly than organisational commitment. Job commitment refers to the affections, respect for organisational norms and values, and intention not to leave an organisation on time by an employee (Allen & Meyer, 1990).

Besides, if managed properly, employee's satisfaction and commitment could lead to beneficial consequences, such as decreased turnover and absenteeism, and increased effectiveness, efficiency and productivity at both the individual and organisational levels (Fiorita, Boseman, Young & Meurs, 2007; Ogunbameru, 2008; and Obasan, 2011). Furthermore, with the increasing rate and scale of change in organisations across countries of the world, managers are constantly seeking ways to enhance employees' satisfaction and commitment, which translates to competitive advantage and goal congruency (Lock & Crawford, 2001). When an employee feels good about the work, he/she does and feels as though the work is essentially valued, he/she can feel a positive drive to complete the work on time and to the best of his/her ability. In contrast, when employees are not satisfied with and committed to their work, they may develop negative attitudes like aggressiveness, absenteeism and lateness, theft or poor business ethics, which will have adverse effects on their performance. Arising from the above, organisations need to find ways to understand and manage their employees' job satisfactions and commitments, especially with regard to their nature of employments so that positive attitudes can be exhibited by employees in order to increase performance. It is worth noting that Nigeria has many industries which employ human resources with varied skills and different work arrangements. One of such industries is the banking industry. Thus, it becomes imperative for employers and other stakeholders in labour matters to know the influence of nature of employment on job satisfaction and commitment of the working class in deposit money banks in Lagos State, Nigeria.

Statement of the Problem

Part of the determinants of the economic well-being of a nation is the advancement and development of her banking industry. In most developing economies, the banking industry provides the bulk of the money supply as well as the primary means of facilitating the flow of credit, thus leading to the influx of investors into the countries (Obadan, 1997). Nevertheless, to minimise cost and maximise profit, most of the Nigeria deposit money banks resort to the use of contract workers. Hence, the concept of permanent employees working within an enterprise is increasingly being challenged and largely substituted with the use of contract workers by employers (Danesi, 2011). These changing patterns of work have created concerns for workers and trade unions alike. Job insecurity, poor employment benefits and lack of career progression are some of the issues of concern to workers and trade unions (Okafor, 2010; Fapohunda, 2012; and Rasak, 2015). The use of contract workers may, on the surface, be seen to be justifiable since the inherent reduced cost means higher profit, which is the ultimate goal of every organisation, but the consequences of using contract workers alongside permanent employees in the same organisation or industry are yet to be adequately addressed in Nigeria.

Just like permanent employees, contract workers occupy sensitive positions and are widely acknowledged as crucial to the industrial development of Nigeria. Contract workers in both the private and public sectors in Nigeria have made significant contributions through the provision of manpower needed for the economic development of the country (Onyeonoru, 2008; Adewumi and Adenugba, 2010; Okafor, 2007, 2010; Aduba, 2012; Abah, 2013; and Adepegba, 2013 cited in Rasak, 2015: 4). Therefore, the way they are treated in comparison to permanent employees will most likely affect their attitude and performance to work. The reason is that in the work setting, nature of employment is a critical factor in gauging work outcomes, such as the job satisfaction and commitment of employees (Ona, 1989; Allen & Meyer, 1996; and De Cuyper, De With, De Jong, Isaksson & Seual, 2007). These variables mostly determine the employees' perception of how well an organisation treats them (working conditions) and how well they will in-turn treat the organisation (job satisfaction and commitment).

It is obvious that a number of studies have been conducted on nature of employment in the last few years in Nigeria, but most of the studies focused on the maltreatment of contract/casual workers and the effect of contract/casual employment on organisation's performance (Hamilton, 2006; and Okoye & Aderibigbe, 2014), employees' welfare (Adewusi, 2015), labour utilisation (Dumbili, 2013), unemployment and skill shortages (Anugwom, 2007; and Adedokun, Ibrinke & Hungbo, 2011), working conditions (Rasak, 2015; and Okafor & Rasak, 2016), indecent work (Jawando, 2013), satisfaction and commitment (Okafor, 2010) and trade union (Adewumi & Adenugba, 2010; and Solaja, 2015) in mostly manufacturing, oil and gas and construction companies with less attention on the deposit money banks.

A few studies conducted on nature of employment in the Nigeria deposit money banks focussed on contract workers and the effect of their precarious working conditions on job satisfaction (Idowu, 2010) and productivity (Fapohunda, 2012), while there is a rare attempt to compare the job satisfaction and commitment of contract and permanent

employees within the same deposit money bank and across deposit money banks in Nigeria. Besides, the method used in a few of the studies conducted in the deposit money banks was mainly quantitative in nature. Hence, there is the need to mix methods (use quantitative and qualitative approaches) so as to have an in-depth knowledge on the subject matter. This is a gap in knowledge which this study intends to fill by examining the influence of nature of employment on job satisfaction and commitment of the working class in deposit money banks in Lagos State, Nigeria.

Research Questions

The study is guided by the following questions:

- i. What is the level of job satisfaction of contract and permanent employees in selected deposit money banks in Lagos State, Nigeria?
- ii. What is the level of job commitment of contract and permanent employees in selected deposit money banks in Lagos State, Nigeria?

The Statement of the Hypotheses

The following hypotheses are drawn for the study:

H1: There is a significant main and interaction effect of deposit money banks and nature of employment on job satisfaction among bank employees in Lagos State, Nigeria.

H2: There is a significant main and interaction effect of deposit money banks and nature of employment on job commitment among bank employees in Lagos State, Nigeria.

Literature Review

Nature of employment and Job Satisfaction

In Australia, Buchler (2007) carried out a study entitled: *Casual Employment in Australia: The Influence of Employment Contract on Financial Wellbeing and Job Satisfaction*. He found that over the last twenty years the level of casual/contract employment, a form of non-standard employment, has risen substantially from 15.8% of the Australian labour force in 1984 to 27.3% in 2002. This represents a vast increase in a form of peripheral employment that denies employees the majority of benefits associated with paid employment, other than the right to one hour of pay for one hour of work. Given the current industrial relations climate, and the introduction of the new Federal Workplace Relations Amendment, casual employment is likely to be an increasingly prominent feature of the Australian labour market, establishing this as an important area of enquiry. The study under consideration examined the differences between casual/contract and permanent employees using both objective and subjective measures of financial strain, financial satisfaction and job satisfaction. The analysis was carried out on Wave 1 of the Household Income and Labour Dynamics in Australia (HILDA) survey conducted in 2001. Results showed that casual/contract employees were more likely to be in 'low status' groups, tend to be more disadvantaged in the labour market and have higher levels of financial strain and lower levels of financial and job satisfaction. These findings suggest that people who were already marginalised in the labour market were more likely to be working under a contract, a form of employment that is associated with high levels of financial strain and low levels of financial and job satisfaction.

In the United Kingdom (UK), Green & Heywood (2009) opined that if workers choose between permanent and flexible contracts, utility should equalise. Estimates of job satisfaction using the British Household Panel Survey reveal the critical role played by unmeasured worker heterogeneity. Accounting for such heterogeneity, Green and Heywood showed that flexible contracts were a strong negative determinant of satisfaction with job security but were often a positive determinant of other dimensions of job satisfaction. As a consequence, flexible contracts have either a weak negative influence or no influence at all on overall job satisfaction; a finding broadly consistent with equalising differences. This consistency emerges even more dramatically in estimates of overall life satisfaction in which flexible contracts have generally no influence.

In the United States, Austin (2009) carried out a study entitled: *Meta-Analysis of Job Satisfaction: Are Permanent Employees More Satisfied than Contingent (contract) Workers?* Concerns remain that contingent workers experience greater adverse psychological outcomes than permanent employees; however, findings remain inconclusive until now due to circumstances such as time and space surrounding the choice of employment (Polivka

& Nardone, 1989: 11). The extant literature has widely assumed that contingent work arrangements are more unfavourable than permanent work arrangements (Wooden and Warren, 2003). Persistent concerns remain that contingent workers may experience more adverse psychological outcomes than permanent employees (De Cuyper *et al.*, 2007). These unfavourable psychological outcomes stem from contingent workers' sense of deprivation for not receiving similar outcomes as permanent employees (De Cuyper *et al.*, 2008).

More specifically, contingent workers often receive lower pay and fewer benefits (Kalleberg, 2003), infrequently participate in career planning and training (Virtanen, Kivimaki, Virtanen, Elovainio, & Vahtera, 2003), typically hold lower ranks in their workplaces (Rogers, 1997), and are often targets of unjust treatment (Boyce, Ryan, Imus, & Morgeson, 2007). Theories (for example, social comparison theory) have been used to explain why contingent workers may experience unfavourable psychological outcomes (e.g. lower job satisfaction). However, the research on contingent workers and permanent employees' job satisfaction reveals mixed findings as contingent workers showed a higher level of job satisfaction than permanent employees (Connelly & Gallagher, 2004).

Furthermore, some studies suggest that contingent workers experience higher levels of job satisfaction than permanent employees (e.g. McDonald & Makin, 2000). Various theories (e.g. expectancy theory, psychological contracts) have been used to explain the findings that contingent workers are more satisfied than permanent employees with their jobs (e.g. De Cuyper *et al.*, 2007). Nonetheless, other empirical findings have indicated that there is no difference in job satisfaction between contingent workers and permanent employees (e.g. Feather & Rauter, 2004). The mixed findings indicated that there may be moderators present. Hence, it is important to test for main effect differences between these two groups to determine if the variance is mainly attributable to measurement and statistical artefacts or substantive differences between the groups. However, the meta-analytic results of group differences in job satisfaction from 60 primary studies (N = 226,687) suggested that contingent workers experience slightly lower satisfaction. The above results indicated that the overall weighted mean difference effect size was $ES = 0.20$, however when inferential studies were excluded, the effect size was $ES = 0.07$. Moderator analyses indicated that the type of worker may influence job satisfaction outcomes. In particular, when comparing permanent employees, temporary agency workers reported lower job satisfaction than direct-hire (permanent) workers. The finding suggested that it may be in the best interest of organisations to extend human resource practices to contingent workers, so as to influence their job attitudes, and ultimately affect productivity, increase citizenship behaviours, and decrease turnover.

In Germany, Jahn (2013) carried out a study entitled: *Don't worry, be flexible: Job Satisfaction among Flexible Workers*. The study investigated whether workers in flexible/contract employment relationships showed lower job satisfaction than workers with permanent job contracts. The results showed that looking only at the formal job security provided by the contract may lead to misleading conclusions about job satisfaction. She found, using longitudinal data for Germany that it was not the formal job security provided by the contractual agreement but rather the perceived job security that mattered for job satisfaction. Moreover, the results indicated that workers value job characteristics in similar ways across fundamentally different types of job contracts. Thus, contract workers are less satisfied than the permanent employees.

In Nigeria, Idowu (2010) found in his study entitled: *Job Satisfaction among Contract Employees in Intercontinental and First Banks in Ibadan, Nigeria*, that contract employees were dissatisfied with and less committed to their jobs. The study made use of a questionnaire as a data gathering instrument and simple percentage as the method of data analysis. In the same year, Okafor (2010) carried out a study entitled: *Sociological Investigation of the use of Casual Employees in Selected Asian Firms in Lagos, Nigeria*. One hundred and eighty (180) copies of questionnaire were administered to and 15 in-depth interviews were conducted on casual employees in three Asian firms, while data were analysed with the aid of a simple percentage and content analysis respectively. The study revealed that the casual employees' perception of their working conditions as well as their levels of job satisfaction and work commitment may differ from one person to another, and from one firm to another, but they all rest on the prevailing objective, and the social and economic conditions in which the casuals find themselves, both within and outside their places of work (pg 60).

Four years after Okafor's report, Okoye & Aderibigbe (2014) did a comparative study entitled: *Comparative Assessment of Safety Climate of Contract and Permanent Construction Employees in South-East, Nigeria*. The study

examined and compared the safety climate of contract and permanent construction employees, with a view to ascertaining if there was any disparity in their responses to safety issues on site, and the causes and the implications on the industry and society as a whole. The study was a survey research. The respondents were site operatives who were randomly selected from 80 construction sites across the South-East of Nigeria. A total of eight hundred and sixty-one (861) copies of questionnaire were duly completed, returned and found suitable for analysis out of the 1200 issued, representing a response rate of 71.75%. The data collected were statistically analysed using a one-way ANOVA at 5% (0.05) significance level. The study established that there was a significant disparity in the safety behaviours of contract and permanent construction employees on sites due to perceived differences in the levels of organisations' safety obligations in terms of management commitment, employees' involvement, and safety education and training which arise due to employees' job nomenclature.

Moving the findings of Okoye & Aderibigbe further, Kayii & Dagogo (2017) carried out a study entitled: *Casualisation and Job Satisfaction among Contract Employees of Rivers State University of Science and Technology, Port Harcourt*. The study investigated the relationship between casualisation and job satisfaction among contract employees in Rivers State University of Science and Technology, Port Harcourt. A sample of one hundred and twenty (120) respondents was used for the study. The proportional, the stratified and random sampling techniques were used to compose the sample. Two research questions were answered, while two corresponding hypotheses were tested in the study at a 0.05 level of significance. The two instruments used for data collection were the Casualisation Descriptive Questionnaire (CDQ) and Job Satisfaction Questionnaire (JSQ). Statistically, the research questions were answered with Pearson's Correlation Coefficient (r), and Z-test was used to test the significance of the obtained coefficient of correlation (r). The result revealed that there was a positive relationship between pay packages and job satisfaction. Based on the result, it was recommended that only officers who had retired and have a satisfactory record of service should be employed as casual employees.

Nature of employment and Job Commitment

In Singapore, Kang Yang Trevor Yu (2012) carried out a study entitled: *Person-Environment Fit in Non- Standard Work: Insights from Workers with Limited Expectations of Continued Employment*. The study investigated non-standard work through the lens of the person-environment (PE) fit theory. Based on a sample of employees with limited expectations of continued employment in Singapore, PE fit was observed to be an important component of these individuals' work experiences. Questionnaire was used to collect data; while data were analysed using correlation. Findings suggested that demands-abilities fit were strongly associated with the organisational commitment and job satisfaction of non-standard workers. Furthermore, the needs-supplies fit was also associated with commitment but not satisfaction. In contrast, value congruence was only weakly associated with commitment and not at all related to satisfaction.

In India, Jena (2014) investigated the relationship between job satisfaction and Organisational Citizenship among shift (contract) employees in Ferro-Alloy industries in Odisha, India. A cross-sectional survey was conducted on a convenient sample of 240 (N) in five Ferro-Alloy industries in Odisha, India. The correlation and regression analysis revealed a number of significant relationships between the two variables. The findings showed that there was a significant positive relationship between job satisfaction, affective and normative commitment variables, but there was a negative association between job satisfaction and continuance commitment. It was assumed that there was no similar research conducted on shift employees in Ferro-Alloy industries in India.

In a study carried out by Udeozor (2007) in Nigeria, entitled: *The Impact of Non-Monetary Rewards on Employees' Job Commitment and Performance*, it was revealed, through the administration of the copies of the questionnaire on two hundred (200) contract employees via the chi-square statistical analysis, that depriving contract employees of non-monetary rewards led to their poor commitment and lower productivity. It also led to an increased level of indiscipline on the side of the contract employees. However, Udeozor did not mention whether it was contract, permanent or both of them that were considered for the study. This was also captured in the following work of Kirfi and Abubakar.

Still in Nigeria, Kirfi & Abubakar (2014) conducted their own study on: *Job Commitment of Employees in Access Bank, Sokoto, Nigeria*. The aim of the study was to determine if bank employees were committed to their jobs and also to identify those factors that were of high concern to bank contract employees regarding their satisfaction. A

questionnaire containing 7 facets of job satisfaction was designed and administered, and chi-square was used to test the hypotheses. Findings showed that bank employees were more satisfied than dissatisfied with their job, though the proportion of those dissatisfied was very significant. Job security, participation in decision making, healthy working relationship with management, incentives and rewards were point of concern for improving job satisfaction of Access Bank employees. Notwithstanding, the study did not identify which category of employees, whether contract, casual or permanent that was studied.

Theoretical Viewpoint

Adams Equity Theory

An important factor in organisational behaviour is whether individuals perceive the reward structure as being fair. One way of addressing this issue is through the equity theory, which refers to an individual's subjective judgments about the fairness of the reward he or she gets, relative to the inputs or job contents (which include many factors, such as effort, experience, skill, ability and education/qualification), in comparison with rewards of others. Adams (1963) has received a great deal of credit for the formulation of the equity (or inequity) theory. The essential aspects of the equity theory may be shown as follows:

$$\frac{\text{Outcomes by a person}}{\text{Inputs by a person}} = \frac{\text{Outcomes by another person}}{\text{Inputs by another person}}$$

Based on the formula above, Adams is of the opinion that there should be a balance of the outcomes-inputs relationship for one person in comparison with those for another person. Therefore, if people feel that they are inequitably rewarded they may be dissatisfied, reduce the quantity and quality of output or leave the organisation. If people perceive the rewards as equitable, they probably will continue at the same level of output. If people think the rewards are greater than what is considered equitable, they may work harder. It is also possible that some may discount the rewards. One of the problems is that people may overestimate their own contributions and the rewards others receive. Certain inequities may be tolerated for some time by employees. But prolonged feelings of inequity may result in strong reactions to an apparently minor occurrence. For example, an employee being reprimanded for being a few minutes late may get angry and decide to quit the job, not so much because of the reprimand but because of long-standing feelings that the rewards for his or her contributions are inequitable in comparison with others' rewards. Likewise, a person may be very satisfied with a weekly salary of ₦500 until he or she finds out that another person doing similar work gets ₦10 more.

Equity theory relies on the notion that employees evaluate their situation in terms of perceived fairness in the workplace (Adenugba and Jawando, 2014:5). Therefore, if the employees feel they are not receiving what they think they deserve, this might generate a sense of deprivation and therefore, create a negative perception of the working situation (Turnley & Feldman, 1999). As suggested by Adams (1963 cited in Armstrong, 2000), two forms of equity are identified which are distributive and procedural equity. Distributive equity is concerned with individual's contribution and in comparison, with others; and procedural equity or procedural justice is concerned with the perceptions employees have about the fairness with which procedures in such areas as pay, performance appraisal and promotion, recognition, job security and discipline, working conditions, challenges and work itself are being operated. Thus, equity theory holds that people will be better satisfied, committed and perform well if they are treated equitably and otherwise if they are treated inequitably (Armstrong, 2010).

Application of the Adams' Equity theory to Nature of employment in Nigeria

Human beings naturally dislike being cheated. Therefore, some employees make a comparison between the work they do (inputs) and what they get from the work (outcome) with those of other people within the same organisation and their counterparts in similar organisations. Those employees, in and out of the organisation, that the employees compare their inputs/outcomes with are the referent others. The equity theory holds that if the employees and the referent others have the same input, but the employees have less outcome (in terms of working conditions), the employees are likely to experience job dissatisfaction, poor commitment and low performance. Therefore, for the employees to have job satisfaction, positive commitment and high performance, their inputs-outcomes must be equal to those of their referent others. With this in mind, contract and permanent employees (nature of employment) working in the same or different organisations might share the same view based on their job contents and the employment benefits/working conditions attached to their job contents, which might influence their job satisfaction and commitment.

Methodology

The survey design is adopted, and the study is descriptive and cross-sectional in nature, while primary materials such quantitative and qualitative techniques are used. It is a cross-sectional research which cuts across the contract and permanent employees that are recruited indirectly or directly by the employers with at least a year's working experience, and the heads of operations and human resource managers of selected banks in Lagos State, Nigeria. The total population in the selected banks in Lagos State was 7, 420 (Banks' Reports, 2017). The study collected data from 660 contract and permanent employees in UBA, First Bank, GTB and Zenith Bank in Lagos State, Nigeria. Probability proportional to size (PPS) method propounded by Skinner (2006) was utilised in selecting the sample size of respondents from each bank. It is a sample selection method where the probability of selection for a sampling unit is directly proportional to a size measure. This was done in order to have an equal sample size representation and adequacy of the respondents in each of the banks.

Non-probability sampling techniques were utilised to select subjects for the study. They included purposive, convenience and snowball sampling techniques. The purposive sampling method was adopted because of certain characteristics such as experience, knowledge and length of service of the interviewees and due to high prevalence of contract workers as well as size and accessibility of branches of the selected deposit money banks; the convenience sampling method was used to locate a few of the early/first set of contract and permanent employees who were easily contacted at the customer care and cash units, while referral, that is, snowball technique was used to locate other contract and permanent employees in the selected deposit money banks in Lagos State, Nigeria.

The primary method of data collection via quantitative and qualitative research techniques were utilised for the study. This was achieved as follows: The instrument used to capture the quantitative data was a questionnaire. The Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss, Dawis, England and Lofquist (1967) was adopted in order to examine the level of satisfaction amongst the contract and permanent employees in the selected deposit money banks. In this research, the short form of MSQ, namely the MSQ with 20-items was used to measure job satisfaction (intrinsic and extrinsic). The items used a 5-point Likert-type response scale ranging from 'Strongly Disagree to 'Undecided' to indicate participants' level of satisfaction between the contract and permanent employees in the selected deposit money banks. The 'Affective, Normative and Continuance Commitment Measures developed by Allen and Meyer (1990) was adopted in order to assess the level of commitment amongst the contract and permanent employees in the selected deposit money banks. There were eight items for measuring each type of commitment. The items used a 5-point Likert-type response scale ranging from 'Strongly Disagree to 'Undecided' to indicate participants' level of commitment.

Reliability coefficients of the key variables in the Questionnaire

Variables	N	Norms	SD	Alpha Reliabilities
Job satisfaction	629	34.62	7.83	.70
Affective Commitment	629	13.47	3.62	.44
Continuance Commitment	629	17.14	8.29	.52
Job Commitment	629	30.59	4.43	.61

The study shows that, the key variables used in the questionnaire were found reliable except the normative commitment instrument that was found not reliable and dropped for the study; the reason being that the value of the normative commitment reliability was negative due to a negative average covariance among items. This violates reliability method assumptions.

To ensure the internal validity of the questionnaire, a pilot study with selected contract and permanent employees was conducted in Skye, Diamond, Union and Wema Banks in Ijebu Ode, Ogun State before embarking on field work. For external validity, both face and content validity were done to scrutinise the quality of the data-collection instruments in line with standard norms and the information from data analyses so as to establish the validation of the evidence of significant findings and conclusions drawn in the study.

Interviews were conducted in the participants' natural and preferred setting in order to create mutual trust and to show respect to the participants. This was done in line with Creswell's (1998) recommendation for qualitative studies. Given the focus of the study, the use of open-ended in-depth interviews (IDI) and key informant interviews (KII) as the data gathering instruments, seemed appropriate.

- A. In-depth Interview (IDI): Sixteen in-depth interviews were conducted with the permanent employees who were once contract employees (2 each) in the selected deposit money banks in order to provide information that helped to address and buttress the study objectives.
- B. Key Informant Interview (KII): Eight Key Informant Interviews were conducted with Human Resources Managers and Heads of Operations (HOPs) in each of the selected four deposit money banks in Lagos State.

The sample size for the qualitative technique was deemed appropriate for the study because according to Kwortnik (2003 cited in Awofeso, 2015, p 12), the sample for qualitative research tends to be relatively smaller and non-random. Similarly, Easton (2009 cited in Awofeso, 2015, p. 12), noted that: “while there is no ideal number of cases, a number between four and ten cases will usually work out well”. In addition, consideration of the nature of bank work and timing was the reason for choosing the limited number of in-depth and key informant interviewees for the study.

Interview guides were designed for the in-depth and key informant interviews. Probing questions were developed and asked to capture salient issues in line with some of the research questions such as nature of employment, level of job satisfaction and commitment, of contract and permanent employees from the Heads of operations (HOPs) and Human Resource Managers (HRMs) as well as permanent employees who were once contract workers in the selected deposit money banks.

During the field-work, the inter-rater reliability test was used to determine the authenticity of the in-depth and key informant interview guides/responses in the selected deposit money banks in Lagos State. Here, the interviewees were asked to listen to what other interviewees have said within the same bank in order to determine the truthfulness of the information provided by all the interviewees.

Table 1: Sample Size for the Study according to instruments distributed

INSTRUMENTS	BANKS				TOTAL
	UBA	GTB	First Bank	Zenith Bank	
Questionnaire	88	98	250	224	660
Retrieved Questionnaire	86	97	235	211	629
In-Depth Interview	4	4	4	4	16
Key Informant Interview	2	2	2	2	8
GRAND TOTAL	653				

Table 1 shows that, copies of the questionnaire were administered on six hundred and sixty (660) contract and permanent employees; sixteen (16) in-depth interviews and eight (8) key informant interviews were conducted with the permanent employees who were once contract employees, Heads of Operations and Human Resources Managers in the selected deposit money banks namely: UBA, GTB, Zenith Bank (ZEB) and First Bank (FBN). Out of the 660 copies of questionnaire distributed across the selected banks, 629 copies were used for the study which translated to a 95% response rate. The sixteen (16) in-depth and eight (8) key informant recorded interviews were transcribed, and used for the analyses and interpretation, accordingly. Their outcomes were used to offset the weaknesses of the questionnaire in addressing some of the research questions.

The quantitative data were analysed using Two-Way ANOVA. All of this was achieved with the aid of SPSS version 20. The audio-recorded in-depth and key informant interviews were transcribed verbatim and contents analysed.

Data Presentation, Analysis and Interpretation

Table 2: Summary of Two-Way ANOVA showing the main and interaction effect of deposit money banks and nature of employment on job satisfaction among bank employees in Lagos State, Nigeria

Source	SS	MS	Df	F	P	R
Deposit money banks (A)	2867.42	955.81	3	18.17	< .01	1.00
Nature of employment (B)	1524.96	1524.96	1	28.98	< .01	.87
A X B	306.69	102.23	3	1.94	> .01	.50
Error	32673.26	52.61	621			
Total	12288.24		628			

Source: Survey, 2018

Table 2 shows that there was a significant main effect of deposit money banks and nature of employment on job satisfaction among bank employees in Lagos State, Nigeria. From the table, there was a significant main effect of deposit money banks on job satisfaction among bank employees in Lagos State, Nigeria { $F(3, 628) = 18.17; p < .01, r = 1.00$ }. The table further shows that there was a significant main effect of nature of employment on job satisfaction among bank employees in Lagos, Nigeria { $F(1, 628) = 28.98; p < .01, r = .87$ }. However, the table indicates that there was no significant main and interaction effect among deposit money banks and nature of employment on job satisfaction among bank employees in Lagos, Nigeria { $F(3, 628) = 1.94; p > .01, r = .50$ }. Thus, it was said that hypothesis one which stated that there was a significant main and interaction effect of deposit money banks and nature of employment on job satisfaction among bank employees in Lagos State, Nigeria was not confirmed. The nature of the effect was further analysed in the tables 2.1, 2.2 and 2.4.

Table 3.1: Summary of descriptive statistics showing the mean differences of deposit money banks and nature of employment

DEPOSIT MONEY BANKS	NATURE OF EMPLOYMENT	Mean	Std. Deviation	N
FIRST BANK	Permanent Employees	35.28	6.211	124
	Contract Employees	31.37	9.629	111
	Total	33.43	8.228	235
ZENITH BANK	Permanent Employees	36.48	4.659	82
	Contract Employees	30.78	8.204	129
	Total	32.99	7.560	211
UBA	Permanent Employees	38.91	6.952	43
	Contract Employees	37.26	6.956	43
	Total	38.08	6.962	86
GTB	Permanent Employees	39.66	4.148	38
	Contract Employees	37.02	6.768	59
	Total	38.05	5.999	97
	Permanent Employees	36.75	5.903	287
	Contract Employees	32.86	8.759	342
	Total	34.63	7.828	629

Source: Survey, 2018

Table 2.1 shows the significant main effect of deposit money banks on job satisfaction among bank employees in Lagos State, Nigeria. However, table 3.1 indicates that UBA workers showed the highest level of job satisfaction (Mean = 38.08, SD = 6.96). This was closely followed by workers of GTB (Mean = 38.05, SD = 6.00), and workers of First Bank (Mean = 33.43, SD = 8.23), while Zenith Bank workers showed the least level of job satisfaction (Mean = 32.99, SD = 7.56). Thus, this descriptive explanation coupled with the least significant difference (LSD) information in table 2.2 further strengthened the assertion that deposit money banks has significant influence on job satisfaction among bank employees in Lagos State, Nigeria.

Table 2.2: Summary of Least Significant Difference (LSD) on the deposit money banks on job satisfaction

(I) DEPOSIT MONEY BANKS	(J) NAME OF BANK	Mean Difference (I-J)	P
FIRST BANK	Zenith Bank	-.300	.668

	UBA	-4.756*	.000
	GTB	-5.012*	.000
ZENITH BANK	First Bank	.300	.668
	UBA	-4.456*	.000
	GTB	-4.712*	.000
UBA	First Bank	4.756*	.000
	Zenith Bank	4.456*	.000
	GTB	-.256	.814
GTB	First Bank	5.012*	.000
	Zenith Bank	4.712*	.000
	UBA	.256	.814

Source: Survey, 2018

Table 2.3: Summary of Least Significant Difference (LSD) on the nature of employment on job satisfaction in selected deposit money banks in Lagos State, Nigeria

(I) NATURE OF EMPLOYMENT	(J) NATURE OF EMPLOYMENT	Mean Difference (I-J)	Sig. ^b
Permanent Employees	Contract Employees	3.476*	.000
Contract Employees	Permanent Employees	-3.476*	.000

Source: Survey, 2018

Table 2.3 establishes the significant main effect of type of employment on job satisfaction among bank employees in Lagos State, Nigeria. Descriptive information in table 2.1 and the LSD information in table 2.2 suggest that permanent employees showed a higher level of job satisfaction (Mean = 36.75, SD = 5.90) than contract employees (Mean = 32.86, SD = 8.76) across the selected deposit money banks. This was shown in the mean scores of the contract and permanent employees of the selected deposit money banks as follows: GTB permanent employees (Mean = 39.66, SD = 4.15), GTB contract employees (Mean = 37.02, SD = 6.77); First Bank permanent employees (Mean = 35.28, SD = 6.21), First Bank contract employees (Mean = 31.37, SD = 9.63); Zenith Bank permanent employees (Mean = 36.48, SD = 4.66), Zenith Bank contract employees (Mean = 30.78, SD = 8.20); UBA permanent employees (Mean = 38.91, SD = 6.95) and UBA contract employees (Mean = 37.26, SD = 6.96).

Thus, it can be said that deposit money banks significantly influenced job satisfaction among bank employees in Lagos State, Nigeria. Also, nature of employment significantly influenced job satisfaction among bank employees in Lagos, Nigeria, while no significant main and interaction effect could be established between deposit money banks and nature of employment on job satisfaction among bank employees in Lagos State, Nigeria. Thus, hypothesis one which stated that there was a significant main and interaction effect between deposit money banks and nature of employment was partially confirmed.

The qualitative results of the study buttressed the above findings and showed that a majority of the permanent employees were satisfied with their job due to their passion and the pay earned from the job, while the contract employees' satisfaction was relatively low due to the nature of their employment. In supporting this opinion, a female with 10 years of work experience in the banking industry, which was once a contract employee but now a permanent employee said: "what the contract employees are receiving is not enough to take them home, they just have to manage." She confirmed that the employment benefits of those working as permanent employees were more than those of the contract employees in First Bank. According to her, many years ago, there were no contract employees in the banking industry and everyone enjoyed the same benefits except the upper cadre. She said:

... employees has [sic] variations in satisfaction level for their job ... though the permanent workers are more likely to be satisfied with their jobs ... because they earn more ... but the contract employees are just managing because most of them don't want to sit at home doing nothing ... "half bread is better than none".

(KII/Female/42/B.Sc./First Bank/ Head of Operations/2018)

This was also supported by an interviewee who said:

Contract and permanent employees differ in their levels of job satisfaction because the company policy on pay, promotion and job tenure favours the permanent employees more than the contract workers. Contract workers are rarely given higher responsibility, recognition and they do not perform supervisory roles as permanent employees do.

(KII/Male/45/MBA. /Zenith Bank/Head of Operations/2018)

In the same vein, an interviewee remarked that:

Although, job satisfaction is a relative concept, the job satisfaction in terms of its extrinsic and intrinsic forms is higher among permanent employees... because of numerous employment benefits such as salary, allowance, bonuses, duration of leave with pay etc. they enjoyed [sic] than contract workers.

(KII/Male/37/ M.Sc./GTB/ Head of Operations/2018)

In response to the question asked, an interviewee also said:

The level of job satisfaction of contract and permanent employees cannot be the same because it largely depends on their choice, economic situation and not necessarily based on the job they do. Therefore, some contract workers might be more satisfied with their job than the permanent employees and vice versa.

(KII/Male/35/ B.Sc./UBA/ Head of Operations/2018)

In the course of the in-depth interview phase, an interviewee said:

I have not really felt any slight change in my level of job satisfaction between when I was a contract worker and now that I am a permanent employee. Although, it is a behavioural thing, I am still myself. I am happy and contented with what I do whether as a contract or permanent staff.

(IDI/Female/35/ B.Sc./UBA/ Customer Care Officer/2018)

An interviewee reinforced the above response by saying:

As a contract worker then, but now a permanent employee, I am always satisfied with my job. Between the two natures of employment, the level of my satisfaction has not changed. It is still intact whether as contract worker before or permanent employee now. The reason being that *'I like banking job'*.

(IDI/Female/26/ HND/Zenith Bank/ Customer Care Officer/2018)

An interviewee also supported her response by saying:

I have always had high level of job satisfaction whether as a contract or permanent employee. Well, the level of satisfaction might vary between contract and permanent employees based on the differences in their salary and other employment benefits. However, because I studied banking and finance and I have a flair for bank job, I will always be satisfied with my job irrespective of the position I find myself in the bank.

[IDI/Male/33/ B.Sc./GTB/ Investment (consummated) Unit/2018]

An interviewee differed with the above responses by saying:

I have a higher level of job satisfaction as a permanent employee now than when I was a contract worker then. This is due to the employment benefits (monetary and non-monetary) that permanent employees enjoy more than the contract workers.

(IDI/Female/28/ B.Sc./First Bank/ Customer Relations Officer/2018)

The findings from the qualitative data indicated that all the key informants perceived that the contract and permanent employees differ in their level of job satisfaction, while the in-depth interviewees confirmed that

there was no variation in their level of job satisfaction as contract workers then and as permanent employees now, except in First Bank where variations were noted. However, since job satisfaction is attitudinal in nature, the management should ensure that workers are treated well so as to enable them to be positive in their attitude to work. This will reduce sabotage and increase productivity in the workplace.

Table 3: Summary of Two-Way ANOVA showing the main and interaction effect of deposit money banks and nature of employment on job commitment among bank employees in Lagos State, Nigeria

Source	SS	MS	Df	F	P	R
Deposit money banks (A)	812.28	270.76	3	15.71	< .01	1.00
Nature of employment (B)	165.62	165.62	1	9.61	< .01	.87
A X B	768.17	256.06	3	14.85	< .01	1.00
Error	10704.86	17.24	621			
Total	12288.24		628			

Source: Survey, 2018

Table 3 shows that there was a significant main effect of deposit money banks and nature of employment on job commitment among bank employees in Lagos State, Nigeria. From the table, there was a significant main effect of deposit money banks on job commitment among bank employees in Lagos State, Nigeria { $F(3, 628) = 15.71$; $p < .01$, $r = 1.00$ }. The table further shows that there was a significant main effect of nature of employment on job commitment among bank employees in Lagos State, Nigeria { $F(1, 628) = 9.61$; $p < .01$, $r = .87$ }.

Furthermore, the table revealed that there was a significant main and interaction effect among deposit money banks and nature of employment on job commitment among bank employees in Lagos State, Nigeria { $F(3, 628) = 14.85$; $p < .01$, $r = 1.00$ }. Thus, it was said that hypothesis two which stated that there was a significant main and interaction effect of deposit money banks and nature of employment on job commitment among bank employees in Lagos State, Nigeria was confirmed. The nature of effect and interaction were further analysed in the tables 3.1 and 3.2.

Table 3.1: Summary of descriptive statistics showing the mean differences of deposit money banks and nature of employment

DEPOSIT MONEY BANKS	NATURE OF EMPLOYMENT	Mean	Std. Deviation	N
FIRST BANK	Permanent Employees	29.50	4.076	124
	Contract Employees	29.00	4.274	111
	Total	29.26	4.169	235
ZENITH BANK	Permanent Employees	32.10	3.786	82
	Contract Employees	30.84	4.400	129
	Total	31.33	4.208	211
UBA	Permanent Employees	27.67	3.877	43
	Contract Employees	33.28	4.431	43
	Total	30.48	5.008	86
GTB	Permanent Employees	31.82	3.826	38
	Contract Employees	32.55	4.182	59
	Total	32.26	4.042	97
	Permanent Employees	30.27	4.226	287
	Contract Employees	30.84	4.573	342
	Total	30.58	4.423	629

Source: Survey, 2018

Table 3.1 shows the significant main effect of deposit money banks on job commitment among bank employees in Lagos State, Nigeria. Table 4.5.2 shows that GTB workers had the highest level of job commitment (Mean = 32.28, SD = 4.04). This was closely followed by workers of Zenith Bank (Mean = 31.33, SD = 4.21) and workers of UBA (Mean = 30.48, SD = 5.01), while First Bank workers showed the least level of job commitment (Mean = 29.26, SD = 4.17). Thus, this descriptive explanation coupled with the LSD information in table 3.2 below further strengthened

the assertion that deposit money banks has significant influence on job commitment among bank employees in Nigeria.

Table 3.2: Summary of Least Significant Difference on the nature of employment on job commitment in selected banks in Lagos, Nigeria

(I) NATURE OF EMPLOYMENT	(J) NATURE OF EMPLOYMENT	Mean Difference (I-J)	Std. Error	P
PERMANENT EMPLOYEES	Contract Employees	-1.146*	.370	.002
CONTRACT EMPLOYEES	Permanent Employees	1.146*	.370	.002

Source: Survey, 2019

Table 3 establishes the significant main effect of type of employment on job commitment among bank employees in Lagos State, Nigeria. Descriptive information in table 3.1 and the LSD information in table 3.2 show that contract employees had a higher level of commitment (Mean = 30.84, SD = 4.57) than permanent employees (Mean = 30.27, SD = 4.23) across the selected deposit money banks.

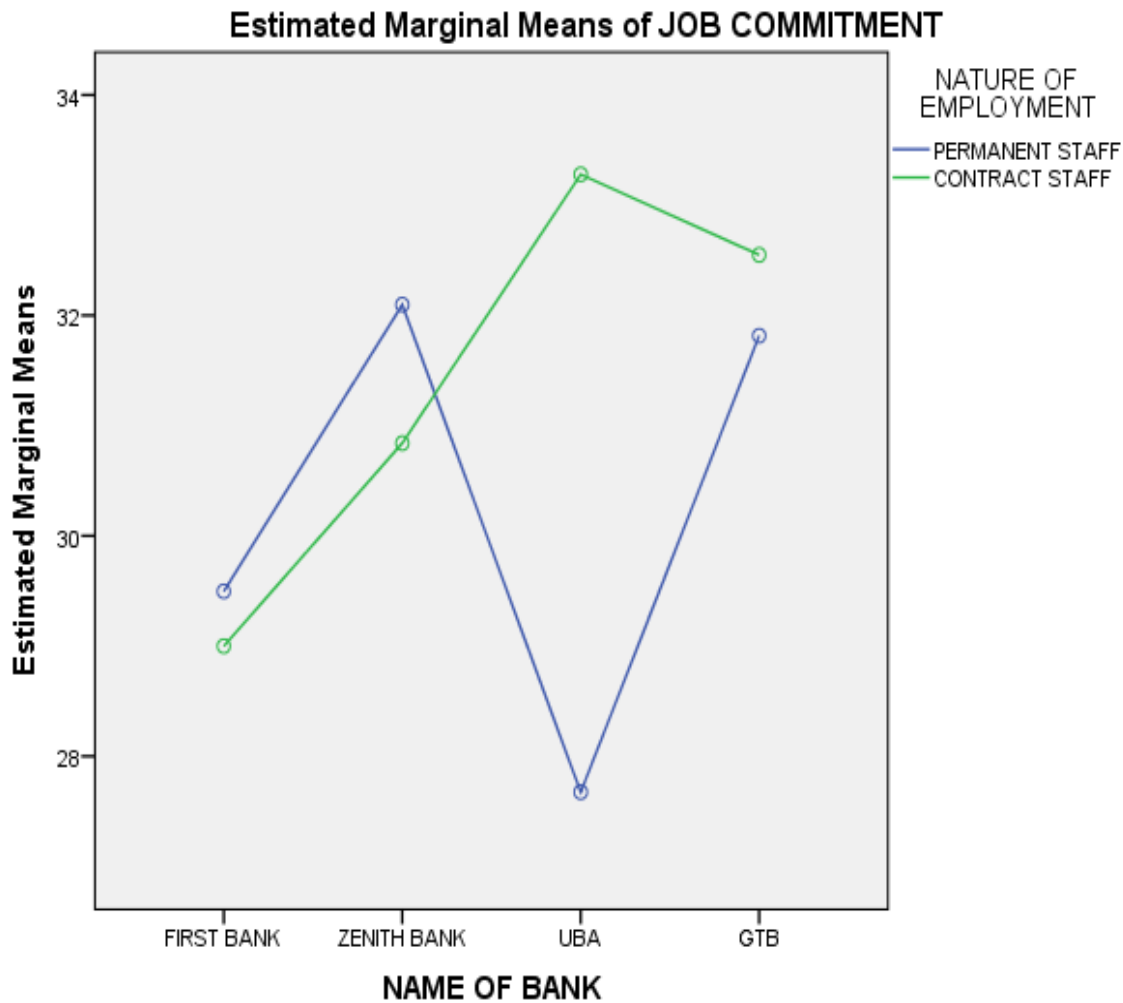


Figure 2: Two-Way ANOVA graph showing the interaction effect of deposit money banks and nature of employment on job commitment among bank employees in selected deposit money banks in Lagos State, Nigeria.

Figure 2 confirms the interaction effect of deposit money banks and nature of employment on job commitment among bankers in Nigeria. In table 3.1, it was seen that UBA contract employees (Mean = 33.28, SD = 4.43); GTB contract employees (Mean = 32.55, SD = 4.18); Zenith Bank permanent employees (Mean = 32.10, SD = 3.79), and First Bank permanent employees (29.50, SD = 4.08) attracted a higher level of job commitment than other categories of sampled workers in the selected deposit money banks. UBA permanent employees (Mean = 27.67, SD = 3.88); First Bank contract employees (Mean = 29.00, SD = 4.27); GTB permanent employees (Mean = 31.82, SD = 3.83), and Zenith Bank contract employees (Mean = 30.84, SD = 4.40) ranked the least in terms of job commitment. These explanations were further strengthened with the results of Least Significance Difference in Table 3.2 and the graph in Figure 2.

Apart from the general affective and continuance commitment level of contract and permanent employees in the selected banks, tables 3.3 and 3.4 shows the descriptive analyses of contract and permanent employees’ affective and continuance level of commitments across the selected deposit money banks, respectively:

Table 3.3: Descriptive Statistics showing the mean differences of deposit money banks, nature of job and level of Affective Commitment in selected deposit money banks in Lagos State, Nigeria

DEPOSIT MONEY BANKS	NATURE OF EMPLOYMENT	Mean	Std. Deviation	N
First Bank	Permanent Employees	12.41	3.809	124
	Contract Employees	13.47	3.536	111
	Total	12.91	3.713	235
Zenith Bank	Permanent Employees	13.56	4.286	82
	Contract Employees	13.95	2.998	129
	Total	13.80	3.550	211
UBA	Permanent Employees	10.77	1.702	43
	Contract Employees	15.98	2.577	43
	Total	13.37	3.403	86
GTB	Permanent Employees	12.89	4.138	38
	Contract Employees	15.05	2.960	59
	Total	14.21	3.607	97
	Permanent Employees	12.56	3.857	287
	Contract Employees	14.24	3.230	342
	Total	13.47	3.626	629

Source: Survey, 2018

It is clear from the table 3.3 above that, First Bank contract employees (Mean=13.47, SD=3.54); Zenith Bank contract employees (Mean=13.95, SD=2.99); UBA contract employees (Mean 15.98, SD=2.58) and GTB contract employees (Mean=15.05, SD=2.96) attracted a higher level of affective job commitment than the permanent employees in the selected deposit money banks. First Bank permanent employees (Mean=12.41, SD=3.81); Zenith Bank permanent employees (Mean=13.56, SD=4.29); UBA permanent employees (Mean=10.77, SD=1.70) and GTB permanent employees (Mean=12.89, SD=4.14) ranked the least in terms of affective job commitment in the selected deposit money banks. However, the contract employees showed a higher level of affective commitment (Mean=14.24, SD=3.23) than the permanent employees (Mean=12.56, SD=3.86) across the selected deposit money banks in Lagos State, Nigeria

Table 3.4: Descriptive Statistics showing the mean differences of deposit money banks, nature of job and level of Continuance Commitment in selected deposit money banks in Lagos State, Nigeria

DEPOSIT MONEY BANKS	NATURE OF EMPLOYMENT	Mean	Std. Deviation	N
FIRST BANK	Permanent Employees	17.06	3.185	124
	Contract Employees	15.56	2.641	111
	Total	16.35	3.030	235
ZENITH BANK	Permanent Employees	18.54	2.245	82
	Contract Employees	16.95	3.040	129

	Total	17.56	2.860	211
UBA	Permanent Employees	16.91	3.279	43
	Contract Employees	17.30	2.908	43
	Total	17.10	3.087	86
GTB	Permanent Employees	18.92	1.124	38
	Contract Employees	17.63	2.840	59
	Total	18.13	2.401	97
	Permanent Employees	17.71	2.864	287
	Contract Employees	16.66	2.962	342
	Total	17.14	2.962	629

Source: Survey, 2018

Table 3.4 shows that First Bank permanent employees (Mean=17.07, SD=3.19); Zenith Bank permanent employees (Mean=18.54, SD=2.25); UBA contract employees (Mean=17.30, SD=2.91); GTB permanent employees (Mean=18.92, SD=1.12) attracted a higher level of continuance job commitment than First Bank contract employees (Mean=15.56, SD=2.64); Zenith Bank contract employees (Mean=16.95, SD=3.04); UBA permanent employees (Mean=16.91, SD=3.28) and GTB contract employees (Mean=17.63, SD=2.84), respectively in the selected deposit money banks. However, the permanent employees showed a higher level of continuance commitment (Mean=17.71, SD=2.86) than the contract employees (Mean=16.66, SD=2.96) across the selected deposit money banks in Lagos State, Nigeria.

The qualitative findings showed that a majority of the permanent employees have higher affective, continuance and normative commitment due to the nature of their employment, while the contract employees have higher normative commitment due to the opportunity of being converted to permanent employees. Meanwhile, there was a high rate of turnover among contract employees in the selected deposit money banks. An instance of this was given by a 38-year old male First Bank worker, he expressed his opinion thus:

Both contract and permanent employees have feelings for their job. However, in terms of continuance commitment, contract employees leave (labour turnover) the bank more than the permanent employees due to the duration of their contract between 2 – 5 years and the lack of some benefits after termination of contract. Although, both workers have passion for their job, the contract workers could be unhappy in their job when they perceive some differences in their employment benefits even when they perform the same tasks as permanent employees at times. . . . The contract and permanent employees have high normative commitment reason being that, First Bank does not joke with her rules and regulations. Therefore, every worker is expected to obey rules in order to keep their jobs. . . .

(KII/Female/B.Sc./42/Head of Operations/ First Bank/2018)

This was supported by an interviewee who said:

Contract and permanent employees have a moderate tendency of job commitment, even though permanent employees leave the organisation more often than the contract workers. This is as a result of the fact that, the permanent employees are more favoured to be employed in other banks than contract workers due to their level of experience and competence.

(KII/Male/45/MBA./Zenith Bank/Head of Operations/2018)

In the same vein, an interviewee explained:

. . . Although, both contract and permanent employees have passion for their job, the contract workers could be dis-affectionate and exhibit poor level of commitment when they perceive some differences in their employment benefits when compared to the permanent employees and when they are not given permanent status after working for five years or more. . . .

(KII/Male/37/ M.Sc./GTB/ Head of Operations/2018)

In response to the question asked, an interviewee also said:

The level of job commitment of contract and permanent employees varies due to their expectations on the job. This is because; commitment is like a vow that is backed by an exchange of promises between two parties. Thus, if the workers get what they want from their employers in respect to the work they do and they perceive relative fairness in them, they will be committed to their job. Otherwise, the workers will exhibit a low level of commitment. Therefore, some contract workers might be more committed to their job than the permanent employees due to their expectations and vice versa.

(KII/Male/35/ B.Sc./UBA/ Head of Operations/2018)

In furtherance to the above, an interviewee opined as follows:

Generally, on the basis of commitment, I almost quit my job as a contract employee due to the pressure involved, especially satisfying your immediate boss so as to get converted to permanent employee, but I am highly emotionally attached to my job as contract and permanent employee. As a matter of fact, both contract and permanent employees obey rules and regulations of the bank...

(IDI/Female/25/ B.Sc./UBA/ Customer Care Officer/2018)

An interviewee differed from the above opinion when he said:

I am more committed to my job now than when I was a contract worker then due to salary and other employment benefit differentials. I have achieved a lot now compared to when I was a contract worker. No more fear of being sacked at any time . . . I have access to loans and health benefits. All these will always make me put more efforts into my work and do whatever my boss asks me to do.

(IDI/Female/37/ B.Sc./Zenith Bank/ Customer Care Officer/2018)

In corroboration of the above, an interviewee said:

You see, one does not need to pretend over the question you asked. To be sincere, every individual will most likely be more committed to their job if they are given what their heart desires. The mere fact that people call you a core (permanent) staff is enough to trigger or arouse your behaviour to exhibit higher level of commitment than when you are called a non-core staff. In fact, the many benefits attached to my status as a permanent staff are the more reasons, I am more contented with my job now than when I was a contract worker.

[IDI/Male/33/HND/GTB/ Investment (consummated) Unit/2018]

In support of the above, an interviewee said:

As a contract worker then, I often pretend to like what I was doing because I had no other job to do . . . Something keeps on telling me that I should quit my job . . . I was always aggressive to customers because I do what some permanent workers do in my bank, yet my remuneration was poor when compared to theirs. However, since the day I was converted to permanent staff, my attitude changed, I began to relate with customers and colleagues in a good mood and I had the internal feeling to be more committed to my job so as to protect it and be promoted as and when due.

(IDI/Female/28/ B.Sc./First Bank/ Customer Relations Officer/2018)

Arising from the above, it can be said that job commitment is a function of choice and expectation to a few employees, while it is a function of employment benefits to many other employees. These factors should be put into consideration by the management in deciding which employees are more committed than others in their organisations, and since the opinion of the majority counts more than the minority in making decisions, it is

advisable, that the management balances employees' employment benefits with the tasks they perform, irrespective of the nature of their employment.

Discussion of Findings

The study confirmed that there was no significant main and interaction effect of deposit money banks and nature of employment on job satisfaction among bank employees in Lagos State, Nigeria. Nevertheless, it was observed generally that permanent employees showed a higher level of job satisfaction than contract workers across the selected banks. The finding is in tandem with the findings of Bucher (2007); Austin (2009); Idowu (2010); Okafor (2010) and Kayii and Dagogo (2017). They opined that the contract workers have lower job satisfaction than the permanent employees. This runs contrary to the finding of Feather and Rauter (2004), which shows that there is no difference in job satisfaction between contract and permanent employees. The finding confirmed Adams equity theory which states that employees whose inputs (qualifications, experience and skills, abilities and knowledge) correlate with their outputs (rewards) tend to be more satisfied with their jobs than the opposite employees.

In addition, the study confirmed that there was a significant main and interaction effect of deposit money banks and nature of employment on job commitment among bank employees in Lagos State, Nigeria. The descriptive information of the study revealed that contract employees showed a higher level of general and affective commitment than permanent employees in the selected deposit money banks in Lagos, Nigeria. The finding repudiates the results of Udeozor (2007); Kang Yang Trevor Yu (2012) and Jena (2014). They showed that permanent employees were generally more committed than contract workers. The study only showed that the permanent employees attracted a higher level of continuance commitment (not general or affective commitment) than the contract workers in the selected deposit money banks.

The notion that contract workers are generally or affectively more committed than permanent employees across the selected deposit money banks may be due to the following reasons: First, contract work would not necessarily have a bad effect on workers if it were a short-term bridge into better work. Certainly, in some cases, contract workers do go on to better paid and more secure jobs after showing a higher level of commitment and passion for their jobs than their colleagues (Chambers and Kalb, 2001). This is most clearly the case for many contract workers in Nigerian banks who, after a period of probation or higher commitment, might be converted to permanent employees, usually after two or more years depending on the bank's policy. Some evidence suggests that a direct transition from unemployment to 'permanent' job is less likely than an indirect transition which goes from unemployment via a contract job and then into a permanent job (Chalmers and Kalb, 2001). This is unsurprising, since many employers in Nigeria are reluctant to recruit directly from the pool of unemployed, but want some assurance of competence, passion and dedication, work discipline and higher commitment.

Second, one reason why workers in contract employment in Nigeria may obtain permanent jobs, either directly with a client or indirectly, is because they acquire skills (for example, computer training) and experience with a variety of former employers, who may have employed them as contract workers. Indeed, what may be the primary motivation of contract employment is sometimes the opportunity for these workers to acquire skills and experience so as to be more committed in their new role as permanent employees (Carey and Hazelbaker, 1986; Von Hippel *et al.*, 1997). Also, due to the present economic situation cum high rate of unemployment in Nigeria, employees in contract employment will rather "thank God" for at least, providing them with work to do and be more committed to the work than permanent employees whose working conditions are better in the selected deposit money banks. Such contract employee will rather perceive equity than inequity.

Conclusions

The study then concludes that the nature of work determines the level of job satisfaction and commitment of workers in deposit money banks as majority of the contract workers were not comfortable with their jobs in the selected deposit money banks. The few contract workers that were at least psychologically satisfied and committed may feel so when they compare themselves with the army of unemployed in Nigeria. The fact that they work within the same banking firms as permanent employees and were conferred the 'social status' of being 'bankers' may make them feel good outwardly but inwardly they are not. This was noticed in their poor levels of job satisfaction and continuance commitment when compared with their permanent employee counterparts in the selected deposit money banks.

Recommendations

The following recommendations were made:

1. The management should adequately and equitably motivate all categories of their workers in order to improve their levels of job satisfaction and commitment. This will enhance the organisation's stability, productivity and profitability.
2. The Nigeria Labour Congress and Civil Society Organisations should also help to influence the Nigerian government so as to implement the International Labour Organisation agenda on decent work which emphasizes the social protection for all workers, labour standards and fundamental principles and rights at work, employment opportunities and social dialogue.
3. The contract workers must open up to labour unions so that those work-place activities which are contrary to the ideal industrial relations practices can be exposed and expunged.
4. The permanent employees should not discriminate or see the contract workers as inferior or consider them as non-core employees, rather they should consider them as partners in progress and good workgroup/team players.
5. Lastly, government and other policy makers should ensure that labour laws are carefully implemented and evaluated to protect contract workers from the exploitation of employers in Nigeria.

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