

Casualisation and Job Satisfaction of Employees in Nigerian Banking Industry: A Case Study of Deposit Money Banks in Ikeja, Lagos Nigeria.

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Abstract

Casualisation of employment and its effect on workers' job satisfaction in the Nigerian workplace is arguably a subject of strategic and immense significance. This perhaps is due to the fact that employees tend to be motivated and productive when satisfied, all things being equal. This study thus examined whether differences exist in the level of job satisfaction of casual and permanent employees in the Nigerian banking industry. Additionally, the study attempted to ascertain the pervasiveness of casualisation in the banking sector and the level of job satisfaction of the casual and permanent employees. The study focuses on the Nigerian banking sector using a survey of some selected deposit money banks (DMBs) within the Ikeja metropolitan area of Lagos state. A sample size of 250 was drawn from the study's population using the multi-stage sampling technique. The short form of the Minnesota Satisfaction Questionnaire was adapted to collect the required data. From the two hundred and fifty questionnaire administered, two hundred and ten (210) was found usable. The elicited data were analyzed using descriptive and inferential statistics. The findings of the study revealed a moderately high incidence of casualisation among the study's sample in the Nigerian banking industry. Also, the level of job satisfaction of both the casual and permanent staff was found to be moderately high. It was further revealed that casual workers were less satisfied with certain job aspects such as pay, opportunity for promotion or career advancement, job insecurity and work autonomy; however, no significant difference was found in the overall level of job satisfaction of casual employees and that of their permanent counterparts. It was recommended that management of organizations should not only formulate but endeavour to implement policies of fair pay with fringe benefits, promotion opportunities and job security among all categories of employees.

KEYWORDS: Pervasiveness; Casualisation; Job Satisfaction; Permanent Employment

Introduction

The traditional employment relationship as stated by Okafor (2012) is a full-time, secure employment contract of undefined duration, with standardized working conditions and sufficient social benefits. However, Cheadle (2006) opined that this standard model of full-time employment is gradually giving way to less secure and usually susceptible forms of employment.

This changing pattern of work is referred to as casual, or contingent, or contract employment. Casualisation is one of the manifestations of the degradation of work from formal to informal employment and from permanent to temporary and precarious forms of work (Misra, 2007). It is often associated with a shortfall in the protection of workers in terms of employment rights, wages, working conditions, job security, unionization and other forms of benefits.

The use of this global business model, defined as the strategic substitution of fulltime workers with contract and/or agency labour, seems to be on the rise in Nigeria and this has been viewed with great concern and worry. Anugwom (2007) attributed this persistent rise in the use of casuals to the vulnerability of employees in Nigeria, occasioned by a high level of unemployment, chronic economic underdevelopment and its accompanying poverty. The casualisation model enables employers to either ignore or lower workplace standards and workers' social needs and to create a strong barrier against workplace unionization. Casualisation therefore does not only undermine the concept of decent work, but also violates established labour standards in Nigeria (Okafor, 2010). Thus, the scourge of casualisation is fast becoming a social phenomenon in labour relations and a foremost human resource challenge in the Nigerian workplace (Kalejaiye, 2014).

The incidence of casualisation within the Nigerian banking sector seems to be on the increase particularly as casual workers are persistently being engaged to occupy various positions across organizational levels with appalling working conditions. Fapohunda (2012) affirmed that 79% of the Nigerian banking sector's employees are hired as casual staff with unfavourable work terms.

Sverke and Goslinga (2003) found that casual employment has immediate and possible long-term consequences, which may negatively influence the individual employee's job attitudes, health and behaviour and by extension the satisfaction derived on the job by these set of workers.

Against this backdrop therefore, this study attempts to ascertain whether differences exist in the level of job satisfaction of casual and permanent employees in the Nigerian banking industry. Specifically, the study aimed at ascertaining the pervasiveness of casualisation in the banking sector; the level of job satisfaction of the casual and the level of job satisfaction of permanent employees.

Statement of the Research Problem

Casualisation has become a foremost human resource challenge in the Nigerian workplace in the quest by employers to reduce cost and maximize profit while jeopardizing the employees' economic, social and personal lives (Okafor, 2013). The incidence of casualisation arguably is on the increase within the Nigerian banking sector particularly as casual staff are persistently being engaged in various capacities and categories with appalling working conditions.

Fapohunda (2012) confirmed that 79% of the Nigerian banking sector's employees are hired as casual staff with unfavourable work terms.

Sverke and Goslinga (2003) found that casual employment has immediate and possible long-term consequences, which may negatively influence the individual employee's attitudes, health and behaviour. It is also found to be related to employees' motivation which ultimately affect their outputs and performance (More, 2016). Thus, casualisation is highly threatening not only to the health, satisfaction and well-being of the individual but also to the organization's outcomes. Furthermore, the overwhelming feeling of insecurity which results from this form of employment produces a state of powerlessness, meaninglessness, isolation and self-estrangement on the part of the contract workers, and these further affect the employees' satisfaction, performance, commitment, and attitudes generally towards the job and also the organization.

Objectives of the Study

The study sought to accomplish the following specific objectives.

1. To examine the pervasiveness of casualisation in the Nigerian banking industry.
2. To ascertain the job satisfaction level of casual workers in the Nigerian banking industry.
3. To determine the job satisfaction level of permanent staff in the Nigerian banking industry.
4. To find out if differences exist between the job satisfaction levels of casual workers and permanent employees.

Research Questions

Against the backdrop of the statement of the research problem, the following research questions were stated in order to achieve the objectives of this study.

1. What is the pervasiveness of casualisation in the Nigerian banking industry?
2. What is the job satisfaction level of casual workers in the Nigerian banking industry?
3. What is the job satisfaction level of permanent staff in the Nigerian banking industry?
4. Is there any difference between the job satisfaction levels of casual workers and permanent employees?

Concept of Job Satisfaction

Job satisfaction can be a very intricate and many-sided variable having consequences in various settings. Thus, several definitions are put forward to explain its meaning and applications. Mark (2014) defined job satisfaction as the favourableness or un-favourableness with which employees view their jobs. The happier people are with their jobs, the more satisfied they tend to be. A broader definition of job satisfaction was given by Victor (2017), as involving cognitive, affective and evaluative reactions or attitudes and states. According to

him, job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. Wale (2017), opined that the classic definition of job satisfaction is any combination of psychological, physiological and environmental circumstances that lead a person to say, "I am satisfied with my job." It is the extent to which employees like their work. Thus, there is a general agreement that job satisfaction is an affective or emotional reaction to a job that results from the employees comparing actual outcomes to desired, expected, or deserved outcomes (Samuel, 2016).

An assessment of the definitions above reveals that individuals tend to have in them some needs and drives which they bring to the workplace and these influence their performances. Thus, understanding how these drives and needs stir up performances together with how rewards on such performances stimulate job satisfaction is very essential for a manager to bring out the best in the subordinates.

Job satisfaction can be estimated from either a multi-dimensional perspective or a general perspective (Boh, 2022). While the multifaceted perspective of job satisfaction expresses the view that a worker may be satisfied with some facets of the job, the general perspective on the other hand displays the worker's emotional response to the overall work atmosphere. For instance, an employee may feel satisfied with certain aspects of his/her job such as relationship with co-workers, pay, promotional opportunities or the supervisor's leadership style. The multifaceted perspective of job satisfaction by implication demonstrates that it is a complex attitude which could positively or negatively adjust according to changes in some work-related attributes. Thus, for firms to achieve their objectives, the management should build an ambiance of commitment and teamwork for workers by formulating and implementing policies that make employees' satisfaction possible.

Workplace Factors That Affect Job Satisfaction

There are several factors that have been found to influence job satisfaction in the workplace. Luthans (2006), maintained that remuneration or pay helps to fulfil the higher-level needs of individuals besides assisting them to realize and acquire their basic needs. Robbins, Odendaal and Roodt (2003) added that most workers will likely seek payment structures considered to be definite, fair, and in alignment with their expectations. Another factor is opportunities for promotion. Peterson, Puia and Suess (2003) are of the view that there is a vast relationship between opportunities for promotion and job satisfaction. This relationship largely depends on employees' perceived fairness. In other words, it is assumed that individuals who believe that they have potential promotion opportunities will likely experience satisfaction, while those who feel that they have less career advancement opportunities tends to have reduced level of job satisfaction. The work itself has also been found to influence job satisfaction. Luthans (2006) observed that where employees' job permits the use of discretion; has sufficient variety;

a considerable degree of challenge; and permits the use of individual skills and abilities, job satisfaction expectedly can be achieved. Furthermore, supervision is believed to play a very vital role in employees' job satisfaction with respect to the supervisor's competence in providing both emotional and technical support for the workers together with any other task relating to their jobs (Robbins et al., 2003). Thus, Bulus (2017) observed that workers that feel satisfied with their supervisors tend to feel satisfied generally with their job. Another factor that influences job satisfaction bothers on how suitably workers get by with one another and how well they admire and respect their fellow workers. Colleagues with supportive and friendly disposition enhance the level of job satisfaction among workers in a work environment (Luthans, 2006). Intimate friendship quality has been found to correlate with career success and job satisfaction among employees (Markiewicz, Devine & Kausilas, 2000).

The Nature of Casualisation

Casualisation is often used interchangeably with other terms such as non-standard work arrangements, flexible, temporary, contingent, and contract/casual employment. As to its definition, there appears to be no standard definition. May, Campbell, and Burgess (2005) defined casualisation as a process whereby more and more of the labour force are engaged in casual jobs. Okafor (2010) considered casualisation as the systematic substitution of full-time permanent staff with staff engaged on an ad hoc basis. Bodibe (2006) added that casualisation is a process by which employment shifts from a preponderance of full time and permanent positions to higher levels of casual positions. Danesi (2002) observed that the definition of casualisation and the legal framework regulating the terms and conditions of this work arrangement in Nigeria is not provided for or stated explicitly in the Nigerian Labour Act. Thus, this explicates why employers exploits casual workers hired by them and the motivating factor for the widespread use of casuals by employers. Bodibe (2006) rightly noted that casual employment refers to job without rights and it is an employment of irregular or intermittent nature. Okafor (2013) added that casual workers are deprived of the most basic of working conditions usually available to permanent staff such as paid leave, educational loans etc.

Although this rising model of employment in Nigeria was required in the past for seasonal work scheduled for a relatively short period and mainly for the unskilled, today however, it is fast becoming the foremost form of adaptable work arrangement. As such, both the skilled and unskilled are engaged as casuals not only in the informal sector, but also in the organized private and public sectors of the economy (Kalejaiye, 2014).

Casualisation and Job Satisfaction

As a result of the persistent usage of casual employees across a number of sectors together with the rise in the trend, an increasing empirical literature have studied the influence of casualisation on job satisfaction (De Graaf-Zijl, 2012).

For example, Booth, Francesconi, and Frank (2002), found that casual employees have lower satisfaction with a number of their job aspects. Casual employments are frequently associated with increased and subjective job insecurity due to the intensity of unemployment and because casual employees' employment is extremely unprotected. De Graaf-Zijl (2012) in her study analysed the satisfaction of different casual employees and found job insecurity as the reason for casual employees' lower job satisfaction, compared to the permanent staff. In Nigeria, Fapohunda (2012) in her study discovered that there is a preponderance of casual employment in the banking sector of the economy. The study emphasized that casualisation has gained ground in such an unprecedented scale, intensity and proportion that most of the workers seen on the floor of the banking halls are mainly contract staffs with low satisfaction. Kalejaiye (2014) added that the practice of engaging casual workers in Nigeria for permanent positions abounds in the banking industry. Also, Okafor (2013) in his study affirmed this view by stating that there has been a persistent engagement of non-standard workers in the Nigerian banking sector as outsourced staff, contract staff, casual staff or ad-hoc staff with precarious working conditions. Furthermore, Oloyede (2012) in his comparative study of casual and regular workers' job satisfaction and commitment in selected banks in Lagos state found that there is no significant difference between regular and casual workers' job satisfaction. However, Bruno, Caroleo, and Dessy (2013) observed in their study and reckoned that casual workers are not a homogenous set of insecure employees with low satisfaction or prospects as some of them appear to feel the patterns of satisfaction comparable to those workers with permanent employment. Similarly, Dawson and Veliziotis (2013) noted that the difference in casual workers' satisfaction and well-being estimates is of high significance when compared to employees with permanent job status, with much lower satisfaction and well-being being reported by casual workers. Their findings showed that casual employees have lower job satisfaction levels than the permanent employees using data on different job satisfaction facets such as overall job satisfaction, satisfaction with job security, satisfaction with pay, satisfaction with the work itself and satisfaction with hours worked.

Theoretical Framework

This study is hinged on the neo-liberal theory as a result of its ability to explain the perceived prevalence of casualisation in the Nigerian organization. The neo-liberal economic theory claims that the most pragmatic means or strategy for improving production costs is to cut down on labour costs through increased casualisation of the workforce (Pratt, 2006). Neo-liberalism as a driving force of casualisation seeks to deregulate global markets including the labour market in order to amplify labour flexibility and firm's profitability. Labour flexibility is reflected in an employer's ability to: hire or fire labour as and when needed; adjust labour costs in line with market needs; assign labour proficiently within the firm; and fix working hours to fit business demands. Thus, this strategy and policy implies that employees could be laid-off without severance pay or benefits or due process being followed, and employers would not be

liable or be exempted from all minimum standard legislation. This might ultimately increase poverty and the levels of inequality in many countries (Wilkinson & Pickett, 2010).

Methodology

The study adopted the descriptive and correlational research design. Structured questionnaires were administered on the study’s sample comprising 250 employees of the members of staff of the selected deposit money banks within the Ikeja metropolis of Lagos state. Casualisation was ascertained by requesting that respondents indicate their employment status with their organizations as either casual or permanent staff. On the other hand, job satisfaction was measured by adopting Weiss, England, and Lofquist (1967) short form of the Minnesota satisfaction questionnaire which was reported on a 5-point Likert scale. Data obtained were analysed through descriptive and inferential statistics using the statistical package for the social sciences. The mean values for the different job aspects were computed in order to ascertain the job satisfaction level of both the casual and permanent workers. Also, the independent t-test was computed at 5% level of significance in order to find out if differences actually exist in the job satisfaction level of the casual workers and the permanent employees.

Data Presentation and Analysis

Altogether, two hundred and fifty (250) questionnaires were administered, while two hundred and ten (210) representing 84% of the total questionnaires administered were found usable. Of the total respondents 53.3% were females while 46.7% of the respondents were males.

Results

Q1. What is the pervasiveness of casualisation in the Nigerian banking industry?

Table 4.1 Pervasiveness of Casualisation in the Nigerian Banking Industry

| VARIABLE | FREQUENCY | PERCENTAGE |
|--|------------------|-------------------|
| Employment Status in the Organization | | |
| Permanent Staff | 79 | 37.6 |
| Contract Staff | 131 | 62.4 |
| Total | 210 | 100.0 |

Table 4.1 above shows that 62.4% of the respondents were staff hired as casual employees while 37.6% respondents were permanent employees. This gives an indication of a fairly high incidence (pervasiveness) of casualization in the Nigerian Banking Industry.

Q2. What is the job satisfaction level of casual workers in the Nigerian banking industry?

Table 4.2 The level of Job Satisfaction among Casual Staff employed in the Nigerian Banking Industry.

| S/N | VARIABLE | Job Satisfaction Level of Contract Staff | | |
|-----|---|--|-------|------|
| | | N | Mean | S. D |
| 1 | Being able to keep busy all the time | 131 | 3.55 | 1.02 |
| 2 | The chance to work alone on the job | 131 | 3.27 | 1.20 |
| 3 | The chance to do different things from time to time | 131 | 3.27 | 1.23 |
| 4 | The chance to be somebody in the organization | 131 | 3.11 | 1.37 |
| 5 | The way my boss handles his/her subordinates | 131 | 3.70 | 1.02 |
| 6 | The competence of my supervisor in making decisions | 131 | 3.76 | 1.06 |
| 7 | Being able to do things that don't go against my conscience | 131 | 3.65 | 1.02 |
| 8 | The way my job provides for steady employment/job security | 131 | 2.95 | 1.18 |
| 9 | The chance to do things for other people | 131 | 3.60 | 1.11 |
| 10 | The chance to tell people what to do | 131 | 3.61 | 0.96 |
| 11 | The chance to do something that makes use of my abilities | 131 | 3.62 | 1.06 |
| 12 | The way company policies are put into practice | 131 | 3.18 | 1.14 |
| 13 | My pay compared to the amount of work I do | 131 | 2.34 | 1.29 |
| 14 | The chances for advancement on this job | 131 | 2.81 | 1.21 |
| 15 | The freedom to use my own judgment | 131 | 2.82 | 1.19 |
| 16 | The chance to try my own methods of doing the job | 131 | 2.89 | 1.15 |
| 17 | The working conditions | 131 | 3.05 | 1.19 |
| 18 | The way my co-workers get along with each other | 131 | 3.66 | 0.97 |
| 19 | The praise I get for doing a good job | 131 | 3.39 | 1.12 |
| 20 | The feeling of accomplishment I get from the job. | 131 | 3.27 | 1.08 |
| | Overall mean of mean | | 3.275 | |

Also, table 4.2 reveals that on a possible 5-point rating, the level of job satisfaction of casual workers reported a mean above 3 (M=3.275), which indicates a moderately high overall job satisfaction level among the casual workers. The table further reveals that the casual workers reported relatively higher satisfaction with certain job aspects such as: supervisor's competence in making decisions (M=3.76); co-workers' relationship (M=3.66); and the job characteristics (M=3.65). On the other hand, they reported relatively lesser satisfaction with job aspects such

as: pay (M=2.34); chances of advancement on the job (M=2.81); work autonomy (M=2.89); and job security (M=2.95).

Q3. What is the job satisfaction level of permanent staff in the Nigerian banking industry?

Table 4.3 *The level of Job Satisfaction among Permanent Staff employed in the Nigerian Banking Industry.*

| S/N | VARIABLE | Job Satisfaction Level of Permanent Staff | | |
|-----|---|---|-------|------|
| | | N | Mean | S. D |
| 1 | Being able to keep busy all the time | 79 | 3.91 | 1.08 |
| 2 | The chance to work alone on the job | 79 | 3.80 | 1.03 |
| 3 | The chance to do different things from time to time | 79 | 3.73 | 1.02 |
| 4 | The chance to be somebody in the organization | 79 | 3.73 | 1.15 |
| 5 | The way my boss handles his/her subordinates | 79 | 3.58 | 1.10 |
| 6 | The competence of my supervisor in making decisions | 79 | 3.66 | 1.10 |
| 7 | Being able to do things that don't go against my conscience | 79 | 3.57 | 1.14 |
| 8 | The way my job provides for steady employment/job security | 79 | 3.13 | 1.21 |
| 9 | The chance to do things for other people | 79 | 3.77 | 0.83 |
| 10 | The chance to tell people what to do | 79 | 3.71 | 0.88 |
| 11 | The chance to do something that makes use of my abilities | 79 | 3.91 | 0.91 |
| 12 | The way company policies are put into practice | 79 | 3.42 | 1.08 |
| 13 | My pay compared to the amount of work I do | 79 | 3.28 | 1.18 |
| 14 | The chances for advancement on this job | 79 | 3.16 | 1.21 |
| 15 | The freedom to use my own judgment | 79 | 3.16 | 1.11 |
| 16 | The chance to try my own methods of doing the job | 79 | 3.29 | 1.15 |
| 17 | The working conditions | 79 | 3.57 | 1.02 |
| 18 | The way my co-workers get along with each other | 79 | 3.87 | 0.90 |
| 19 | The praise I get for doing a good job | 79 | 3.33 | 1.08 |
| 20 | The feeling of accomplishment I get from the job. | 79 | 3.72 | 1.02 |
| | Overall mean of mean | | 3.565 | |

Similarly, table 4.3 shows a fairly high level of job satisfaction being reported by the permanent employees (M=3.565). The table further reveals that permanent staff reported relatively higher satisfaction level with job aspects such as: being able to keep busy all the time

(M=3.91); the chance to work alone on the job (M=3.80); and the chance to do different things from time to time (M=3.73). On the other hand, they reported relatively lesser satisfaction with job aspects such as: job security (M=3.13); chances of advancement on the job (M=3.16); and work autonomy (M=3.16).

Q4. Is there any difference in the job satisfaction levels of casual and permanent employees?

Table 4.4 Differences in the level of Overall Job Satisfaction between Casual Staff and Permanent Staff in the Nigerian Banking Industry

| VARIABLES | | Levene’s Test for equality of variances | | T-Test for equality of means | | | | | |
|------------------|----|---|------|------------------------------|---------|-----------------|-----------------------|---|--------|
| | | F | Sig. | T | Df | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | | | | | | | Lower | Upper |
| Job Satisfaction | PS | .365 | .546 | 3.280 | 208 | .29216 | .08908 | .11654 | .46777 |
| | CS | | | 3.251 | 159.989 | .29216 | .08986 | .11469 | .46963 |

Note: PS = Permanent staff; CS = Casual staff

Table 4.4 above indicates that there is no statistical difference (F= 0.365, p > 0.05) in the overall job satisfaction level of casual and permanent staff. This means that there is no significant difference in the level of job satisfaction of casual and permanent employees in the Nigerian banking industry. In other words, casualisation does not seem to significantly impact job satisfaction in the Nigerian banking industry.

Discussion of Findings

This study sought to examine the incidence of casualisation in the Nigerian banking industry and the impact it has on the job satisfaction level of both casual and permanent employees.

With regards to the first objective which aimed at ascertaining the pervasiveness of casualisation within the banking sector in Nigeria, the study found that the incidence of casualisation in the Nigerian Banking industry is moderately high. This finding agrees with that of Fapohunda (2012) who in her study also discovered the preponderance of casual employment in the banking sector of the Nigerian economy. In fact, the study emphasized that casualisation has gained ground in such an unprecedented scale, intensity and proportion that most of the workers seen on the floor of the banking halls are mainly contract staff. Kalejaiye (2014) added that the practice of engaging casual workers in Nigeria for permanent positions abounds in the banking industry.

Furthermore, with respect to the study's second objective which was to ascertain the job satisfaction level of casual workers in the Nigerian banking industry, the study revealed that on the overall the casual workers are relatively satisfied with their jobs. This finding is consistent with that of Kalleberg and Reynolds (2003), who used cross-section data from an International Social Science Survey Program and found no evidence that workers on casual employment were significantly less satisfied. Additionally, D'Addio, Eriksson and Frijters (2007), in their study found no evidence that casual workers were less satisfied.

The third objective aimed at ascertaining the job satisfaction level of the permanent employees in the Nigerian banking sector. With respect to this objective, it was discovered that the permanent employees were satisfied with their jobs. This agrees with the results in the study of (Bruno, Caroleo, & Dessy, 2013) which all together indicate a high level of job satisfaction of the permanent workers.

With respect to the fourth objective of the study and the research hypothesis which was to determine if differences exist between the level of job satisfaction of casual workers and the permanent employees within the Nigerian banking sector, it was found that no significant difference exist between the satisfaction level of contract staff and their permanent counterpart. This is in accordance with the discovery of Oloyede (2012) who in his comparative study of casual and regular workers' job satisfaction and commitment in selected banks in Lagos state found no significant difference between regular and casual workers' job satisfaction. That is, regular and casual bank workers do not differ substantially in their level of satisfaction. Also, it aligns with the findings of Green, Parvinder and Gareth (2010) who found no significant differences between the job satisfaction of permanent and casual employees. Furthermore, it corroborates the findings of Kalleberg and Reynolds (2003), who also found no evidence from their study that workers on casual employment were significantly less satisfied than employees on permanent employment.

Additional findings from the study revealed that satisfaction with supervisor's competence in decision making and relationship with co-workers emerged as the most important determinant of overall job satisfaction amongst casual staff. Also, the nature of work and the chance to use one's abilities equally ranked high in the determination of the casual workers' satisfaction. On the other hand, job insecurity emerged first on the list of the job dimensions causing less satisfaction. This is followed by lack of autonomy on the job and lack of opportunity for promotion or advancement on the job. Dissatisfaction with pay ranked lowest having the least mean value 2.34. This perhaps suggests that in the Nigerian workplace settings, employees' satisfaction is mainly determined by whether or not a job is considered stable or secure and the extent to which the job guarantees pay that is deemed fair or equitable by the workers. This is understandable considering the unprecedented and high rate of unemployment in the Nigerian economy with its accompanying spate of poverty prevalence. Consequently, the average Nigerian worker considers himself/herself fortunate enough to be employed if he/she has a job

that guarantees steady monthly income and as such may be least concerned about the satisfaction derived from such a job. This view is corroborated by Dugguh and Ayaga (2014) who opined that the primary concern for many Nigerian workers is not so much of job satisfaction but finding a job that pays a 'decent wage'.

Conclusion and Recommendations

The issue of casualisation and its effect on employees' job satisfaction can be considered of strategic significance. The study shows no difference in the levels of job satisfaction of the casual and permanent employees in the Nigerian banking sector. This is perhaps due to the fact that getting a job to do at least enables the casual worker to exit the labour market and ultimately attain an employment status considering the high rate of unemployment with the overwhelming level of poverty in the economy. Besides, some casual workers consider being employed a very strong motivation towards achieving a permanent job status in the future. The study has further shown that casual workers, being less satisfied with pay, job insecurity, lack of opportunity for promotion and career advancement simply illustrates the importance attached to pay and other extrinsic job factors by the average Nigerian worker. Such individuals would most likely settle for a payment system that is perceived to be fair, definite, and in alignment with expectations. It is thus recommended that management of organizations should not only formulate but endeavour to implement policies of fair pay with fringe benefits, promotion opportunities, career advancement and job security among all categories of employees.

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