

Interplay of Standard and Non-Standard Employment with Employees' Demographic Profiles, Experiences and Dimensions of Job Satisfaction in Selected Banks in Ibadan, Nigeria

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The nature of employment and its effects on employee welfare has often been of scholarly interest in the sociology of work and industry. This interest has been revived recently with the discourse on non-standard employment, with notions of precarious work, contract staffing and human resource outsourcing. The debates which are ongoing relate to the effects of standard or non-standard employment on aspects of employee well-being. The subject matter raises curiosity with regard to the relationships that exist between the nature of employment and dimensions of job satisfaction. This is particularly so in the banking sector where non-standard employment is very prevalent. The paper, therefore, investigated the relationship between the nature of work and facets of job satisfaction, and how employment status influences experiences with specific workplace HR policies among bank employees in Ibadan, Nigeria. The study was anchored on Ulrich Beck's theory of Modernity (Risk Society). The research design was a descriptive survey conducted on 384 bank employees in Ibadan. A structured questionnaire elicited information on their socio-demographic attributes, level of satisfaction with different dimensions of their job, experiences within their work and in the labour market. Quantitative data were analysed using descriptive statistics, Chi-Square tests and correlation analysis. Findings revealed job satisfaction facets that have relationship with the nature of employment. They include job security, prospects for promotion and advancement, rewards, training opportunities, and opportunities to participate in decision-making. Also revealed is that advancement opportunities in the work role, career-oriented training from employers and career information from supervisors have a relationship with the nature of employment. Job satisfaction facets that have no relationship with the nature of employment, included satisfaction as to whether the job contributed to future career paths, satisfaction as to the level of control over work activities, satisfaction with work/life balance and satisfaction with the length of work hours required. There is also no relationship between the nature of employment and training. High unemployment was found to play a role in employees' decision to accept non-standard employment in the bank, while employees' level of education, age, length of experience and the banks' distribution of work respectively were found to have a relationship with employees' nature of employment.

Keywords: Non-standard employment, job satisfaction, precarious work

Introduction and background

The nature of employment is consequential to employers and employees alike, as it regulates their responsibilities and experiences respectively. Ikeije (2020) suggested it encompasses the range of prerogatives of employers' employment decisions. Deducible is that, practices used in managing a workforce or the arrangements in employment

relationships constitute the nature of employment or employment styles. Within the banking sector in Nigeria, the categorization of employment style pertains to permanent employees and contract employees (Kalejaiye, 2019; Adenugba and Oyetowo, 2012). "Permanent employees" are engaged in standard employment, and eligible for the benefits associated with such standard

employment. While ‘contract employees’ lack the status of a permanent contract and consequently, are not entitled to the same condition of services as their permanent counterparts (Mbah & Ikemefuna, 2012; Kalejaiye, 2019). In conceptualizing non-standard work which is a more encompassing term for ‘contract employees.’ Hsiao (2013) defined it as work with precarious conditions. This work is characterized by contracts that allow for the exploitation of workers, and a shift of employment risk to workers, while such workers are bereft of necessary work-related rewards such as provision for health plans, participation in promotion exercises, participation in profit sharing, reasonable assurance of job security, social protection and other benefits as may be enjoyed by permanent staff with regular employment (Okafor, 2012; Choonara, 2019). In contributing to such characterization, Kalleberg (2018) suggested that the degree of precariousness in non-standard work may negatively correlate with the level of social and statutory protection in a country’s labour market and that it may also vary in intensity across the different manifestations of non-standard employment. The manifestations identified were those of irregular and casual nature, contract work, those brought about in their use of outsourcing agencies, fixed-term work, temporary work, or on-call work among others.

While delving into the manifestation of non-standard work practices, it is crucial to examine the context of the Nigerian banking sector. In the sector, the form of non-standard employment may be characterized as contract and outsourced. Although, studies such as Eukora (2020), Olanipekun & Aborishade (2019) among others, have not made such distinctions and have described predominantly those with non-standard employment in the Nigerian banking sector as casual staff. A review, however, revealed that this usage is inconsistent with Okafor’s (2012) description of casualisation, which he noted, encompasses a situation where regular work is not provided, but a casual worker is expected to be available when required. The employees in non-standard employment relations in the Nigerian banking sector are not merely used as replacements to mitigate interruption, instead, they are used alongside permanent employees, and they function in similar roles and perform similar tasks as those of standard employment. To Kalleberg

(2018) standard employment entails employees working full-time or having continuous employment on employers’ premises or under supervision. The category of ‘contract employees’ in Nigerian banks, however, also work full-time and under supervision, suggesting they meet the criteria to have their employment categorized as standard employment. Yet, this contradicts the literature identifying a concentration of non-standard work in the banking sector. Nevertheless, in this study, the nature of employment encompasses both permanent and contract categories. However, while this study acknowledges the categorization of permanent employees as being in standard employment, the study questions the inherent denotation of permanent employees in the Nigerian banking sector as being in standard employment.

Beyond those earlier stated, the primary reason prompting questioning the inherent denotation of permanent employees in the Nigerian banking sector is informed by Okafor (2012) who outlines preconditions or dimensions for determining whether employment is non-standard. The consideration that ‘permanent employees’ in Nigerian banks may be aligned with this dimension posits the question. Okafor noted that if employees have a low- degree of certainty of continuing employment (job security), employees lack control over the labour process (decision-making or autonomy), if employees enjoy a low degree of regulatory protection, and income level; such employees can be described as being in non-standard employment. It has not been established that this is not the reality of those said to be in standard employment in the Nigerian banking sector. While Omoijiade (2014) observed a lack of autonomy among those who occupy sensitive positions in the sector, others have identified declining job security, the presence of regulatory requirements that impede the development of life-long learning opportunities, and described the roles and tasks of employees in the sector as inherently stressful, characterized by long working hours, stiff competition, and difficult customers, alongside other stress-facilitating factors (Adenugba and Oteyowo, 2012; Ajani and Adisa, 2013; Adegbite, 2019). These observations, however, were not limited to a category of employees on the virtue of the nature of their employment. Yet, while the

reality of work in the sector could have engineered the issues of employee commitment or high turnover intentions (Emokpae, 2021) or played a central role in the prevalence of bank instability or failures (Enebeli & Ifulunini, 2018) in the sector, these issues have been attributed to non-standard employment in the Nigerian banking sector (Nigeria Deposit Insurance Corporation (NDIC), (2021) which Ukpata *et al.* (2018) identified as prevalent.

Depedri (2011) identified that contracts that vary from those of permanent employees characterized by a lack of internal fairness indirectly affect the performances of the employees involved, as they feel unfairly treated. It was noted that these employees may negatively influence the quality of organizational outcomes, fail to internalize organizational goals, and mission in their decision-making process and reduce their efforts. However, where the employees perceive internal fairness, and realize that the work experiences of permanent employees are as precarious as theirs, it may affect the extent of their contribution to such negative organizational outcomes. This is consistent with the insights from Veblen (1921) who redirects attention towards examining satisfaction. Veblen appears to suggest that the issues with the banks may result from a dissatisfied workforce. He noted that sabotage could be a strategy carried on by disaffected workmen, hoping to enforce arguments about wages or bring about improved conditions of work. Such observation impliedly suggests that the bank's functioning is entrusted to employees, whose attitude or behaviour to work is significantly oriented by whether they are satisfied with their jobs. In the Nigerian banking sector, such an assessment appears uncommon with management, where it may be felt that the cost of employee well-being is only worth incurring to the extent it contributes to the bank's performance in terms of improved earnings.

The implication of such priority on public interest, and the important role the bank holds in the national economy have spurred efforts towards ensuring the stability of the sector. Such efforts are consistent with Kalleberg's (2018) observation about the role of social and legal protections in the alleviation of employment precarity in standard or non-standard employment. However, the existence of such intervention is not evidence of its

effectiveness or adequacy. To substantiate such protections, evaluations of the efforts particularly those agreed with the Ministry of Labour and Productivity (ASSBIFI and NUBIFIE, 2022) or (Bill 329, 2021), both of which are aimed at curbing non-standard employment reveal that they were based on the premise of advocating the transition of non-standard employees into standard employment while giving little to no attention to the situation of those with standard employment who may also grapple with issues akin to those of non-standard employees. The choice reveals why the issues identified by Emokpae (2021) and Enebeli & Ifulunini (2018) remain prevalent. In a country where the rate of unemployment is already increasingly high (KPMG, 2023), permanent employees may find the certainty of their job is not equally assured, their membership in a trade union is merely ceremonial, and although in standard employment, have experiences that are equally precarious, while in an employment situation characterized by tasks, practices, and environment that exert on the physical and mental well-being of such permanent employees or even require of them, more precariousness to secure their existence in the capacity they must retain to remain employed. The precariousness may vary when consequent to the legal status of the employee, as the requirement for certain superfluous costs may become an obligation to the organization. Choonara's (2019) observation is important, identifying non-standard work as being informed by the legal status of the employee. The potential for such an obligation may have made such work arrangements attractive to the banks that have now adopted non-standard work practices as the main entrance path for those in the labour market. To Greer (2015), these 'activation' considerations characterize opposition to welfare benefits, suggesting that the objections towards the elimination of non-standard work are not necessarily a result of opposition to standard work practices, but rather, they are engineered, consequent to opposition to more financial repercussions or responsibilities that will be assumed by the banks.

The possibility and existence of such an employment situation suggests that permanent employees can be referred to as being in some form of non-standard work if the aforementioned characteristics are present in their jobs or job relations. Though this suggestion appears valid, it

still requires substantiation through empirical investigations, as existing studies pertaining to such investigations on the nature of employment in Nigeria have focused on the diffusion of employment practices in the Nigeria labour market and in the banking sector (Adeleye, 2011; Ikeije, 2020), the basis and implication of such diffusion on decent work and employers' responsibility or commitments to employees (Okafor, 2012b; Okoye and Aderibigbe, 2014), how the lack of employers commitments affect contract workers behaviour and productivity (Okoye, Okolie and Aderibigbe, 2014; Ogbe *et al.*, 2019), the challenges faced by contract employees (Ozughalu and Ogwumike, 2012; Bayo, 2019) while, those on the situation of employees or employee job satisfaction in the Nigerian banking sector have focused on whether staff training, job rewards, stress experienced, human resource management practices and perceived job insecurity have a relationship with job satisfaction (Adesola *et al.*, 2013; Ojedokun, 2008; Oyeniyi *et al.*, 2014; Oriarewo *et al.*, 2013) or the consequences of job satisfaction on turnover or employee commitment (Ibrahim *et al.*, 2016).

Little attention has been paid to focusing on employees' work experiences with specific HR policies or on employees' satisfaction based on their nature of employment. Kaleijaye (2020) has come close, comparing job satisfaction across contract and permanent employees in the bank, with his findings indicating permanent employees show higher levels of job satisfaction than contract workers, his study, however, did not consider whether such results vary on the different facets of job satisfaction. This distinctive angle aimed at a more comprehensive understanding of the dimension of job satisfaction that is influenced by being a contract employee or a permanent employee is essential to useful insights on what is within the scope of any intervention as to the prevalent employment practices in the Nigerian banking sector.

Efforts or interventions will be futile if not precise at identifying the dimension of the job that elimination of non-standard employment would improve. Although the well-being of the employees entails their satisfaction with the job, analysis may begin by examining the relationship between employees' demographics and their nature of employment. Froese *et al.* (2019) and Ashraf (2020)

observation regarding the moderating influence of employee demographics on variables affecting employees' job satisfaction underscores the significance of such assessment. While Liu and Nazareno (2019) and Kim (2020) provide an understanding between demographic characteristics and non-standard work, further review, revealed that such non-standard work is distinguishable from the prevalent non-standard employment in the Nigerian banking sector.

While such analysis may commence from demographic characteristics, it is crucial not to overlook the role of job satisfaction and to examine its dynamics across the varying nature of employment. To Spector (2022), job satisfaction entails feeling about the job and different aspects of the job. The implication of this is that job satisfaction has to do with facets. Such facets may range from satisfaction with rewards whether pay or promotion, or satisfaction derived from the job owing to opportunities for employee development, or satisfaction derived from whether the job allows for a work-life balance or provides regulatory protection by granting a right to membership of a trade union. Sahito and Vaisanen (2020) also reported improved employee job satisfaction from employees having the opportunity to participate in decision-making, while Seashore (1975) noted that jobs become enriched when employees are allowed to exercise autonomy with respect to their work. For this study, the nature of employment is the objective condition around which issues of employees' experiences with specific workplace HR policies and employees' job satisfaction in the Nigerian banking sector are examined.

To achieve this, the theoretical framework that guides the study is Ulrich Beck's Theory of Modernity (Risk Society). One of Ulrich Beck's significant arguments is adopted as the underlying theory. Beck noted that some people are more affected than others by the distribution and growth of risk and that this brings about inequalities and a 'fundamentally different distributional logic into play.' Although, to Beck, what 'contradicts' profit and property interest is the risk of ecological devaluations and expropriations. It's determined here that the centrality and emphasis of Beck's idea is the contradiction and not what contradicts, and how such contradiction is managed by those with commercial logic. Beck noted his work contains a

‘theoretical and a normative component.’ It’s this component as with all theories that allows for a derivation or deduction, which is similarly seen in Beck’s analysis of class-specific risks, where he notes how at the individual level, the risks exposed can be financially cushioned or cushioned by the virtue of education or attentiveness to information or how in a subsequent section, he noted the utopia of risk for the individual, suggesting that consequent to the risk society, the employee is no longer concerned with attaining something ‘good’, but rather with preventing the worst.

Such analysis is utilized in this work, resulting in providing the primary characteristics of the employees in the context of their employment nature. However, the theoretical emphasis remains on how the nature of employment is utilized by the banks to manage risk to fulfil its objective such as its desire for surplus profit or not to be disintegrated. Ulrich Beck suggests that the industrial system has brought about a form of modernity. He differentiates “first modernity” from ‘late or reflexive modernity’ It is this reflexive modernity that his observations are engineered. Beck noted that in the reflexive modernity, the dictatorship of scarcity no longer served as the ruler of thought and action, instead consideration around “risk”, is the determination. To Beck, this consideration is ‘independent of the surrounding satisfaction of human needs.’

The insight from Beck’s theory with respect to the nature of employment is indicative of the reflexive society producing a world of work insecurity. In the Nigerian banking sector, consideration of risk may serve as the basis upon which facets in the dimensions of job satisfaction are met or unmet, at a particular scale. Satisfying the need for salary, for instance, may be posited as posturing a risk to the bank’s expansion need, due to the strain it may have on the profits of the banks. It may also be considered that satisfying salary or job advancement needs may create a risk that the bank loses the only reward at its disposal, where the satisfaction of a need, leads to the emergence of higher needs, such that may require non-monetary rewards, which may be a resource the bank is constrained in its availability, with similar reward such as promotion also demanding the resources at the bank’s disposal that may be utilized to remain competitive in the banking industry. Yet, salary may be considered a very important tool for the

attraction of top talents, which could aid in the achievement of the bank’s objective. While the risk of salary increment may cause wage inflation and affect the banking sector-wide labour cost, employers may use such salary as the basis for employee attraction. This may also posit the need for varied pay to serve as a mitigation against such risk, especially where high unemployment can be utilized as a resource to the bank’s advantage. The two opposing considerations are yet aimed towards mitigating risk. The nature of employment then, is seen as a risk strategy aimed at mitigating factors that hinder the bank’s primary objective, while also retaining a structural position to essentially utilize the job satisfaction facets to meet its primary objective. If permanent employees have opportunities for career growth and enjoy fair salaries, the bank has retained its ability to attract good talent, while using non-standard employment as a risk mitigation strategy to avert the risk of wage inflation.

The insight from Beck’s theory of modernity then poses that the satisfaction dimensions or facets that do not pose a risk to the bank’s desire for expansion or competitiveness, will have no relationship with the nature of employment. This would imply that the high-level talents at the bank’s disposal will, for instance, not experience lower work demands, as such work demands are essential to the bank’s primary purpose, and so would equally experience the same degree of satisfaction or dissatisfaction in this facet as those of non-standard employment. Similarly, the task of the job will be to serve the bank’s purpose and not the employees’ need that such required tasks, contribute to future job opportunities, and so in this facet, reported satisfaction will be similar across the nature of employment. To Beck, consideration is ‘mediated on principle through argument’ which is aimed at strengthening the ‘existing distribution of wealth’, where increasingly, the bank is able to ‘purchase safety from risk.’ The employees on the other hand, to Beck are not entirely unaffected, as a result of the nature of the employment category they belong. Instead, Beck noted, that the escalating scarcity will drive those who are well off into the ranks of those who are not and that the polarizing advantage and differences will melt away.

Therefore, the paper’s key objectives are provided below:

Objectives of the study

1. To explore the interplay between employees' specific demographic profiles and their employment status in the bank.
2. To examine how employees' employment status influences their experiences with specific workplace HR policies.
3. To investigate the relationship between the nature of employment and key job satisfaction facets of employees in the bank.

Methodology

The research design is a descriptive cross-sectional survey consisting of only quantitative techniques. This was chosen as it allows for exploring separate dimensions in the study (Aldridge and Levine, 2001).

Study location

The study location is Ibadan, Oyo State, in South-western Nigeria, which is the largest city in the country by geographical area and the largest city in terms of population during independence and currently the third largest with an estimated 6 million people in the metropolitan area. It's the fourth largest economy in Nigeria, having one of the largest numbers of commercial banks across cities in the country as well as serving as the location for the regional offices for some of the banks. The employees' work descriptions across the country are similar, implying that workers in other states are likely to have similar internal experiences as those working in Ibadan.

Study population

The study population is full-time employees of selected Nigerian commercial banks. The population comprises operational staff within the banking sector such as cashiers, tellers, treasury specialists, marketers or loan officers, relationship managers and customer care service providers. Also included are compliance officers and other back office or management staff among others. The Bureau of Statistics (2019) noted that there are 102,734 bank employees, which included 39,219 junior staff, 45,669 contract staff, 17,690 senior staff and 156 executive staff. The focus of the study is on the regular workforce of the bank, who are directly engaged in the activities of the bank's core functions. As a result, employees such as security

officials, cleaners and janitorial staff, administrative assistants, and facilities-management staff were excluded. The relevant population size is 102,578 from which the sample size is selected. With the knowledge of the population size, a z score using a 95% confidence level is adopted, this gave a 1.96 z score, the margin of error is 0.05 and a standard deviation of 0.5 is assumed so the values are spread out across a much wider range with very small and very large outlying figures addressed. Using this, the sample size = 384.
$$\left[\frac{\{1.96^2 * 0.5(1-0.5)\} / 0.05^2}{1 + \{1.96^2 * 0.2(1-0.2)\} / 0.05^2 * 102,578} \right] = 384$$
 questionnaires, which were issued during the study. The study population consisted of bank workers in 10 selected banks in Ibadan, which were selected from the 22 commercial banks listed by the CBN.

Sampling procedure

The banks were stratified into first-generation banks and new-generation banks. The real names of the banks were veiled and replaced with pseudonyms due to confidentiality matters. Four banks under the first generation category were purposively selected as follows: Rhodium Bank Plc., Indium Bank Plc., Radium Bank Plc., and Iridium Bank Plc. The primary characteristics of the banks are that they were all established and licensed before Nigeria's independence in the year 1960 and are still operational today. The new generation banks were licensed after independence.

Similarly, the new generation banks were listed and assigned numbers, out of which the first 6 even numbers were selected; they were Ruthenium Bank, Osmium Bank, Palladium Bank, Thallium Bank, Rhenium Bank and Selenium Bank. This was arrived at via the ballot technique. The bank branches were then stratified into zones and purposive sampling was used to select the bank branches for each of the selected banks. This was done because of prior knowledge of the nature of work in the branches. Some branches, for instance, only served as cash centres, and so lacked the required information. A convenience sampling technique was then used to administer the questionnaire to the bankers. The questionnaires administered were based on each bank's number of employees as obtained from the banks' on-line profiles. A proportional stratified sampling was done, implying, that the number distributed for each

bank was in relation to its proportion of the total population. The total number was 63,089 senior and contract employees while the sample size remained 384. For Rhodium Bank, $(16,000/63,089) * 384 =$

97. The selected bank’s sample size was determined as shown in Table 1.

Table 1: Selected banks and the samples

Banks	RB*	IB*	IRB*	RD*	RT*	OB*	PB*	TB*	RHB*	SB*
No of Employees	16,000	3,500	13,355	2,342	6253	7227	2869	4000	3893	3650
Surveys Conducted	97	21	81	14	39	44	17	24	24	23

*RBN: Rhodium Bank; IB: Indium Bank; IRB: Iridium Bank; RD: Radium Bank; RT: Ruthenium Bank *OB: Osmium Bank *PB: Palladium Bank *TB: Thallium Bank; RHB: Rhenium Bank; SB: Selenium Bank

Research instrument

The instrument used was a questionnaire which consisted of different sections designed by the researcher. The first section collected information on the demographic attributes of the employees. Particularly age, marital status, and gender have been identified as affecting labour market experiences, employment experiences and workers' well-being (Murphy and Cross, 2016; Tay *et al.*, 2014; Jordan and Zitek, 2012) and so they were included. Chester (2020) noted that level of education has a weaker association with securing permanent full-time employment. This prompted its inclusion. Non-traditional demographic attributes such as work section, length of work experience and generation of bank pertained to the employee employment-related attributes. Carroll (1999) suggested that attributes related to an employee’s occupation might affect workplace experiences. The second section collected information on the employees’ level of satisfaction across different facets of their jobs. This section consisted of pre-developed or ready-made indicators of job satisfaction. Aldridge and Levine (2001) noted that such pre-developed indicators improve the reliability and validity of the instrument. Indicators such as those relating to rewards such as pay, fringe benefits, internal promotion, and employee participation or management style, were consistent with Spector’s (1994) job satisfaction survey instrument as cited in Spector (2022). Van Saane *et al.* (2003) in testing such satisfaction tools for validity, reliability and sensitivity noted there is no gold standard for measuring job satisfaction while Bature *et al.*

(2016) noted that Spector’s job satisfaction survey tool failed to adequately reflect local conditions with respect to the work environment and promotion dimensions. They further noted the need to use measurement methods that are contextually appropriate.

To achieve this, Faye *et al.* (2013) job satisfaction tool that was validated using psychometrics analysis and expert opinions was also utilized for the research instrument design. Faye *et al.* (2013) created the tool due to the challenge in the adoption of existing satisfaction measurement tools for workers in Sub-Saharan Africa. Job satisfaction indicators such as workload, continuing education, moral satisfaction, and job stability were adopted from Faye *et al.* (2013). Spector (2022) noted that his job satisfaction instrument could be modified, therefore, efforts were made to ensure the test tool was refined to reflect peculiarities in the Nigerian banking sector while Faye *et al.* (2013) quintiles of a 5-point Likert-scale was additionally used. As Van Saane *et al.* (2003) noted that job satisfaction is a time-sensitive subject, endeavors were made to ensure the tool mirrored the contemporary dynamics inherent to job satisfaction. As a result of the combination of different measurement tools, a Cronbach’s alpha internal consistency measure served as to check the reliability, this was done after data collection to check the consistency of the components or indicators combined. The number of items or facets of satisfaction in the instrument was 13, and a reliability analysis indicated a Cronbach’s alpha value of 0.908. This value suggests strong internal consistency among the items in the scale.

Van Saane *et al.* (2003) noted that a coefficient above 0.8 for the scale total can be adjudged as adequate. Equally, they noted that for any instrument to achieve content validity or be considered satisfactory, it must contain at least 8 out of the 11 work factors, established to represent the content of job satisfaction. The instrument met this requirement as it included domains relating to work content in whether opportunities for developing marketable and technical skills were present in the job, growth and development through training, autonomy, financial rewards, promotion, meaningfulness, workload, and work demands which includes insecurity of work. The third section collected information from the employees on their experiences of what has facilitated or hindered certain facets of job satisfaction indicators with respect to prominent HR policies. While job satisfaction may entail their expectations or preconceived notions about their job, the carefully selected questions on experiences go beyond such expectations and allow for an evaluation of the real-time situations and conditions in the employees' work. This tangible reality or what Härtel & Ashkanasy (2011) suggested can be referred to as structural characteristics of the organization, allows for insight into a key aspect of the employees' experiences by using variable constructs derived from the existing literature exploring dimensions of job satisfaction. Specifically, Härtel and Ashkanasy (2011) in reviewing the literature on foundational elements of a positive work environment identified dimensions of support, distributive just decision-making, and outcome orientation among others. The section assessed whether the workplace allowed employees access to useful information or support while providing employees with the opportunity to learn and develop. The available responses were in the form of binary categorical data to reduce response bias. The questions were structured so that participants could answer specifically whether or not, they received career-oriented training, whether the training they had received had been restricted to job current mastery, whether they received career information from a supervisor to examine perceived support, and whether they had been enrolled in a career planning workshop. Additionally, questions were asked as to whether advancement opportunity is limited in their

work role, and whether their job had constrained them from seeking new opportunities. These questions allow assessment of issues relating to support, social inclusion and employees flourishing in the banking sector. The use of the questionnaire was because of the researcher's earlier knowledge that the respondents would be very busy at work, as a result, the questionnaire was deposited with them to be filled at their convenience after which it was retrieved and analysed.

Discussions and findings

Table 2 provides demographic information and illustrates how the nature of employment relates to certain traditional and non-traditional demographic attributes of the employees.

Table 2: Nature of employment and demographic characteristics of employees

Variable	Values	% of total	Permanent	Contract	χ^2	P Value	Df
Gender	Male	42%	45%	56%	3.741	0.053	1
	Female	58%	34%	66%			
Age	20-29	49.1%	31%	69%	23.643	0.000	2
	30-39	39.2%	38%	63%			
	40-49	11.7%	74%	26%			
Marital Status	Single	50.9%	27%	73%	21.180	0.000	3
	Married	48%	51%	49%			
	Divorced	0.6%	0%	100%			
	Widow	0.6%	50%	50%			
Level of Education	ND/NCE	3.7%	17%	83%	66.698	0.000	2
	HND/1 st Degree	68.7%	26%	74%			
	Postgraduate	27.6%	75%	25%			
Length of Experience	Less than 5yr	59.1%	26%	74%	44.764	0.000	3
	5-10 Years	25.5%	43%	57%			
	11-15 Years	12.8%	79%	21%			
	16 years and +	2.6%	63%	38%			
Generation of Bank	First Generation	54.3%	33%	67%	6.159	0.13	1
	Second Generation	45.7%	46%	54%			
Work Section	Funds Transfer	8.9%	55%	45%	52.133	0.000	5
	Customer Service	17.2%	39%	61%			
	FX Trading	2.3%	50%	50%			
	Cash & Teller	32.2%	21%	79%			
	Marketing	27.9%	33%	67%			
	Others	11.5%	84%	16%			

Significant at 5%

The Table 2 shows significantly that non-standard employment is the situation of younger people in the banking sector. There is a prevalence of contract employment among the 20-29 and 30-39 age groups. The prevalence appears to decrease in the older age group and significantly reduces among 40+ age groups. The pattern suggests that permanent employment may have been utilized as a reward for perseverance in the non-standard employment pathway which serves as employment entry into the banking sector. This is because the 40+ age group only constitutes (11.79%) of the overall workforce of employees in the Nigerian banking sector. The majority of the employees concentrated in a certain age bracket may also relate to the bank's need to reduce employee costs. (Frederick, 2012) observed that employees in the age bracket (20-29 years) may be desirable as they are known as teachable, industrious, and ambitious.

Table 2 also shows a prevailing occurrence of contract employment among employees whose highest qualification was a university first-degree qualification (72.4%). Theophilus (2011) observed that many of the roles in the bank require no

outstanding qualifications. This suggests that such roles can be performed by those with basic education. However, the table also shows that (75%) of employees with a postgraduate degree are permanent employees. This may indicate the need for scarce specialist skills amongst those with postgraduate qualifications, but its proportion to the entire staff indicates that such roles requiring advanced education remain relatively scarce in the bank. Branch and Hanley (2017) noted that educational attainment customarily played a protective role in reducing exposure to precarious employment. This customary role has, however, diminished in recent years, with Branch & Hanley observing that insecure employment has diffused across educational groups. Evident of this diffusion might be the (25%) of employees with postgraduate qualifications engaged in non-standard employment work in the bank. Further analysis such as the chi-square result revealed a statistically significant association between the nature of employment and the educational level of the employees, at a degree of freedom of 2 and P-value

of 0.000 ($P(0.000) < 0.05$), while the Pearson chi-square statistic is 66.698.

Equally imperative to a comprehensive understanding of employees' nature of employment and their educational level, is an understanding of the pertinence of education to their job. While there

is an association between the level of education and the nature of employment, findings indicated a negative correlation between the level of education and the extent to which it's felt that higher education is relevant to the job.

Table 3: Correlation between employees' educational attainment and relevance of higher education to the Job requirement

Variables	Pearson's correlation	Significance 2 tailed
Education attainment and relevance of higher education to the job requirement	-0.096	0.089

Table 3 indicates that the higher the level of education, the more the relevance of education to the job requirement decreases, but the relationship is weak. This appears to diminish the quality of the status associated with postgraduate education. It also raises consideration about issues relating to credential inflation. Theophilus (2011) earlier observation that most of the roles in the bank require only tacit knowledge or basic education is evidence of the existence of such considerations as to the role of education in recruitment or promotion, but non-relevance in application to work.

With respect to the length of experience, Table 2 shows that length of experience has a relationship with the employee's nature of employment. The majority of the employees with 11 years + of experience are permanent employees. About (15%) of the entire employees fall into this category. This may provide insight into the employee retention prevalence in the bank or the level of labour turnover. The justification of such insight might be in considering that the higher the years of experience, the more cost it posits for the bank in terms of wages, positing the bank's interest in ensuring the category does not concentrate the bulk of the bank workforce. Additionally, high labour turnover in the Nigerian banking sector coupled with the 'reserve army' as a result of the high unemployment rate, may have led the bank to engage frequently in numerous recruitments. This may explain why (74%) of those who have spent less than 5 years in the bank are contract employees and why they may be prone to higher turnover intentions. Similarly, as lower wages are associated with non-standard employment relations, it may indicate more surplus profit available to the bank

for expansion purposes, which ultimately, also infers, the need to engage more employees for new roles created by such expansion. The chi-square analysis further revealed a statistically significant association between the nature of employment and the length of experience of the employees, at a degree of freedom of 3 and P-value of 0.000 ($P(0.000) < 0.05$), while the Pearson chi-square statistic is 44.764.

Table 2 also shows that there is a relationship between the work section and the nature of employment. This is revealed at a degree of freedom of 5 and a P-value of 0.000 ($P(0.000) < 0.05$), while the Pearson chi-square statistic is 52.133. Employees in the 'others' category are mostly head office employees such as auditors, IT personnel, human resource personnel, value-chain management staff and risk management staff. (84%) of employees in this category have standard employment. Those in FX and funds transfer appear to have more permanent employees than is obtainable in other work sections in the bank. The prevalence of employees with non-standard employment corroborates Nwakanma and Onyeonuru (2021) observation that core activities, as well as non-core activities, are being outsourced by Nigerian banks. Core activities do not necessarily entail high-level tasks. To the bank, the primary core activities may relate to accepting deposits, providing credit facilities, and doing so in a manner that the risks are diligently managed. The cash and teller unit accepts such deposits, and findings indicate that (79%) of employees in Cash and Teller are engaged in non-standard employment contracts. Das and Hilgenstock (2018) noted that bank tellers have the highest aggregate

routine score, which implies they are engaged in routine intensive activities. For such activities, Theophilus (2011) suggested they are not complicated, and there is a large labour market from which to recruit the minimal skills required for its operations. Arguably, there is an aspect of this core activity that requires special skills such as vault management, which is also related to cash and teller. The decision not to make workers in this section permanent employees may imply the bank has considered that doing otherwise would require it to provide more benefits to a larger category of staff and incur more costs, as it's a core activity. The bank, however, may see no incentive in such a decision, as it does not find benefit derivable from the employee's long-term experience on the job, and rather, with some scientific management on the job, see newer employees on the job as possessing more enthusiastic dispositions, easily gaining the cash and teller skill and the requisite efficiency in such core activity within a short period.

With respect to the generation of the bank the employees were employed, the chi-square result revealed a non-significant association between the nature of employment and the generation of the bank the employees worked in. This is revealed at a degree of freedom of 1 and a P-value of 0.13 (P > 0.05), while the Pearson chi-square statistic is 6.159. The result in Table 1.4.1 indicates that employees' nature of employment does not draw on the generation of the bank they work in. This is consistent with (Ukpata *et al.*, 2018) observation that both new and old-generation banks in Nigeria caused the upsurge of casualisation in Nigeria. Although earlier investigation by Adenugba and Oteyewo (2012) identified a significant association between the respondents' bank category and job insecurity, there appears to have been a shift. For the old-generation banks, adaptation to this recruitment practice may have played a great deal

in its ability to retain its market share in the banking sector, as reduced employee expenditure might have been seen as the availability of more retained earnings for expansion.

With respect to gender, women (66%) appear to be more concentrated in non-standard employment. Overall, the majority (58%) of the employees are female. This may be a result of the purpose of their engagement. The banking industry is a service industry and Adenugba (2012) observed the trend to engage females who functioned in marketing roles, as well as for the purpose of attracting and retaining customers. The chi-square analysis, however, revealed a non-significant association between the nature of employment and the gender of the employees working in the bank. This is revealed at a degree of freedom of 1 and a P-value of 0.053 (P > 0.05), while the Pearson chi-square statistic is 3.741.

Table 1.1 also shows the marital status distribution. The table shows a slightly higher proportion (50.9%) of employees who have not entered marriage working in the bank. This agrees with Nwakanma and Onyeonuru (2021) findings. However, the majority (73%) of staff not yet married are in non-standard employment. It's possible to suggest that the demanding tasks or the nature of work in the sector may have caused employers to see marital responsibilities as influencing employee performance or reducing employees' ability to fully commit to the work. While such a suggestion seems plausible, the reason for the prevalence of "single-staff" in non-standard employment becomes clearer when its identifiable associations are illustrated. Marital status as a dependent variable has an association with age, level of experience and educational level of the employees respectively.

Table 4: Chi-square association between marital status and specific independent variables

Variable	χ^2	P Value	Df
Length of Experience	92.044	0.000	9
Age	135.152	0.000	6
Level of Education	25.721	0.000	6

Significant at 5%

The association in the above table suggests that employees who are single are also likely to be in the younger age bracket, while they lack the requisite experience and level of education that is associated with employees in standard employment relations. Overall, the chi-square analysis revealed a statistically significant association between the nature of employment and the marital status of the employees, at a degree of freedom of 3 and P-value of 0.000 ($P(0.000) < 0.05$), while the Pearson chi-square statistic is 21.180. Maurer and Wang (2018) documented how an individual marital status served

as an important criterion in hiring decisions. As only a slight majority of those married (51%) are in standard employment relations, suggestions that the bank may see marital commitment as drawing from work commitment becomes more plausible.

Table 5: Nature of employment and its relationship with employees’ experiences with specific workplace HR policies

Variable	Values (%)	% Total	Permanent	Contract	χ^2	P Value	Df
Advancement opportunity in my work role	Limited	52.5	25%	75%	25.877	0.000	1
	Not Limited	47.5	53%	47%			
Career-oriented training by my employer	Provided	72.1	43%	57%	7.828	0.005	1
	Not Provided	27.9	26%	74%			
Training is restricted to job current mastery	Restricted	49.7	37%	63%	0.740	0.390	1
	Not Restricted	50.3	42%	58%			
Employer enrolled in a career planning workshop	Enrolled	42.7	43%	57%	0.881	0.348	1
	Never Enrolled	57.3	38%	63%			
Job has constrained from seeking new opportunities	Constrained	59.4	35%	65%	2.471	0.116	1
	Not Constrained	40.6	44%	56%			
Career information from a supervisor	Provided	68.0	43%	57%	4.684	0.030	1
	Not Provided	32.0	31%	69%			

Significant at 5%

The Table above indicates that the prevailing (52.5%) perception among the employees is that limited advancement opportunities exist in their work roles. However, (75%) of those who said advancement opportunity is limited are contract employees. A slight majority of permanent employees perceive that there are opportunities in their work role. The table further indicates a relationship between the employees’ nature of employment and whether the employees felt there was advancement in their current work role. This is revealed at a degree of freedom of 1 and a P-value of 0.000 ($P(0.000) < 0.05$), while the Pearson chi-square statistic is 25.877. Considering whether the job in the bank constrained the employees from seeking new opportunities, the majority (59.4%) of employees indicated the job had constrained them. However, it’s noteworthy that (65%) of those constrained are contract employees. Further analysis showed no statistically significant

association between the nature of employment and job constraint. This is at a degree of freedom of 1 and a P-value of 0.116 ($P(0.116) > 0.05$), while the Pearson chi-square statistic is 2.471. In light of existing results indicating that permanent employees tend to advance in their work roles in the bank, the tenacity of advancement appears to reduce when considering the permanent employees’ advancement into other work roles outside the bank.

Concerning the relationship between the employees’ nature of employment and the reported provision of career-oriented training by their employers, the findings demonstrate that there is a significant relationship. The chi-square analysis revealed a statistically significant association at a degree of freedom of 1 and a P-value of 0.005 ($P(0.005) < 0.05$), while the Pearson chi-square statistic is 7.828. However, with respect to whether training is restricted to job current mastery, the

table shows that employee responses have no relationship with the nature of employment. This is revealed at a degree of freedom of 1 and a P-value of 0.39 ($P > 0.05$), while the Pearson chi-square statistic is 0.740. It is noteworthy to highlight that among those who indicated a lack of career-oriented training, (74%) are contract employees while (69%) of employees who indicated they received no career information from a supervisor are also contract employees. It's equally noteworthy to assess what insights might be derived from the nature of the training provided to permanent employees.

Findings suggest that although career-oriented training was provided to permanent employees, (37%) of the employees who reported the training as restricted to their immediate duty were permanent employees. Similarly, the table shows no relationship between employees' nature of employment and whether the employee has been enrolled in a career planning workshop. This indicates that the career orientation training provided is likely in-house training, which might cost the bank less, and be more efficient, as such training is tailored towards making employees become aligned to serve as a resource towards the achievements of the bank's objectives. Workshops, on the contrary, are often external and might provide the employees with broader certifications for having participated in such training, which may be valuable for the employees even beyond the current work-role, but not necessarily valuable for the bank as the employer.

It is also imperative to assess the employees' experiences with respect to the relevance of representations they may have in the workplace.

This facet of the employees' experience should ordinarily be critical in advocating different dimensions of employees' job satisfaction. An understanding of whether the union constrains or facilitates career progression negotiation by examining its interplay with employment dynamics will also provide a more comprehensive insight into the factors contributing to the employees' satisfaction.

The employees were asked to rate their level of agreement or disagreement with whether the lack of an active union has constrained their career progression negotiation. While permanent staff or employees of standard employment relations are allowed to join a trade union, the literature indicates that contract employees do not enjoy such privilege. However, this remains an HR policy issue.

A five-point scale is utilized: "SD" (Strongly Disagree), "D" (Disagree) "U" (Undecided) "A" (Agree) "SA" (Strongly Agree). The total represents the proportion of total respondents for each response.

Table 6: Relationship between the nature of employment and employees' experience as to the role trade unions play in career progression negotiation

Variable	Nature of employment	SD	D	U	A	SA	χ^2	P Value	df
Lack of active union constrains career progression negotiation	Permanent	52%	48%	41%	38%	23%	9.007	0.061	4
	Contract	48%	52%	59%	62%	77%			
	Total	9%	17%	30%	29%	15%			

The result in the table above examines the relationship between the nature of employment and membership of a trade union as a tool or basis for negotiating career progression for members. A majority (44%) of the total employees agreed that membership in a trade union plays a successful role

in the negotiation of career progression. (30%) were undecided, while (26%) did not see the presence of a union as facilitating career progression negotiation in the bank. Despite the majority agreeing that trade union plays a successful role in negotiation, the result showed that the responses

have no relationship with the nature of employment. In interrogating the intensity of the agreement, (77%) of those who “strongly agreed” are contract staff, similarly, the majority (62%) of those who merely “agreed” are contract staff. This implies that the majority of employees who see the trade union as a tool for negotiating career progression are contract employees. A slight majority (52%) of those who “strongly disagreed” that the presence of a trade union facilitates career progression negotiation are permanent employees while they constituted (48%) of those who merely “disagreed”. This may imply that having experienced the reality of belonging to a union, there is a declining confidence among permanent employees in the capacity of the labour union to successfully facilitate career progression negotiation. Permanent employees have longer years of experience and are more likely to have had actual experience of membership in a trade union. Overall, the table indicated no relationship between the nature of employment and whether the presence of a trade union could serve as a tool or basis for negotiating career progression for members. This is at a degree of freedom of 4 and a P-value of 0.061 ($P > 0.05$), while the Pearson chi-square statistic is 9.007. While it may appear that this questions the relevance of trade unions in the banking sector, the useful insight revealed is that the trade unions might be weak. Such an insight will be consistent with earlier investigations (Adenugba and Oteyowo, 2012) revealing employees in the bank saw trade union activities as impotent. It also aligns with the observation of Onyeonuru and Hlatshwayo (2022), that while interest groups may exist, they have experienced neo-colonial oppression that could have affected their ability for such negotiation.

Additionally, efforts from ASSBIFI and NUBIFIE (2022) may have been unsatisfactory. Alasa *et al.* (2023) have noted the most recent accomplishment of the union as non-enforceable arising from the lack of clear penalties or sanctions for noncompliance with the achieved bargain. The guideline resulting from the bargain is also not applicable to bank employees engaged in administrative, executive, technical or professional functions but only applies to those involved in manual labour and clerical activities, allowing them to join an appropriate union, guaranteeing them

yearly salary increments, assuring them of opportunities for career development and requiring they be eligible for promotion after 3 years on a work level (Oludara and Adefarasin, 2023). However, it’s important to identify that the scope of the intervention raises questions concerning the situation of the bulk of employees in non-standard employment, who are engaged in technical or professional functions.

The findings relating to the next research objective are in two tables. Facets I encompass facets of employee satisfaction that demonstrate a relationship with the nature of employment. In contrast, Facets II comprises employee satisfaction facets that exhibit no significant relationship with the nature of employment.

In the survey, respondents were asked to rate their level of satisfaction with various aspects of their jobs using a five-point scale: “NS” (Not Satisfied), “LS” (Least Satisfied) “S” (Satisfied) “VS” (Very Satisfied) “ES” (Extremely Satisfied)

Table 7: Nature of employment and employees' job satisfaction facets (Facets I)

Variable	Nature of employment	NS	LS	S	VS	ES	χ^2	P Value	df
Training Opportunities	Permanent	23%	34%	47%	44%	26%	10.631	0.031	4
	Contract	77%	66%	53%	56%	74%			
	Total	15%	20%	36%	22%	6%			
Opportunities to develop Marketable and Technical skills	Permanent	20%	37%	49%	36%	37%	11.206	0.024	4
	Contract	80%	63%	51%	64%	63%			
	Total	13%	19%	39%	23%	6%			
Space of Promotion & Advancement	Permanent	23%	42%	55%	39%	62%	20.925	0.000	4
	Contract	77%	58%	45%	61%	38%			
	Total	28%	22%	31%	15%	4%			
Opportunity to Participate in Decision-Making	Permanent	22%	41%	50%	39%	29%	13.602	0.009	4
	Contract	78%	59%	50%	61%	71%			
	Total	21%	25%	34%	71%	2%			
Job Security	Permanent	21%	34%	49%	50%	55%	18.401	0.001	4
	Contract	79%	66%	51%	50%	45%			
	Total	23%	22%	33%	18%	4%			
Salary	Permanent	17%	35%	48%	55%	41%	22.198	0.000	4
	Contract	83%	65%	52%	45%	59%			
	Total	22%	24%	36%	12%	6%			
Fringe Benefit	Permanent	0%	35%	46%	56%	36%	36.266	0.000	4
	Contract	100%	65%	54%	44%	64%			
	Total	13%	26%	39%	18%	4%			

With respect to satisfaction with training opportunities, and satisfaction with the job providing opportunities to develop marketable and technical skills, the responses indicate that they both have a significant relationship with the nature of employment. For the latter, this is revealed at a degree of freedom of 4 and a P-value of 0.024 ($P(0.024) < 0.05$), while the Pearson chi-square statistic is 11.206. Addabo and Solinas (2012) observed that temporary workers received less training in the workplace than permanent workers, with 'temporariness' being a strong incentive for the bank not to invest in training. The contract employees' prospects for other opportunities are equally impaired because of the bank's decision. Barbieri and Sestito (2011) similarly suggested that the judgment or decision to provide training by employers may include consideration of the likelihood that contract employees are more likely to quit. They also argued that the non-availability of such training could serve as a basis to assess the employee's fit for personal effort, with the employee signalling their independent resourcefulness ability by investing in personal self-development or personal capacity-building. This ultimately posits that the decision may be to

identify employees who are proactive and have a growth mindset, which could serve the banks' expansionary ambitions in their eventual placement as permanent employees.

The table also revealed that (78%) of those "not satisfied" with job security are contract employees. They also constituted the majority (66%) of those reporting to be "least satisfied". Previous findings within this study have demonstrated that characteristics often associated with permanent employees is that they have a higher level of education and a higher level of experience and that they tend to be more concentrated in specialized roles and not the usual core operational activity of the bank. The banks' need for stability and continuity may infer the need to ensure that this category of employees is managed in such a way as to minimize their turnover intentions. Table 1.4.3 also shows a significant relationship between the nature of employment and employees' satisfaction with job security. This is at a degree of freedom of 4 and a P-value of 0.001 ($P(0.001) < 0.05$), while the Pearson chi-square statistic is 18.401. The result, nevertheless, is inconsistent with an earlier investigation by Adenugba and Oteyowo (2012). This disparity might be attributed to the increasing

realization that job insecurity could affect performance and induce employee turnover (Abolade, 2018).

With respect to the space of promotion and advancement. The majority (62%) of those reporting they are extremely satisfied are permanent employees, while the majority (77%) of those reporting no satisfaction are contract employees. Table 1.4.3 also shows a significant relationship between the nature of employment and employees' satisfaction with the space of promotion and advancement in the bank. This is at a degree of freedom of 4 and a P-value of 0.000 ($P(0.000) < 0.05$), while the Pearson chi-square statistic is 20.925. It also shows a significant relationship between the nature of employment and employees' satisfaction with whether opportunities have been made available to employees to participate in decision-making. This is at a degree of freedom of 4 and a P-value of 0.009 ($P(0.009) < 0.05$), while the Pearson chi-square statistic is 13.602. Without promotion, the opportunity to participate in decision-making seems impracticable, and expectations that the job could provide long-term job security diminish, while salary remains "stagnant" owing to the absence of promotion.

With respect to salary, (83%) of the employees reporting "no satisfaction" with their salary are contract employees. This result corroborates observations made by Kalejaiye (2020) and Adeleye (2011). They both indicated that banks, in a bid to reduce operational expenses, introduced employment flexibility, where contract staff are paid salaries far below that of permanent employees. However, it is also noteworthy that while only (6%) of the employees reported they were "extremely satisfied", the predominant cohort of employees expressing they were "extremely satisfied" are contract employees. This might be a result of the reference group that the contract employees compare themselves and their circumstances while seeing the job as a significant improvement to those circumstances. Table 1.4.3 also shows a relationship between the nature of employment and employees' satisfaction with the salary. This is at a degree of freedom of 4 and a P-value of 0.000 ($P(0.000) < 0.05$), while the Pearson chi-square statistic is 22.198.

The theoretical approach in this study, however, argues that Nigerian banks are not necessarily interested in reducing operational expenses, but rather, they are interested in mitigating the risks that the bank is exposed to as a result of decisions that may relate to employees' compensations or rewards in terms of salary or wages. If such mitigation requires reducing administrative costs, the bank will decide in such a direction. Additionally, such a decision may be supported by certain structural factors in the country. Kalleberg (1977) noted that the employer or organization can be influenced by certain structural factors which predispose them to their willingness to meet the values or job outcomes their employees may desire. A structural factor might be the level of unemployment, which (KPMG, 2023) global economic output report indicates as very high in Nigeria. Kalleberg (1977) suggests that such high unemployment may result in a massive supply of workers, which will incentivize employers to reduce the reward available. This may factor into the varied experiences the employees may have with respect to satisfaction with pay. An employee, unemployed for a period, who has struggled with livelihood, may experience more satisfaction with salary, than a permanent employee who although earning more income has a different frame of reference with respect to the pay received. Such perceptions, however, do not matter to the bank, except to the extent it poses a risk to its expansion plans or a threat to the market share it has. Table 1.4.3 also shows a significant relationship between the nature of employment and employees' satisfaction with fringe benefits. This is observed at a degree of freedom of 4 and a P-value of 0.000 ($P(0.000) < 0.05$), while the Pearson chi-square statistic is 36.266. This finding corroborates Dabai and Novel (2022) observation that casual staff in Nigerian banks are unequally deprived of certain allowances and social benefits.

Table 8: Nature of employment and employees' job satisfaction facets (Facets II)

Variable	Nature of employment	NS	LS	S	VS	ES	χ^2	P Value	df
Contribution to my future career path	Permanent	30%	38%	47%	39%	27%	5.383	0.250	4
	Contract	70%	62%	53%	61%	73%			
	Total	18%	21%	37%	19%	4%			
Autonomy (Control over work activities)	Permanent	24%	48%	41%	40%	38%	7.600	0.107	4
	Contract	76%	53%	59%	60%	62%			
	Total	17%	26%	34%	18%	4%			
Work/life balance	Permanent	30%	37%	50%	34%	31%	7.812	0.099	4
	Contract	70%	63%	50%	66%	69%			
	Total	19%	25%	32%	18%	5%			
Length of Work hours required	Permanent	36%	37%	44%	42%	33%	1.518	0.823	4
	Contract	64%	63%	56%	58%	67%			
	Total	22%	24%	30%	21%	3%			
Social Status	Permanent	27%	39%	48%	37%	27%	7.568	0.109	4
	Contract	73%	61%	52%	63%	73%			
	Total	15%	19%	39%	22%	5%			
Socially Useful Work	Permanent	23%	44%	42%	47%	22%	0.160	0.101	4
	Contract	77%	56%	58%	53%	78%			
	Total	13%	21%	38%	25%	3%			

The table above shows there is a predominance of contract employees across each of the responses across the range of variables. This could reflect the diversity across the range of activities they occupy or the range of their comparative evaluation. With respect to autonomy, when combining 'very satisfied' and 'extremely satisfied', the data revealed that only a minority (22%) of the employees expressed a high level of satisfaction with control over their work activities. This may indicate the presence of centralized decision-making in the banking sector, where instruction is top-down and the majority of the employees' role is to implement such instructions. Although, promotional opportunities may suggest a vertical power structure, the reward from such opportunities might be increased financial reward and not necessarily an increment in the employee decision-making capacity. An example is the different staff designation levels working at the customer service units, with the employees doing the same job task and the responsibility to even delegate specific tasks outsourced to the centralized decision-making in the head-office human resources department. 'Contract employees' may have similar responsibilities and autonomy as those of permanent employees, which is basically as defined by the bank standards and laid out operational procedures, while those at the top-level

management also have their responsibilities regulated by the government's relevant agencies due to the important role the banking sector plays in the stability of the financial sector and the national economy. The table also shows that the nature of employment has no relationship with whether the employees were satisfied with the job giving them control over their work activities. Revealed at a degree of freedom of 4 and a P-value of 0.107 ($P > 0.05$), while the Pearson chi-square statistic is 7.600.

With respect to working hours required, when combining 'very satisfied' and 'extremely satisfied', the data also revealed that only a minority (24%) of the employees expressed a high level of satisfaction with the length of work hours required. Ogar and Amanze (2019) observed that Nigerian bank jobs required difficult hours which interfered with the employee's personal life or other responsibilities. The demanding work hours affected both permanent and contract staff respectively. Table 1.4.4 also shows that employees' nature of employment has no relationship with whether the employees were satisfied with their job providing a work/life balance. This is revealed at a degree of freedom of 4 and a P-value of 0.099 ($P > 0.05$), while the Pearson chi-square statistic is 7.812. Similarly, no relationship is seen between the nature of

employment and satisfaction with the length of work hours required of the employees for their job. This is revealed at a degree of freedom of 4 and a P-value of 0.823 ($P > 0.05$), while the Pearson chi-square statistic is 1.518. The cost of achieving quality services, and meeting customers' demands may require that the bank employees are exerted upon. This exertion may be engrained in the bank's organizational culture, and applicable to the overall workforce, due to the role it plays in the maintenance of the bank's objectives. Due to the essential role such demands play, the banks do not discriminate in their expectations from either category of staff.

With respect to social status, the responses indicated employees' satisfaction with social status has no relationship with the nature of employment. This is revealed at a degree of freedom of 4 and a P-value of 0.109 ($P > 0.05$), while the Pearson chi-square statistic is 7.568. Similarly, there was no significant relationship between the nature of employment and employees' satisfaction with the social usefulness of their job. This is revealed at a degree of freedom of 4 and a P-value of 0.101 ($P > 0.05$), while the Pearson chi-square statistic is 0.160. Addabbo and Solinas (2011) noted that status in the community is a key part of the relational and social dimension of work and that such status entails social recognition. Such social recognition may depend on whether the work is socially useful. Socially useful work entails how much the employees see the work they do as beneficial to others; if employees see their work as socially meaningful, they may report a sense of purpose. When they feel that the job they do is valued, they may also feel valued. Spector (2022) noted that appreciation which entails people valuing the job done is one of the common facets of job satisfaction. Although users of the bank services may appreciate the ease of access to which they make or access their deposits, employees may have to contemplate how the emergence and availability of electronic services such as Internet banking may have diminished the quality of the perception of their work and how such emerging electronic technologically enabled remote services may have removed the dependence from the bank employee. This finding similarly corroborates that of Bertosso *et al.* (2019), which demonstrated that when

bankers see their work as beneficial to others, the ways they perceive their work changes.

The table also showed that employees' nature of employment has no relationship with whether they are satisfied with their job in the bank contributing to their future career path. This is revealed at a degree of freedom of 4 and a P-value of 0.250 ($P > 0.05$), while the Pearson chi-square statistic is 5.383. This result could be due to the demanding nature and routine nature of most of the job tasks in the bank. This may limit the employees' ability to pursue opportunities such as the time to acquire a relevant qualification that could contribute to their future career path. This is corroborated by findings in this study, which also indicated the absence of a relationship between the nature of employment and employees' satisfaction with the length of work hours required of the employees for their jobs. However, a relationship was seen to exist between the nature of employment and employees' satisfaction with the space of promotion and advancement. For permanent employees, although it might appear there is a progression on the job, the lack of significant change in job tasks may reduce the meaning of such progression, as they see the current job requirement skills as irrelevant to upward available roles, devaluing the experience obtained on the job. This observation is consistent with Das and Hilgenstock (2018) that some of the core job functions in the bank are highly routinised.

Alternatively, the majority of those who indicated "satisfied or very satisfied or extremely satisfied" as to whether the job in the bank contributed to their future career path, are contract employees. Such contract employees may see their non-standard contracts as a pathway to their future career path in the bank or see the non-standard contract as a means for gradual integration into the bank, while they develop the relevant job-specific skills. Okafor (2012) noted that aside from the marginalization strategy that sees such contract employees as a source of cheap labour, there is also the integration strategy that sees it as a means by which to retain valued workers while at the individual level, it's seen as beneficial as it serves to enhance skills while increasing their adaptability to the labour market. Picchio (2011) similarly noted that temporary work may be seen as a 'springboard' to regular employment, giving non-permanent

employees the chance to improve their human capital. In this case, employee conversion serves as a utility role for the bank, especially when it's used as an incentive to motivate contract employees' dedication and performance for a reasonable short period; the bank may have created a notion that the period of engagement in non-standard employment is to serve as the assessment period to evaluate whether the employee is suitable. The banks, however, see negligible cost with such employee turnover intent after it has failed to exercise the desired conversion. The bank may do this with a realization that new hires are available to deter disruptions that may occur as a result of such exit and that such new hires can easily gain to a sufficient extent, the required skills in a short period. They may also consider how the new hires, despite the cost of recruiting and training them or other such costs, exert less burden on the

administrative cost of the bank in the long-run, when compared to employees with more experience. This implies that within the category of contract employees, those who have spent less than 5 years are likely to report more satisfaction with whether the job in the bank contributed to their future career path, than those who have spent longer years as contract employees, and who have equally gradually become less committed and less satisfied as a result of the realization of what the non-standard form of the employment relation they are in, entails. Okafor (2012) observed that such realization may affect the workers' psychological experiences. The table below illustrates the level of satisfaction with the job contribution to career path across contract employees with different levels of experience.

Table 9: Employees' satisfaction with whether the job contributed to their future career path across years of experience in the bank

Nature of Employment	Years of Experience	Not Satisfied (%)	Satisfied (%)
Contract	Less than 5 years	38%	62%
	5 years and +	54%	46%
Permanent	Less than 5 Years	43%	57%
	5 years and +	30%	70%
Total		40%	60%

Table 9 shows that (62%) of contract employees with less than 5 years of experience in the bank report being satisfied with their job contributing to their future career path. For those with over 5 years of experience, the majority (54%) are not satisfied. Depedri (2011) similarly observed that job satisfaction tends to decrease with tenure in large organizations. The satisfaction among the "less than 5 years" category might be attributed to the prevailing unemployment in the labour market which might have served as the contract employees' reference group. In such a situation, characterized by a large supply of labour and high unemployment the focus for those in the labour

market is on getting employed, rather than on the nature of employment available jobs present.

With respect to the responses as to whether unemployment played a role in the decision to take the bank job, employees were asked to rate their level of agreement or disagreement using a five-point scale: "SD" (Strongly Disagree), "D" (Disagree) "U" (Undecided) "A" (Agree) "SA" (Strongly Agree)

Table 10: Relationship between the nature of employment and the decision to take the job as a result of unemployment

Variable	Nature of employment	SD	D	U	A	SA	χ^2	P-Value	df
The unemployment rate influenced my decision to take this Job	Permanent	43%	58%	41%	37%	28%	11.377	0.023	4
	Contract	57%	42%	59%	63%	72%			
	Total	4%	14%	15%	39%	28%			

The above table indicates that the nature of employment has a significant relationship with taking the job due to the unavailability of other opportunities. This is revealed at a degree of freedom of 4 and a P-value of 0.023 ($P(0.023) < 0.05$), while the Pearson chi-square statistic is 11.377. This corroborates the observation of Okafor (2012) that non-standard employment relation has been exacerbated by unemployment in Nigeria, especially for the young unemployed.

Ulrich Beck's theory of risk society is used for understanding and explaining how the nature of employment relations is used by banks to manage the risk employees pose to the achievement of the banks' desire for profit, growth, or continuity. To Beck, this risk consideration is independent of the satisfaction of human needs. He further suggested that it has created a world of work insecurity. However, he noted that some people are more affected than others due to the distribution of such risk. Beck's theory helps to identify employee satisfaction facets, which although exerting on the banks' resources, are important to the bank as an employer as it aids the bank in the achievement of its objectives. These facets due to the role they play, are those that have a relationship with the nature of employment. The bank utilizes non-standard employment practices as a mitigation strategy to lower employee costs or avert wage inflation. They also use standard employment relations as an incentive to achieve employee performance at a minimal cost while using the same to retain their ability to attract good talent.

Bank employees' job satisfaction facets that have a relationship with the nature of employment include job security and facets related to rewards, such as salary and fringe benefits. These, and other facets that have a relationship with the nature of employment using the insight from Beck's theory are the facets the bank is still making efforts to ensure a level of satisfaction, at least, for employees in a particular employment relation. Employees' job satisfaction facets that have no relationship with the nature of employment indicate those with no efforts from the bank or a desire from the bank to vary the experiences of the two categories of employees.

With respect to the employees, Beck suggests that consequent to the risk society, is that an employee is no longer concerned with attaining

something good, but rather, preventing the worst. It was observed that the experience of being unemployed played a role in employees' decision to settle for the job available. Beck also identified how at the individual level the risks exposed can be cushioned with the resources at the disposal of the individual. Findings indicate that the nature of employment has a relationship with the level of education, this was despite another analysis indicating that the higher the level of education, the more the relevance of education to the job requirements decreases. This means that in the bank, higher educational attainments may serve to cushion an individual exposure to non-standard employment. Similarly, utilizing information from this study such as findings indicating that the distribution of job roles has a relationship with the nature of employment may also cushion the employees' exposure to non-standard work.

Conclusion

This research focused on the interplay of standard and non-standard employment on employees' demographic profiles, their experiences and dimensions of job satisfaction. Dimensions were identified which have or do not have a relationship with the nature of employment. It is seen that efforts or interventions that merely change the legal status of the employees or eliminate the categories without transforming the circumstances of the employees will be futile in alleviating employment precarity in the sector. By incorporating the findings, there is more potential for success. The legislative focus can be to alleviate the issue of unemployment, as it serves as a resource for the banks' strategy utilization of non-standard employment practices. Insights from this paper can also serve employees working in the bank, as it provides a pragmatic representation of the satisfaction facets that may not be attainable in the Nigerian banking sector. While for prospective employees, it identifies means, by which they can cushion their possible displacement into non-standard employment in the Nigerian banking sector.

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