An Appraisal of Contract and Casual Staff Employments in Nigeria: Implications on Industrial Relations and Corporate Governance

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Abstract: This study is primarily concerned with “an appraisal of contract and casual staff employments in Nigeria and the attendant implications on the industrial relations and corporate governance. The study adopted a descriptive survey method. A total of 540 respondents were selected for questionnaire administration in 6 delineated banks from three (3) states of the South-South and South-West, Nigeria and 3 branches of each bank were selected each in a state giving a total of 18 branches of each bank per state and 10 respondents per each bank branch purposively. Five directional null hypotheses were formulated and tested using Pearson’s Product Moment Correlation Co-efficient (r) (PPMCC). The result showed a high positive correlation between the variables examined leading to the rejection of the five null hypotheses. It was also found that, the casualization and contracting of Bank workforce in Nigeria affect economic activities of both urban and rural communities which exhibit negative strains on industrial relation and corporate governance of Nigerian state. It was recommended among other things that, Legislation should be enacted to prohibit all banks from having preference of recruiting casual and contract staff over the employment of permanent staff. As the banks’ public trust and confidence will be better enhanced when their workforce are permanent which will in turn create more discipline across all categories of staff. The study concludes that, the abuses of labour laws in Nigeria by banks’ Management
have not been adequately redressed by relevant authorities. This situation has allowed Banks’ Management to dismissed or lay-off staff without recourse to legal and statutory provisions governing employment in Nigeria and it is glaringly seen that, Banks’ programme on workforce downsizing are neither in line with the laid down international and Nigerian labour laws nor with staff employment agreement terms of the banks concerned.

Keywords: Casualization, Workforce, Governance, Contract, Banking, Recruitment

1. Introduction

Casualization of workforce by Nigerian Banks has been the bane of human resource management patterns of all licensed banks in Nigeria over the past two decades. Top managements of Banks became so resistant to the formal permanent employment system that hitherto characterized the Banking system employment culture to the extent that most of the labour contracting firms are also owned and run by their syndicates or, the firms are their nominee companies. The emergence of this mode of workforce hiring became more prominent in the early 90s with the wake of new generation banks that created a wave of computerization of banking services. At this point, in the history of Nigerian banking, many of the commercial banks saw the need of wholly computerizing their banking operation for faster service delivery to the customers and thereby embarking on manual labour reduction and many bank workforce were laid-off, retrenched and some compulsorily retired from services. This development created upheaval amongst the trade unions of both junior and senior staff of banks leading to serious agitations to stop the bank management from such decisions. This however did not helped the two unions to scale through successfully, hence, top management decided to introduce the concept of casualization and contracting of workforce to tactically pull out of legal wrath of the Nigerian Labour Laws which governs all trade unions in the country to which the National Union of Banks, Insurance and Other financial Institutions Employee (NUBIFIE) and the Association of Senior Staff of Banks, Insurance and other Financial Institutions’ Employee (ASSBIFIE) were legally protected. Today, it does appear that the two Union are permanently quarantined as causualization and contracting of workforce take their tolls on the banks’ employment contract system.

According to the Nigerian Labour Laws as amended 2014, the term “contract staff” or “contract employee” is generally loosely used to describe workers who are engaged on temporary basis. These categories of staff are hitherto commonly referred to as casual workers, but because the expression “casual worker” is considered derogatory and no employee wants to be associated with it, and so, it has become fashionable for organizations using them, especially banks and oil and gas companies, to refer them as contract staff. While Section 1) (c) Labour Act, 1974, defines contract of employment as any
agreement, whether oral or written, express or implied, whereby one person agrees to employ another as a worker and that other person agrees to serve the employer as a worker. The contract of employment is the Contract or casual staff is usually employed on temporary basis and with irregular contracts with various breaks between them. It is an irregular employment which carries no workplace benefits such as pensions, gratuity, and medical care, paid annual, sick and maternity leave, paid holidays, redundancy pay, including the right to organize and bargain collectively (Eyongndi 2016).

At present, the general operating pattern of all Nigerian banks with regard to staffing and employment of persons into their services is the total shift from permanent employment procedures to casualization and contracting of the staff. This shift has equally characterized the employment system in the Oil and Gas sector. As reported by the Nigerian Labour Law Review NJLIR Vol 8. N0.4, (2014), that the last two decades have witnessed a major increase in the number of workers engaged on casual and temporary basis in the Nigerian oil and gas industry. In addition to developing a more flexible workforce, casualisation and contract staffing readily provide Nigerian employers with regular cheap labour. The practice has become a cost saving strategy by the indigenous and foreign oil companies operating in Nigeria because the employers are saved the costs associated with regular and permanent employment relationship.

The common fact is that when companies phase out full-time staff, they re-surface as short-term contract workers where rights to Freedom of Association are limited, their social entitlements are curtailed, and career paths become vague or non-existent. For over a decade, casualisation of workers has been a major cause of industrial conflict in Nigeria. Organised labour has had to picket many workplaces to exert pressure on managements to review the employment status of casual workers. The banking, oil and manufacturing sectors are largely characterised by this phenomenon. Casual workers are often exposed to industrial accidents without a safe work environment (NBF News, 2011).

1.1. Categories of Contract or Casual Labour

The nomenclature in the use of contract or casual labour varies from one organization to another depending on the top management perception of the nature of the employment and the need to be more diplomatic in the semantic usage of the two concepts. However, there are generally three basic categories of casual or contract labour as identified by Okoro, (2013) cited in Eyongndi (2015); these include:

- Those who are employed by the company or organization
- Those employed by labour brokers
- Those who are employed by independent contractors under private-public partnership.

These forms of employments in Nigeria can usually be classified as either casual or contract. Usually, a company hiring workers on casual basis could do so directly from the labour market and such
casual workers will be the casual employees of the company with the difference that, unlike their counterparts in confirmed employment with all the rights and privileges attached, they are employed by the same employee but with difference employment terms and conditions. Labour and service contract are terms used by management to describe contract labour. Management sometimes refers to it as “body shop” or “direct hire” while others refer to contract labour as service providers. Those employed by labour brokers or independent contractors are primarily their employees but are outsourced to a secondary labour consumer. A characteristic of the two categories is that the workers are usually subjected to sign the infamous yellow dog contract which is a contract that prohibits an employee from joining a trade union or where he is already a member, to cease his membership and not take part in any form of union activity while in the employer’s employment (Okoro, 2013).

1.2. The Abuse of Labour Laws in Nigeria Banks

All matters relating to the employment of persons in any organization in Nigeria both private and public are thoroughly and strictly guided and regulated by the Nigeria Labour Laws as codified by The International Labour Organization (ILO). The rights and privileges of permanent and casual workers are therefore specified in the Laws regulating contract of employment in Nigeria. For instance, it is apposite to state that as to definition, there is no difference between a standard worker and a casual worker as they are both considered as workers where there is a difference is in the substance of their relationship. Generally, every worker whether casual or not has a right to remuneration which is the value in terms of monetary reward paid to the worker whether daily, weekly, monthly or howsoever agreed between the parties for services or work done by the worker (Eyongndi, 2015). The section 15 of the Nigeria Labour Act is sacrosanct in this direction. It provides that:

...the wages shall become due and payable at the end of each period for which the contract is expressed to subsist, that is to say, daily, weekly, or at such other period as may be agreed upon. Provided that where the period is more than one month, the wages shall become due and payable at intervals not exceeding one month.

By this legal position it implies that the law prohibits any employer of labour to owe the wage of a labourer beyond a period of one month. Going by the current scourge of non-payment of salaries by most state governments in Nigeria for several months, one wonders the potency of this section as to whether by it the court can order the affected states to perform that duty. The reality is that, this aspect of the law is more obeyed in breach than in observance. Payment of salary is not just a worker right but it is a right with a statutory flavour and therefore places an onerous duty on the employer to ensure that the employee is remunerated as and when due and not at the pleasure of the employer (Eyongndi, 2015).
The situation becomes pathetic and agonizing in terms of the nature of wages and fringe benefits deprivation in the Nigerian banking industry. Whereas, bank exploit their workforce to the extent of draining their last drop of blood in other to get maximum output from them without commensurate wage benefits.

1.3. The Ignominious Treatment of Bank Workers in Nigeria

The practices in employment policies of young graduates into banks in Nigeria suggests that after a long search for jobs, which are never available, most graduates decided to enroll with some of the private labour contract firms, which fixed them up with bank work and received peanuts for their hard labour. They had to part with substantial part of their salaries to the job outsource outfit. After six years or more of working in the bank, they still remain casual and hence have no right to any benefit from the company. A specific case of labour slavery reported in bank was the case of a Higher National Diploma (HND) graduate, who could not secure a casual job with his higher diploma from one of the banks in the country, which outsourced to a firm to secure Ordinary National Diploma (OND) qualified personnel for them. The idea was to pay the workers peanuts despite subjecting them to strenuous work conditions and targets. The graduate has been working for four years and never rewarded according to his qualification, which he has been advised could not be accepted by the organisation as he never applied with it in the first instance. And still, he had to part with some of his take home to the contracting firm, (NBF News, 2011). The worst hit in this categories of labour force in the bank sector are ladies who are engaged as contract staff and pushed into marketing departments for deposit mobilizations. Sadly, most of these ladies are used as marketing bait to attract blue-chip customers. Some of them unconsciously have delved into unethical behaviours and sharp practices that are inimical to ethics of banking practice.

The banks workers – both permanent, casual and contract in Nigeria are prohibited by most management of Banks not to belong or, join any form of trade union or workers’ associations. This policy thrust of banks is a direct violation of the provision of labour laws. For instance, Section 1 of the Trade Unions Act 1973 defines a ‘trade union’ as: “Any combination of workers or employers, whether temporary or permanent, the purpose of which is to regulate the terms and conditions of employment of workers”. (Danesi, 2012). This definition indicates that workers no matter their status ‘whether temporary or permanent’ have the right to join or form a trade union. An employer is mandated by section 24 of the Act 44 to automatically recognise a trade union on registration, and this recognition is interpreted to be for the purpose of collective bargaining. This implies that the trade union can bargain collectively on behalf of its members whether temporary or permanent and that any collective agreement reached should be applicable to all categories of workers. A minimum of 50 members are required to
form a trade union in Nigeria (Danesi, 2012). The right of workers to freedom of association and joining of trade union are provided in the International Labour Laws and the Constitution of the Federal Republic of Nigeria. These rights provided, grant every worker the right to exercise of freedom in the work environment. According to Okene (2007) as cited in Danesi, (2012); ‘the concept of freedom of association in labour relations means that workers can form, join or belong to a trade union and engage in collective bargaining’. Freedom of association in essence also implies that the right to organize must be without any interference from the State and the employer as enunciated in the International Labour Organization (ILO) Convention Nos. 8723 and 9824. The following are the sources of freedom of association in Nigeria:

1) Constitutional Protection 2011 as amended,
2) The Trade Union Act 1973,
3) The Labour Act 1971

This is further anchored in Section 40 of the Constitution of the Federal Republic of Nigeria which guarantees the right to freedom of association. It provides that:

‘Every person shall be entitled to assemble freely and associate with other persons, and in particular he may form or belong to any political party, trade union or any other association for the protection of his interests’.

From the above, it is clear that an employer who prevents or bares his employee from joining a trade union is violating the right of his or her employee. The constitutional right of workers to form or belong to a trade union of their choice is openly breached with impunity in the case of contract workers in Nigeria. These workers are denied the right to join a trade union or benefit from collective agreements. This is so, even though both private and public employers are bound by the Constitution by virtue of sections 1. It is therefore an ignominious act that the prohibition of banks workforce from joining trade union is an outright violation of extant labour laws and a building of labour slave colony.

1.4. Problem Analysis

Both casual and contract arrangements are therefore not normal employment arrangement and therefore places a lot of limitations on the employee, though conventionally regulated by rules. The current practice in Nigeria presents a different situation as sometimes the casual or contract staff in many occasions work in that situation for a long time, sometimes, for a whole career life. The drive for engaging this category of staff appear not to be used to support the urgent organizational need again but
to avoid certain responsibilities attendant to employing into regular staff positions. Another reason seem to be to reduce or avoid the pressure of Union activities in the organization as casual and contract staffs, because of the nature of their engagements do not get involved in Unionism thereby subjecting such workers to impersonal market forces they cannot control. As Karl Marx pointedly puts it that, “labour has become a production of commodity; and itself a commodity bought and sold in the market, so that it serves not to unfold the capacity of the labourer, but to subject him to impersonal market forces over which he had no control.” This situation skews the industrial relations activities, and has implications on people’s rights as provided for by the constitution and labour laws.

Again, it becomes very critical not only because these acts constitutes affronts to the constitutions and other laws of the country made to protect the Nigerian workers but also because they have the tendency to bring confusion into the cases where it is sought to apply the all-important doctrine of vicarious liability in the law of torts. In addition to this too, it tends to create confusion in the minds of the worker who finds himself in that condition and could lead to poor (national) productivity as a result of bad feelings of the workers.

The problem that stimulates this present research interest is the casualization and contracting of almost all categories of employees of Nigerian Banks and to which have been resulting into incessant lay-offs of employees in the banking industry in the recent past. Following this therefore, it has implication on the labour, employer of labour and the state and calls for deep inquiry to unravel the basis, true implications and solution to the problems of casualization and contracting of staff in Nigeria.

1.5. Research Questions

The following research questions set the fundamental basis and guide within which this work was carried out, in line with the theoretical framework and the research objectives:

(1). Is there a significant relationship between banks’ preference for casual and contract labour and industrial relations and corporate governance in Nigeria?

(2). Is there a significant relationship between the implications of high casualization and contract staffing on industrial relations and corporate governance profiles of Nigeria state?

(3). Is there a significant relationship between the position of banks’ workforce on the growing prevalence of casual and contract staffing by the banking sector and its implications on industrial relations and corporate governance profiles of Nigeria state?

(4). Is there a significant relationship between challenges of the extant laws in Nigeria in dealing with the abuses of labour policies by banks’ management and their implications on industrial relations and corporate governance profiles of Nigeria state?
(5). Is there a significant relationship between the implications of casualization and contracting of industrial workforce and the Nigeria socio-economic status?

1.6. Objectives

The general objective is to examine the implication of casualization of workers and contract staffing on the industrial relations and corporate governance in Nigeria. However, the specific objectives of the study are as follows:

a. To ascertain the relationship of banks’ preference for casual and contract labour and the industrial relations and corporate governance in Nigeria.

b. To determine the implications of high casualization and contract staffing on industrial relations and corporate governance profiles of Nigeria state.

c. To determine the position of banks’ workforce on the growing prevalence of casual and contract staffing by the banking sector and its implications on industrial relations and corporate governance profiles of Nigeria state.

d. To identify the challenges of the extant laws in Nigeria in dealing with the abuses of labour policies by banks’ management and their implications on industrial relations and corporate governance profiles of Nigeria state.

e. Finally, to ascertain the implications of casualization and contracting of industrial workforce on the Nigeria socio-economic status.

1.7. Hypotheses Development

The following hypotheses have been postulated for this present study which are stated in the “Null” denoted by $H_0$, indicating that no relationships exist between the variables being studied.

$H_0$: 1. there is no significant relationship between banks’ preference for casual and contract labour and industrial relations and corporate governance in Nigeria.

$H_0$: 2. there is no significant relationship between the implications of high casualization and contract staffing on industrial relations and corporate governance profiles of Nigeria state.

$H_0$: 3. there is no significant relationship between the position of banks’ workforce on the growing prevalence of casual and contract staffing by the banking sector and its implications on industrial relations and corporate governance profiles of Nigeria state.

$H_0$: 4. there is no significant relationship between challenges of the extant laws in Nigeria in dealing with the abuses of labour policies by banks’ management and their implications on industrial relations and corporate governance profiles of Nigeria state.

$H_0$: 5. there is no significant relationship between the implications of casualization and contracting of industrial workforce and the Nigeria socio-economic status.
2. Methodology

2.1. Design

This is a descriptive survey method and the study examined issues of drive, implication and solution to the problem of casualization and unregulated contracting of staff in Nigeria with specific reference to the banking sector. In view of the emerging nature of this research work, the mixed method of survey research design was used. The mixed method of research focused on researches that call for real-life contextual understandings, multi-level perspectives, and cultural influences. We initially designed the use of a combination of qualitative and quantitative methods which helps to generate insights into complex phenomena such as issue of casualization of employment and staffing and adherence to the rules guiding employments and other laws in Nigeria. However, the stark reality on the field was that, the bank workers were not willing to grant oral interview but instead preferred to quietly respond to questionnaire to ensure maximum confidentiality. This we immediately restructured our study instrument on the field without compromising any vital information.

2.2. Area and Scope of Study

This research work was focused on examining implications of casual/contract labour employment and ascertaining its implication on industrial relations and corporate governance in Nigeria. Emphasis was placed on the industrial operations of Banking Industry sub-sector in three states in the three geo-political zones in South Nigeria. These are the South-East, South-South and South-West. Three (these include Anambra, Rivers, and Lagos) states were purposively selected because they possess attributes that are important both for the efficient execution of our research design and for subsequent generalization of the results.

These zones provide us with sufficiently large number of branch network of both the old and new generation banks currently operative in Nigeria. Hence, the admixture of the selection of banks’ branches that cut across these old and new generation breeds provided us sufficient and robust data that enabled us harness relevant up-to-date information on casualization/contracting of workforce as this is presently the dominant trait of banking practices across Nigerian Banks. Finally, the zones still maintain relative peace that insecurity did not constitute significant reasons for variations in practice in the selected banks in the study areas. Beyond that, these banks selected are uniquely varied in sizes and compositions, operating within the same environment and similar in leadership styles with different partisan loyalty, and degree of urbanization, and this serves as a reasonably good microcosm of the nation’s industrial picture as a whole.

2.3. Sources of Data
The study explored both the primary and secondary sources of data collection. The primary data sources were collected through the use of structured questionnaire designed on five-point Likert Scale. Each set of 10 questionnaires were randomly administered to bank staff in each of the 18 branches of the banks selected.

A total of 540 respondents were selected for questionnaire administration in 6 delineated banks from three (3) states and 3 branches of each bank were selected each in a state giving a total of 18 branches of each bank per state and 10 respondents per each bank branch purposively. In order to adequately ensure that respondents selected from each of the banks provide responses to our research questions freely without violating ethical standards of the banks concerned, names of individual respondents and of those banks selected for the study were not mentioned in any part of this report. Therefore the banks were classified into two groups – (1) the Old Generation Banks (OGB) and (2) the New Generation Banks (NGB) with 3 banks selected from each of OGB and NGB giving a total of 6 banks examined. Individual Banks in OGB are represented as OGB.1, OGB.2 and OGB.3 while banks in NGB are represented as NGB.1, NGB.2 and NGB.3 respectively.

2.4. Analytical Method

The Pearson Product Moment Correlation Coefficient (r) (PPMCC), was used to test the research hypotheses using the Statistical Package for Social Sciences (SPSS) version 17.0.

PPMCC formula is given as:

\[ r = \frac{n(\Sigma xy) - (\Sigma x)(\Sigma y)}{\sqrt{n(\Sigma x^2) - (\Sigma x)^2} [n(\Sigma y^2) - (\Sigma y)^2]} \]

Where:
- \( n \) = number of pairs of scores
- \( \Sigma xy \) = sum of the products of paired scores
- \( \Sigma x \) = sum of x scores
- \( \Sigma y \) = sum of y score
- \( \Sigma x^2 \) = sum of squared x scores
- \( \Sigma y^2 \) = sum of squared y scores

**Decision Rule**

The test for correlation coefficient employed is the t test, which is based on testing the hypotheses that no significant relationship exist between the attributes. This means that, it will be assumed no significant relationship between any two attributes considered in pairs as hypothesized, to be able to
make the test comprehensive, the researchers did the following: (1) the correlation results for r was used in the t test. (2) The t test is for sample correlation coefficient r. (3) An alpha value i.e., significance level of 0.05% was considered appropriate. This is for one tail test. Therefore, in summary, the following hold:

(i) The decision region to accept or reject hypotheses within the range of sample correlation coefficient (r): -1 ≤ r ≤ 1 is:

(ii) Null hypothesis, H₀: r = 0

(iii) Alternative hypothesis H₁: r ≠ 0.

If r = 0, then null hypothesis will be accepted, else rejected. Which means the alternative hypothesis will be accepted if r ≠ 0.

3. Data Presentation and Results

A total of 540 copies of questionnaires were distributed in the 6 banks within the 3 states selected for the study as stated in table 1.

Table 1: Distributions of Bank Branches

<table>
<thead>
<tr>
<th>S/N</th>
<th>Name of Banks</th>
<th>No. of Branches</th>
<th>No. of Respondents per Branch</th>
<th>No. of Respondents Per Zone</th>
<th>Total No. of respondents per Bank in 3 States</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Old generation bank- OGB.1:</td>
<td>3</td>
<td>10</td>
<td>30</td>
<td>90</td>
</tr>
<tr>
<td>2</td>
<td>Old generation bank - OBG2:</td>
<td>3</td>
<td>10</td>
<td>30</td>
<td>90</td>
</tr>
<tr>
<td>3</td>
<td>Old generation bank - OGB3:</td>
<td>3</td>
<td>10</td>
<td>30</td>
<td>90</td>
</tr>
<tr>
<td>4</td>
<td>New generation bank NGB1:</td>
<td>3</td>
<td>10</td>
<td>30</td>
<td>90</td>
</tr>
<tr>
<td>5</td>
<td>New generation bank NGB2:</td>
<td>3</td>
<td>10</td>
<td>30</td>
<td>90</td>
</tr>
<tr>
<td>6</td>
<td>New generation bank NGB3:</td>
<td>3</td>
<td>10</td>
<td>30</td>
<td>90</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>18</strong></td>
<td><strong>30</strong></td>
<td><strong>180</strong></td>
<td><strong>540</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey (2017)

From the table 1, 3 branches of each of the banks were selected for our investigation. In each of the branches 10 respondents were administered with the research questionnaire which gives a total of 180 respondents per each State or zone and a total of 540 respondents per the 3 states studied.

From table 2, a total 540 respondents were administered with questionnaires comprising of 36 each from amongst the Senior Branch Managers, 36 from Heads of Personnel/HR, and 36 Heads of Staff Unions drawn from the different branches of the designated banks; while 432 in the ranks of Officers and other grades were selected. This gave a total of 540 structured questionnaire/check list with
simplified questions to cover all the parameters relating to the variables of our study that were administered to the sampled population.

Table 2: Distributions of Respondents

<table>
<thead>
<tr>
<th>INTERVIEW VARIABLES</th>
<th>POPULATION DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. of States</td>
</tr>
<tr>
<td>Questionnaire / Check-list</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
</tr>
</tbody>
</table>

Source: Field Survey (2017)

The questions were designed mirroring on several key issues in different domains on employment (especially on conditions of employment, postings, transfers, punishments and termination of employment, and the overall benefits of staff. Also, in order to explore various nuances of the casualization, the demographic and behavioral details of respondents on qualifications, employment history, interest in corporate politics, race, religion, education, income, etc. were ascertained.

Other sources of data were obtained from the Federal Ministry of labour on labour activities especially on the activities of the various organizations in Nigeria, including those of the South-East. Also, from the Michael Imodu Labour Centre (MILC) analyzed data on varieties of labour and labour discourses on public and even private organizations were sourced. In addition, the organizations-generated corporate literature, as well as newspapers reports on corporate activities which were considered in order to develop a database on labour management measures that can be used in conjunction with the surveys discussed above so as to analyze the interplay of labour management in Nigeria.

As shown in table 3, the three (3) of the old generation banks surveyed, are represented by OGB1, OGB2 and OGB3, and 90 questionnaires were administered per bank out which 65, 56, and 51 were retrieved. This is represented by percentage response rate 72%, 62.2%, and 57% respectively. Similarly, 90 questionnaires were administered to the new generation banks – NGB1, NGB2 and NGB3 out of which 54, 70 and 59 were retrieved; representing a percentage response rate of 60%, 78% and 66% respectively.

In summary, out of the 540 questionnaires distributed in the 3 delineated states, 361 were retrieved – representing a total percentage response rate of 67%. This is considered adequate representation of the total population surveyed.
Table 3: Distribution and Retrieval of Questionnaires

<table>
<thead>
<tr>
<th>S/N</th>
<th>BANK</th>
<th>Questionnaire Distributed by State</th>
<th>Total Distributed</th>
<th>No Returned</th>
<th>Percentage Returned</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Anambra</td>
<td>Lagos</td>
<td>Rivers</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>OGB.1</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>90</td>
</tr>
<tr>
<td>2</td>
<td>OGB.2</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>90</td>
</tr>
<tr>
<td>3</td>
<td>OGB.3</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>90</td>
</tr>
<tr>
<td>4</td>
<td>NGB.1</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>90</td>
</tr>
<tr>
<td>5</td>
<td>NGB.2</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>90</td>
</tr>
<tr>
<td>6</td>
<td>NGB.3</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>90</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>180</td>
<td>180</td>
<td>180</td>
<td>540</td>
</tr>
</tbody>
</table>

Source: Field Survey (2017)

Tables 4 and 5 show the status of the total questionnaire distributed and retrieved in all the 6 banks surveyed in each of the state. From the analysis, in Anambra State 180 were distributed and 132 were retrieved, while 180, 180 were distributed and 123 and 106 were retrieved from Lagos State and Rivers State respectively bringing the total number of the retrieved questionnaires to 361. By this result, we recorded the highest retrieval rate from Anambra State represented by 73.3% followed by Lagos State and Rivers state with 68.3% and 59% respectively.

Table 4: Questionnaire Retrieved from Banks by State

<table>
<thead>
<tr>
<th>S/N</th>
<th>BANK</th>
<th>Questionnaire Retrieved by State</th>
<th>Total Returned</th>
<th>No Returned</th>
<th>Percentage Returned</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Anambra</td>
<td>Lagos</td>
<td>Rivers</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>OGB.1</td>
<td>25</td>
<td>20</td>
<td>20</td>
<td>65</td>
</tr>
<tr>
<td>2</td>
<td>OGB.2</td>
<td>25</td>
<td>20</td>
<td>11</td>
<td>56</td>
</tr>
<tr>
<td>3</td>
<td>OGB.3</td>
<td>21</td>
<td>19</td>
<td>11</td>
<td>51</td>
</tr>
<tr>
<td>4</td>
<td>NGB.1</td>
<td>16</td>
<td>19</td>
<td>19</td>
<td>54</td>
</tr>
<tr>
<td>5</td>
<td>NGB.2</td>
<td>20</td>
<td>25</td>
<td>25</td>
<td>70</td>
</tr>
<tr>
<td>6</td>
<td>NGB.3</td>
<td>19</td>
<td>20</td>
<td>20</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>132</td>
<td>123</td>
<td>106</td>
<td>361</td>
</tr>
</tbody>
</table>

Source: Field Survey (2017)
Table 5: Questionnaires Distributed and Retrieved Per State

<table>
<thead>
<tr>
<th>S/N</th>
<th>STATE</th>
<th>Total No Distributed</th>
<th>Total No Retrieved</th>
<th>Percentage Retrieved per state</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Anambra</td>
<td>180</td>
<td>132</td>
<td>73.3</td>
</tr>
<tr>
<td>2</td>
<td>Lagos</td>
<td>180</td>
<td>123</td>
<td>68.3</td>
</tr>
<tr>
<td>3</td>
<td>Rivers</td>
<td>180</td>
<td>106</td>
<td>59.0</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>540</strong></td>
<td><strong>361</strong></td>
<td><strong>67.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey (2017)

4. Results and Discussion

From the descriptive statistic on table 6, the respondents of “High Casualization and Growing Dominance of Contract Staff” showed the lowest mean score of 3.40 and Std. 0.755 while their perception of “Banks’ Preference for Casual and Contract Staff” has a mean score of 3.74 and Std. 0.763. Similarly, respondents’ perception on “Position of Banks' Workforce on Growing Prevalence of Casual and Contract Staff” showed a mean score of 3.89 and Std. 0.628; whereas, on “Challenges Dealing with Abuses of Labor Policies by Banks' Management” showed a significant mean difference of 3.61 and Std. 0.661. However, on “Industrial Relations and Corporate Governance” showed a higher result of mean score of 3.74 and Std. of 0.604.

Table 6: Descriptive Statistics

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Casualization and Growing Dominance of Contract Staff</td>
<td>3.40</td>
<td>.755</td>
<td>353</td>
</tr>
<tr>
<td>Bank Preference for Casual and Contract Staff</td>
<td>3.74</td>
<td>.763</td>
<td>353</td>
</tr>
<tr>
<td>Position of Banks' Workforce on Growing Prevalence of Casual and Contract Staff</td>
<td>3.89</td>
<td>.628</td>
<td>344</td>
</tr>
<tr>
<td>Challenges Dealing with Abuses of Labor Policies by Banks' Management</td>
<td>3.61</td>
<td>.661</td>
<td>353</td>
</tr>
<tr>
<td>Industrial Relations and Corporate Governance</td>
<td>3.74</td>
<td>.604</td>
<td>326</td>
</tr>
</tbody>
</table>

Source: Field Survey (2017) Computed from SPSS Version 10

4.1. Hypotheses Testing

Recall our Decision Rules:

The decision region to accept or reject hypotheses within the range of sample correlation coefficient $(r)$: $-1 \leq r \leq 1$ is:

(i) Null hypothesis, $H_0$: $r = 0$
(ii) Alternative hypothesis $H_1$: $r \neq 0$.

If $r = 0$, then null hypothesis will be accepted, else rejected. Which means the alternative hypothesis will be accepted if $r \neq 0$.

4.2. Discussion

**Hypothesis One:**

$H_0$: 1. *there is no significant relationship between banks’ preference for casual and contract labour and industrial relations and corporate governance in Nigeria.*

From the correlation result on table 7, we ascertained $(r)$ to be $0.628**$ or $63\%$ with the Sig. P.Value of .000, indicating that $r \neq 0$. This indicates a very high positive correlation between the variables tested. We therefore reject the postulated null hypothesis and accept the alternative hypothesis which states that, there is a significant relationship between banks’ preference for casual and contract labour and industrial relations and corporate governance in Nigeria. This result is supported by the views of scholars such as, (Fapohunda, 2012). Okafor, (2007) and Aungwom (2007) added that contract staffing ultimately presents many challenges for the employees and organisations alike. And that, behind this issue of contract staffing in the country is the high level of unemployment. These two issues have bred a dangerous work environment and have given much aid to the prevalence of contract staffing, as many desperate job seekers in the labour force are willing to take any job, no matter how dirty, degrading, undesirable and dissatisfying it is.

**Hypothesis Two:**

$H_0$: 2. *there is no significant relationship between the implications of high casualization and contract staffing on industrial relations and corporate governance profiles of Nigeria state.*

From the correlation result on table 7, we ascertained $(r)$ to be $0.789***$ or $79\%$ with the Sig. P. Value of .000, indicating that $r \neq 0$. This indicates a very high positive correlation between the variables tested. We therefore reject the postulated null hypothesis and accept the alternative hypothesis which states that, there is a significant relationship between the implications of high casualization and contract staffing on industrial relations and corporate governance profiles of Nigeria state. This result in in tandem with the position of Fapohunda, (2012), who states that the term corporate governance refers to the rules, processes, or laws by which institutions are operated, regulated and governed. It is developed with the primary purpose of promoting a transparent and efficient banking system that will engender the rule of law and encourage division of responsibilities in a professional and objective manner.
Table 7: Correlations

<table>
<thead>
<tr>
<th></th>
<th>High Casualization and Growing Dominance of Contract Staff</th>
<th>Bank Preference for Casual and Contract Staff</th>
<th>Position of Banks’ Workforce on Growing Prevalence of Casual and Contract Staff</th>
<th>Challenges Dealing with Abuses of Labor Policies by Banks’ Management</th>
<th>Industrial Relations and Corporate Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>.789**</td>
<td>.628**</td>
<td>.538*</td>
<td>.713**</td>
<td>.890**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>1</td>
<td>.000</td>
<td>.010</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>353</td>
<td>353</td>
<td>344</td>
<td>353</td>
<td>326</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.628**</td>
<td></td>
<td>.201**</td>
<td>.196**</td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td>.972</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>353</td>
<td></td>
<td>353</td>
<td>353</td>
<td>326</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.538*</td>
<td>-.002</td>
<td>1</td>
<td>.399**</td>
<td>.080</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.010</td>
<td></td>
<td>.972</td>
<td>.000</td>
<td>.153</td>
</tr>
<tr>
<td>N</td>
<td>344</td>
<td></td>
<td>344</td>
<td>344</td>
<td>318</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.713**</td>
<td>.201**</td>
<td>.399**</td>
<td>1</td>
<td>.265**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>353</td>
<td>353</td>
<td>344</td>
<td>353</td>
<td>326</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.890**</td>
<td>.196**</td>
<td>.080</td>
<td>.265**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.153</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>326</td>
<td>326</td>
<td>318</td>
<td>326</td>
<td>326</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).
(Source: Field Survey (2017) Computed from SPSS Version 10)

**Hypothesis Three:**

H₀: 3. “There is no significant relationship between the position of banks’ workforce on the growing prevalence of casual and contract staffing by the banking sector and its implications on industrial relations and corporate governance profiles of Nigeria state.”

In examining the correlation result on table 7 above, we ascertained \( r \) to be .538* or, 54% with the Sig. P. Value of .000, indicating that \( r \neq 0 \). This indicates a moderate positive correlation between the variables tested. We therefore reject the postulated null hypothesis and accept the alternative
hypothesis which states that, there is a significant relationship between the position of banks’ workforce on the growing prevalence of casual and contract staffing by the banking sector and its implications on industrial relations and corporate governance profiles of Nigeria state.” The popular position of the workforce has been on the fear of job insecurity in the banking sector which has led to incessant labour turnover in the Nigerian commercial banks. Similarly, the situation has created huge incidences of dishonest trading and insiders’ abuses by the workforce.

**Hypothesis Four:**

\( H_0: 4. \) “there is no significant relationship between challenges of the extant laws in Nigeria in dealing with the abuses of labour policies by banks’ management and their implications on industrial relations and corporate governance profiles of Nigeria state.”

In evaluating our correlation result on table 7 above, relating to the hypothesis 4, we ascertained \( (r) \) to be \(.713^*\), 71.3% with the Sig. \( P. \) Value of \(.000\), indicating that \( r \neq 0 \). This indicates a moderate positive correlation between the variables tested. We therefore reject the postulated null hypothesis and accept the alternative hypothesis which states that, there is a significant relationship between challenges of the extant laws in Nigeria in dealing with the abuses of labour policies by banks’ management and their implications on industrial relations and corporate governance profiles of Nigeria state.” This is position is in line what the ILO expressed thus, Regular work is not provided, but the casual worker is expected to be available when required. Casual work is a significant part of that group of employment arrangements that are collectively known as non-standard, contingent, atypical, precarious and alternative work arrangements in international labour law. (ILO (2007;

**Hypothesis Five:**

\( H_0: 5. \) “there is no significant relationship between the implications of casualization and contracting of industrial workforce and the Nigeria socio-economic status.”

From our correlation result shown in table 7 above, we ascertained \( (r) \) to be \(.890^{**}\), 89% with the Sig. \( P. \) Value of \(.000\), indicating that \( r \neq 0 \). This indicates a moderate positive correlation between the variables tested. We therefore reject the postulated null hypothesis and accept the alternative hypothesis which states that, there is a significant relationship between the implications of casualization and contracting of industrial workforce and the Nigeria socio-economic status.” It is a truism that the Nigerian socio-economic status has been perceived globally as a country whose industrial workforce has been characterized by instability due to incessant strikes, lock-outs, and general labour unrest as a result of the government inability to promptly as at when due. This situation has led to the organized labour pressing home their demand through various shades of industrial actions. As Kolawole (2008) Kolawole (2008) observes that even the Apex Bank in the country the Central Bank of Nigeria (CBN) is not left
out of the practice as 600 victims of the temporary employment policy of the Central Bank of Nigeria (CBN) petitioned the Economic and Financial Crimes Commission (EFCC); the Nigerian Labour Congress (NLC) and the National Assembly over what they described as exploitation and inhuman treatment by the apex bank (Fapohunda, 2012). This positions correlate with the report of Okafor (2007) that in 2001, the number of casual workers within the oil industry in Nigeria hit 14,559, which was about 38.7% of the workers in the industry.

5. Conclusion

From the plethora of theoretical and empirical literature examined in this study, the researchers have established some concrete lines of divide in the contextual debate on the subject of this investigation. The study establishes that, casualization and contracting of Bank workforce in Nigeria affect economic activities of both urban and rural communities. The interlocking relationship between the bank workers and their environments is intertwined on a two-way traffic relationship in such that, when the workers leave their ancestral homes for white cola banks’ jobs, they left communities and exert drain on communities’ agrarian agricultural economy in search of urban bank work. And, when their jobs are casualized, contracted and often laid-off abruptly, they become incapacitated and unable to care for life both in the urban and their aged parents at the rural communities whilst the multiplier effect of poverty and labour slavery becomes gangrenous. Similarly, the study established that Casual and contract staff seldom meet long term financial responsibilities thereby affecting socio-economic status of Nigeria.

Furthermore, the study concludes that, the abuses of labour laws in Nigeria by banks’ Management have not been adequately redressed by relevant authorities. This situation has allowed Banks’ Management to dismissed or lay-off staff without recourse to legal and statutory provisions and it is glaringly seen that, Banks’ programme on workforce downsizing are neither in line with the laid down international and Nigerian labour laws nor with staff employment agreement terms of the banks concerned.

6. Recommendations

Arising from the findings of this research, the following recommendations have been advanced:

i. Legislation should be enacted to prohibit all banks from having preference of recruiting casual and contract staff over the employment of permanent staff. As the banks’ public trust and confidence will be better enhanced when their workforce are seen to be permanent which will in turn create more discipline and increase professional ethics across all categories of staff.
ii. The Bankers’ Committee together with the Central Bank of Nigeria should put in place the procedures for recruitment of banks’ workers which should be placed on each bank’s website to reflect an international outlook which will as well enhance the corporate governance and build a stronger industrial relations between the banks, staff and the international community.

iii. Unionization of bank workforce should be made mandatory as so many of banks operating in Nigeria have de-unionized their staff for over a decade or more and this has created room for the growing prevalence of casual and contract staffing by the banking sector with its negative implications on the industrial relations and corporate governance profiles of Nigeria state.

iv. Legal framework should be put in place by bank regulatory authorities so that, banks found wanting in cases of abuses of labour laws in Nigeria by banks’ Management such as wrongful dismissal, downsizing and lay-off of staff without recourse to legal provisions should be given sanction appropriately and promptly too.

v. Finally, to reduce the negative implications of casualization and contracting of industrial workforce on the Nigeria socio-economic status, annual staff audit should be carried out and published by banks with comparative analysis of which staffs are casual, contract and permanent and this report should be used for measuring the quality of efficiency and effectiveness of the performances of banks in Nigeria.

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