



Staffing Dichotomy: Labour Casualisation and Organisational Conflict in Nigerian Banks

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Abstract

This paper examines organizational conflict in Banks arising from staffing dichotomy that exist between core and non-core staff. Adopting a descriptive method and utilising frustration-aggression theory as an analytical framework, the paper highlights labour casualisation as the reasons for the dichotomy which leads to conflict between these categories of staff in Nigerian Banks. The data for the study were both primary obtained through oral interviews and observation of events in the Banking sector as well as secondary data generated from books, journals, internet materials and previous work on similar subject. A total of 45 contract staff from different commercial Banks were selected using purposive sampling but only 28 completed the interview and gave their consent. 92.86% of the respondents believed there is a relationship between job conditions of contract staff in Banks and fraud, and poor service delivery. The paper indicates how the non-core staff feel cheated by labour casualisation of the Banks and due to frustration, some of them exhibits poor attitude to work and thereafter engage in fraudulent activities. The paper highlights the needs for the industry regulator, the central Bank of Nigeria (CBN) to step in to the issue with a view to putting an end to this modern-day slavery that has an impact on the economy, the psychological wellbeing of the stakeholders.

Keywords: Central bank, Contract staff, Employee, Fraud, Workplace.

1. Introduction

By staffing dichotomy in Nigerian Banks, we eventually mean the differences existing between workers in Nigerian Banks. Two categories of workers are found in Nigerian Banks as in other organisations. There are permanent workers and casual workers respectively, the former are permanent staff enjoying a number of privileges offered in the Banks and therefore constitute a superior class; while the latter are contract staff or temporary staff who are less paid and also denied some privileges. The casual staff form the basis for this study. The dichotomy between the two categories of staff results in conflict which affects the Banks negatively. This is what is meant by organisational conflict. The organisation in this context refers to Nigerian Banks.

Conflict is a continuous process in organizational life, it occurs because of discordance of goals between workers and the management of an organization. In an organization where people with divergent interests, views and values coexists, conflict between such individuals and groups cannot be avoided. Mills and Mene (2020), posits that although conflict can be managed and resolved effectively, but it is inevitable in any organisation and therefore cannot be avoided. According to Costantino and Merchant (1996), organisations are rife with conflict that comes in many faces, this position was also shared by Ryan (2008), Tjosvold (2008), Marya and Wendy (2014). They all maintained that organisational conflict is multidimensional in nature and is influenced by different factors at different level and stage. Additionally, Natalia and



Ekaterine (2023) posits that conflict situations are inherent to any organisation because conflict situation occur independent of human will due to individual characteristics of people working in the organisation, structure of the organisation as well as cultural establishment in the organisation. This simply means that there is no organisation without conflict situations. These organisations can either hide it, quash it, control it, fight it, deny it, or avoid it, but whatever they do, they can never make it disappear which signify that conflict is an organizational fact of life. Ugbaja (2002), viewed organizational conflict as any dispute, whether individual or group that arises in the workplace which causes disharmony among a group of workers or between an individual and the management. Organisational conflict is a state of disagreement or misunderstanding between individuals or group in a workplace arising due to unmet interests and values, Taher, (2017), Anita, (2022). Organizational conflict arises because participants in an organisation differ in their attitudes, values, beliefs, goals and understanding which further makes conflict unavoidable in an organisation. Organisational Conflict also known as workplace conflict, is the state of disagreement or misunderstanding by individuals or groups within an organisation resulting from opposing needs, beliefs, ideas, values, or goals.

Banks like any other formal organization has had a share of such conflict between various categories of staff working in the Bank. The Nigerian banking industry is a major employer of labour, however, to maximise profit, the banks resort to employing contract staff to fill their junior and middle level manpower needs. Investigations on Nigeria's Bank workers according to Adetayo (2021) indicates more than 42 percent of bank work force in Nigeria are contract staffers. Similarly, statistics by the National bureau of statistics (2020) shows at the end of September 2020

that 42.11 percent of bank workers are on contract basis. As observed by Usman and Novel (2022), various terms have been employed to characterize this type of irregular employment arrangement such as contract work, temporary work, seasonal work, casual work. Non-core staff, contract staff, non-professional staff or casual staff are categories of staff that are originally not employed by the banks but rather employed by a recruitment agency or a subsidiary of the bank which in turn subcontract them to work for these banks.

Opeyemi (2019), asserts that workers in a casual employment setting suffer a substantial deficit in their rights and benefits when compared with permanent, professional or core staff employees. The contract staff are more exposed to practices like summary dismissal without option to fair hearing organised in either branch disciplinary committee or head office disciplinary committee, they are underpaid, lack promotion and defined career path. According to Ukpata, Jaja and Hassan (2020), top management of the banks are showing nonchalant attitude toward labour casualisation in order to cut cost and maximize profit as most of the labour contracting firms are owned and run by their syndicate or the firms are their nominee companies.

The poor remuneration, coupled with alienated benefits and lack of defined career path associated with the contract staff lead to lack of job satisfaction which also breeds frustration leading to conflict between the contract staff and professional staff as well as the bank. The contract staff feel shortchanged and alienated from having a decent employment which leads to frustration. It is these frustrations that pitched the contract staff against the banks and the permanent staff working in the bank in an organizational conflict that in the long run affect the banks and their customers through poor service delivery and in some cases fraud which according to (Anyim,



2018, Obajemu, 2019) is attributed to these categories of staff.

Previous studies in this area is mainly concerned with the industrial relations and corporate governance aspect of contract staffing (Ukpata et al, 2020), or labour and human resources management (Opeyemi, 2019). However, recent debates in this area have shifted to impacts of casualisation on employee wellbeing and productivity as well as strategies to mitigate the effects of casualisation in order to curb organisational conflict. This study might offer insights in to the impacts of labour casualisation on organisational conflict as regards challenges faced by Nigerian Banks, it could provide valuable information for policy makers, business leaders and researchers seeking to understand and address issues related to labour practices, workplace conflicts and their implications for the banking sector in Nigeria. In specific, the objectives of the study are to: assess the impact of labour casualisation on employee job satisfaction; examine the relationship between labour casualisation and organisational conflict and to find out the extent of labour casualisation in Nigerian Banks.

2. Literature Review

Organisational conflict also known as workplace conflict as briefly explained in the introduction to this study, is a condition at the workplace that involves misunderstanding or miscommunication between the employees of an organisation when real or perceived needs, interests, and values are not met. Organisation comprises of different individuals, teams, and groups, each with a different personality, opinions, values, perception, and views. Organisation, according to Idoko (2017) in Emmanuel, Francisca & Usman (2019), connotes two concepts: (1) an entity: a group (2) a process. An organization occurs when a group of people come together to organize themselves in a social unit. For this social unit to become an organization,

it must be established with clear purpose of achieving certain goals.

Organization, therefore, are social units deliberately constructed and reconstructed to seek specific goals. Organizational conflict arises because of people having different opinion, views, and values. Isidore (2022), posit that organisations are social institutions established to pursue certain goals, and conflict exists in all social systems. Conflict among workers in an organisation is unavoidable and if handled properly, it will be a catalyst for change fostering a positive impact on employee satisfaction as well as organizational performance (Isidore,2022). Similarly, Awan and Anjum (2015) in Isidore (2022), stressed that, if conflict is properly handled, it promotes open communication, collaborative decision making, regular feedback and prompt resolution of conflict. However, when conflict is not managed properly, it will lead to negative work environment for the employee which can lead to unethical behavior and low productivity. Furthermore, unmanaged conflict can lead to detrimental outcome as poor behaviour on the part of one employee has the power to affect overall employee's morale, which results in low productivity. Rawaf (2016), believed that every organisation is prone to have conflict among the members. Just like the change, conflict is inevitable in any organisation.

2.1 The Nigerian Banking Industry and Reforms

The Nigerian banking industry has witnessed some reforms both in terms of capitalization, governance, and statutory regulations. The industry has faced serious economic incongruity that led to collapse of some banks and gave impetus for the establishment of failed banks tribunal in the 90s. The reforms according to Oladimeji (2021) was because of response to globalized economy and deregulated market which is not only peculiar to Nigeria but the world at large. Balogun (2007) recognizes four phases of banking reforms



in Nigeria since the introduction of Structural adjustment programs (SAP) which is an economic reform mounted in response to national financial distress whose foundation could be linked to macroeconomic distortions.

The first phase of reforms of 1986-1993 witnessed the deregulation of the banking industry that was hitherto dominated by indigenized banks that had over 60 percent Federal and state government stakes. The second phase of reform which began in the late 1993-1998 saw the reintroduction of regulations as a result of financial distress. In this phase, the failed bank tribunal was introduced as part of measure aimed to manage the distress. The third phase of the reform began in the 1999, this phase witnessed the liberalization of the banking and other financial sectors of the economy. This phase according to Balogun (2007) saw the introduction of the universal banking that enable banks to operate in all aspect of retail banking and non-bank financial markets.

The fourth phase of banking reforms in Nigeria began in 2004 to date and it is aimed to addresses the structural and operational weakness in the Banking sector. This phase saw the adjustment in capitalization as well as the categorization of banks in to international, national, and regional banks. However, these reforms always addressed the monetary policy and statutory requirements that guide the banks but remain silent on the latent organizational conflict existing in these banks because of staffing and labour casualisation. What, then is labour casualisation in Banks?

2.2 Labour Casualisation in Banks

In labour practice, casualisation is a process whereby there is a shift in employment from majority of full-time and permanent positions to a higher proportion of irregular and intermittent casual positions in an organisation (Fapohunda,2012). In a similar vein, Nkiru (2020) sees casualisation as a practice where employers retain the

services of workers on temporary basis. Casual workers are people employed on short term and irregular contracts, which in some instances, their services carry no workplace benefits such as pensions, gratuity, medical care, paid annual leave but which the other non-contract staff are enjoying.

According to Opeyemi (2019), many casual workers perform same work as permanent workers but are regarded with a sense of inferiority in terms of rights and conditions of service, despite working regularly for the same employer. Similarly, Rasak (2011), posit that labour exploitation is widespread in many organisations in Nigeria and it manifests itself in one form or the other including poorly paid salaries, wages and salary arrears, lack of training, promotion, motivation, sense of belonging, job satisfaction. Casualisation is another name for temporary employment, contract employment and it is found in industries both transnational, multinational, public, or private and in the informal sector, (Rasak, 2011).

According to Ukpata et al (2020), casualisation of workforce by Nigerian commercial Banks has been the bane of human resources management and has become the norm with all licensed commercial Banks. Casualisation in commercial Banks became more prominent in the early 90s with the emergence of new generation banks that introduced a new phase of computerization of some of their banking services. Ukpata et al (2020) asserts that revolutionizing the Banking industry leads to many of the commercial banks embracing technology in order to computerized their banking operations for faster service delivery thereby leading to reduction in manual labour which leads to lay-off, retrenchment of workforce in many commercial Banks.

According to Fapohunda (2012), under the employment statistics indices, a contract staff is an unemployed person. The employees under such circumstances are



supposed to take up such contract work while looking for a better one. According to Nkiru (2020), increase in casualisation in financial institutions especially banks continue to be a major problem to stakeholders because of the distressing impact the practice has on the money market, victims, and the national economy. Despite government's efforts to ban casualisation of labour, the practice continues under different name and modality as it suits the employers. The widespread practice of labour casualisation is enabled by the high rate of unemployment which automatically left job seekers to work under any condition which leads to the deprivation of their certain benefits which ordinarily they are entitled to if they are permanent staff. This dichotomy between the core staff and casual staff in terms of monetary compensation and workplace privileges has contributed in frustrating the dreams of the casual staff which in turn leads to service delivery failure and exposure to insider related frauds.

The casual staff feel short-changed, maltreated, alienated and therefore has no stake in the business continuity concern of the organisation and some of them resorted to engage in fraudulent activities or by means of exhibiting poor attitude to customers and clients as a way of getting back at the organisation. Helen (2015) argues that the use of contract staff for cheap labour by Banks resulted in sub-standard service delivery as the quality of the job output of these categories of staff are usually short of customers' expectations. This development according to Obajemu (2019) is a time bomb that could threaten the entire banking system if not properly addressed. Similarly, Wandera (2011) asserts that employers engaged the services of contract staff for three major reasons thus: staffing flexibility, cost reduction and ease of dismissal. The staffing flexibility according to Wandera (2011) has to do with innovation, competition and technology

which adopt computerization of process and which subsequently requires the use of few people. This makes the organisation to in some instances reduces their manpower or resort to using contract staff at peak period of their operations. In the cost reduction factor, organisations engage the services of contract staff because of the cheap labour involve as the process of hiring permanent staff means more expense to the organisations.

Organisations find it easy to dismiss contract staff because they don't have union to protect their interest and the terms of services for the employment of contract staff make it easy for the organisations to hire and fire these categories of staff. The study by Wandera (2011) further stressed that contract employees tend to display some levels of nonchalant attitude and as a result were less dedicated to their jobs when compared to their permanent colleagues. Aduba (2012) believes that in Nigeria, many firms have more workers employed on contract or casual basis than the permanent workers. He further argued that in some industries there are many cases where almost all the employees are either casual or contract staff and these categories of staff possessed either professional or administrative skills but because the management wants to reduce cost, they take them as contract or casual workers thus compromising the wellbeing of the workers and violating labour best practices. Similarly, Okafor (2012), argued that the use of casual workers in Nigeria does not only promote indecent work, but also goes against minimum acceptable labour practice.

Oladunjoye, Okwuoke, Orupke, Bakare, and Eshemitan (2017) in Nkiru (2020) believed that labour casualisation have killed the banking sector as companies such as Guarantee Trust Bank GTB have as much as 85.95% contract staff. Kolawale (2008), posits that even the Central bank of Nigeria CBN which doubles as the Bankers bank and the regulator of the banking sector is



not left out in the labour casualisation menace as victims of the temporary employment of the Central bank petitioned the Economic and financial crimes commission (EFCC) and the Nigeria labour congress (NLC) as well as the national assembly on what they described as exploitation and inhuman treatment by the bank. For many years, Kolawale (2008) reports that the casual workers employed by the CBN and posted to various branches of the bank to work as maintenance, security and sundry workers has their work terminated without any benefits.

The Nigerian banking industry have witnessed a rising trend in insider related fraud which is linked to the rising number of contract staff in the banking sector, (Obajemu, 2019). In an interview reported by Daily Trust Newspaper of May, 2nd, 2021, the National President Association of Senior Staff of Banks, Insurance and Financial Institutions (ASSBIFI) disclosed that over 75% of workers in the banking sector are casual staff. However, casualisation as a practice, is a global issue that cut across various sectors and professions which according to Fapohunda (2012) gave rise to the prevalence of little or no concern for workers welfare.

2.3 Effects of Labour Casualisation in Banks

Labour casualisation has affected Nigerian Banks in several ways as documented by a number of authorities, for example, Anyim (2018), sees contract work or casual work as a trap that promotes inequality in the labour market resulting in inadequate employment relationships whereby employers exploit these categories of employees by bypassing the laid down labour practices as regards work benefits and retrenchment. In a 2015 report by the Nigeria Deposit Insurance Corporation (NDIC), fraud committed by casual workers or temporary staff amounted to 7 billion Naira equivalent of 38.6% of the total of 18.02 billion Naira forgeries and frauds reported by Nigerian banks in 2015.

As reported by Anyim (2018), from bank's returns and during examination exercise there exists a strong correlation between the high incidence of frauds and forgeries in the banks and the use of contract or casual staff. Similarly, in a 2016 report released by the NDIC, 75% of fraud cases in the banking sector was traced to outsourced bank staff. Additionally, Okezie (2012), asserts that fraudulent acts by banks staff across the globe have led to huge losses to national economies as well as the collapse of the banks. The practice of using contract staff by organisations is basically to maximise profit in the face of globalization. While some organisations engage the services of contract staff to avoid cost associated with permanent employment benefits such as leave allowance, medical allowance, other organisation as inferred by Pedulla (2013), engage the services of contract staff to drill the employees in to the culture of the organisation as prospects for permanent employment in the future. Ofosuhene and Sammo (2020), observed that despite various reasons put forward by organisations to engage the services of contract staff, little is said about the denial of their basic right by some of these organisations. Some contract workers as observed by Godfrey (2018) are barred from joining trade unions to negotiate for better conditions of service. Job satisfaction is another core concern of casual or contract staff. Job satisfaction according to Locke (1976) is a positive emotional state which results from how an employee appraises his or her job experiences. It is individual's perception and general attitude towards his or her job which could be high or low.

In a study by Ohikhena (2017), he posits that job satisfaction is made up of combination of the nature of the job, individual factors, and environmental or situational factors. Wilkin, (2013) in Anyim (2018), asserts that job satisfaction is influenced by compensation, job security, working conditions, possibility of growth, promotion, and workload. Anyim (2018),



believe that a general perception among labour relation professionals is that casual employees are different from permanent employees with regards to the status and future of job availability and other work-related benefits. Hence casual workers in banks are often associated with job dissatisfaction. Due to the nature of their employment agreement which places them at a lower employment stratum with no monetary benefits aside salary or wages, casual or contract staff in banks tends to display poor attitude to service and rationalize fraud as a way of getting back at the banks. This rationalization, according to Abdullahi and Mansor (2015), refers to the justification and excuses used by a perpetrator of crime to convince themselves that immoral behaviour is different from a criminal act. Similarly, NDIC reports (2015) noted with concern the rising incidents of frauds committed by the outsourced staff in the Nigerian banking industry.

Even though there are other forms of fraud committed by the permanent and management staff of the bank as well as customers, the frequency of frauds committed by casual or contract staff is alarming. Idolor (2010), stressed the rapid rise in fraud rate in Banks which makes many stakeholders to lose confidence in the Banking sector and attributed this to an insider related where a staff collaborates with an external fraudster to defraud the Bank. Fraud as one of the backlashes for using casual staff in banks, is anti-economic activity that has severe repercussions on the economy, security, and social wellbeing of the people. Taiwo, Agwu, Babajide., Okafor and Isibor (2016), asserts that among the factors responsible for the failure of banks to adequately fulfill their roles which is increasingly becoming a source of concern is the risk associated with incessant frauds and accounting scandals which according to Onyeagocha (2001) in Taiwo et al (2016) is attributed to insider abuses and even board tussles.

An insider in this context, is an individual that has been legally, rightfully and officially empowered with the access, authority to act, represent and take crucial decisions about one or more assets of the organisations (Bishop, Gollmann, Hunker & Probst, 2008). For fear of negative publicity, Samson and Ekundayo (2010) posits that banks under report cases of frauds to the relevant authorities because they believe doing so will give unfavourable publicity to the bank which erodes investors and customers confidence. According to Lucky and Emmanuel (2016), fraud is a global phenomenon that has been in existence for a long time and is on the increase. It is a deliberate act that resulted in business or economy to incur financial losses and reputational damage. Fraud and fraudulent activities influence every business and according to Iyodo, Agbaji, and Abu (2016), fraud loses continue to pose a substantial problem to many organisations despite increase in fraud detection technologies.

2.4 Nigerian Banking Industry and Fraud

Nigerian banking industry, like other banking industry in the world is subjected to series of fraud. This is aptly captured in Akinyomi (2010) in Lucky and Emmanuel (2016), that there is a widespread belief that fraud poses a threat to the growth of the banking industry in Nigeria. Fraud is a premeditated or intentional act that causes an entity, organization, or economy to suffer monetary loss and negative publicity. Similarly, Okezie (2012), posits that the risks of frauds in banks is high and it could damage the reputation of banks and exacerbate legal risks. In Nigeria, it is widely believed that banks junior staff, mostly the casual staff with low level qualifications, are more prone to committing fraud than the permanent staff. Taiwo et al (2016) stressed that fraud is now by far the single most veritable threat to the entire banking industry. This was corroborated also by Udegbonam (1996) in



Taiwo et al (2016) where he stressed the contribution of frauds to bank distress.

The association of certified fraud examiners (1999) define occupational fraud as the use of one's occupation for personal enrichment through the deliberate misuse, misapplication or employment of organizational resources or assets. Some scholars like Andi (2012) in Sergius and James (2018), stressed that fraud is neither an accounting problem nor internal control problem, but rather a human problem. This is because there is hardly a system of control that can eliminate all risk of organisations being defrauded by employees who are ambitious to find weakness, ways to override controls, or looking for opportunities to connive with the aim of committing fraud. The human component of fraud was explained better by fraud triangle (Cressey, 1971), a concept that explains the reasons behind committing fraud by workers at a workplace, and it consist of three elements that are responsible for the fraud, pressure, opportunity and rationalization. Rationalisation is the way people think about their work, performance, and contribution to business in the organisation. They, therefore, attach a belief that they should derive something from the organisation for being productive or delivering something of value to the organisation.

Iyodo et al (2016) reported that the regulatory authorities Central Bank of Nigeria (CBN) and the Nigerian deposit insurance corporation (NDIC), have identified 18 fraud types as the prevalent modes through which deposits are frittered away in Nigerian banks. This includes:(1) Teller fraud, (2) Falsification of accounts,(3) Forged cheques with forged signatures (4) Printing of bank documents illegally, (5) Clearing fraud,(6) Computer Fraud,(7) Telex or SWIFT Fraud,(8) Foreign exchange fraud,(9) Cross firing of cheques and Kite flying, (10) Theft of cash,(11) Suppression of Cash / Cheque

entries, (12) Opening and Operating of fraudulent loan accounts,(13) Over Invoicing of service to the banks, (14) Armed Robbery attacks, (15) Fictitious Bank branches,(16) Miscellaneous and other types of fraud, (17) Fraudulent Withdrawals and (18) ATM Withdrawals.

Globally, scholars have acknowledged fraud as the most frequent and critical of all the insider threats confronting banks and finance industry (Randazzo, Keeny, Kowalski, Cappelli, and Moore, 2005). Fraud according to Adeniji (2014) in Lucky and Emmanuel (2016) is the deliberate actions of individuals among management, employees or third parties to manipulate financial statements, engage in embezzlement, theft or any attempt to steal or unlawfully obtain, misuse or harm the assets of bank. Lucky and Emmanuel (2016) assert that fraud shakes the basis and integrity of most banks in Nigeria causing some of them to be distressed. Fraudulent activities in the banking industry are believed to have influenced the performances of banks, affecting both micro and macro-economic dimensions of the economy. There is a widespread belief that fraud poses a threat to the growth of the banking industry in Nigeria (Akinyomi, 2010). Similarly, Lucky and Emmanuel (2016), hold the belief that the banking industry is a prominent sector where significant amount of fraudulent activity happens. Fraud constitutes a threat to the continued corporate existence of an organisation cum banks.

2.5 Theoretical framework

A theoretical framework is a concept which provides background that describes principles and assumptions that lays a foundation for understanding and analyzing a specific phenomenon or topic relevant to the study as it can be used in explaining the existence of a research problem under study.

This paper will utilise frustration-aggression theory, developed by John Dollard and his colleagues in 1939 and later



expanded by Miller in 1951, this theory is premised on the fact that all human beings have basic human needs which they strive to accomplish, and the denial and frustration of these needs by other groups or individuals would affect their efforts to achieve these goals immediately or later, thereby leading to conflict and aggression. The theory suggest that frustration is the outcome of being blocked from achieving a goal and that can lead to aggressive behaviour as a way to relieve the resulting emotional tension. In the context of organisational conflict, frustration aggression theory suggests that frustration arising from blocked goals, unmet needs, or perceived injustice can lead to the manifestation and escalation of conflict within the organisation. The frustration is manifested as aggressive behaviour towards customers, colleagues, superiors or the organisation through fraudulent and criminal acts.

Organisational factors such as role ambiguity, work constraints and lack of support predict employee frustrations which subsequently leads to increased aggression in the workplace, (Heacox and Sorenson, 2007). Labour casualisation can lead to frustration among workers of an organisation due to job insecurity, lack of defined career path and lack of some benefits which the permanent staff are enjoying, this leads to increased conflict within the organisation. This aligned with the position of Oguegbe, Ezeh and Iloke (2020) which posit that work place complexities exposed workers to feelings that limit their productivity and leaves them with a tinge of frustration towards achieving their goals.

Due to frustrations arising from conditions of their employment status, the casual workers tends to exhibit negative attitudes towards the organisation and its management (Kamal and Dubule,2020). These negative attitudes are manifested in how they carelessly handle assets of the organisation, aggressive behaviours

towards colleagues and clients of the organisation and even engages in fraudulent activities in order to get back at the organisation. According to Anand, Ashforth and Joshi (2004), employees in an organisations can rationalize unethical acts. They tend to justify and socialize their participation in this unethical behaviour which include fraudulent acts and use rationalisation to neutralise any remorse or negative feelings from their involvements in such unethical acts.

3.Methodology

This paper employed the use of descriptive and phenomenological approaches to the study and utilised frustration-aggression theory as an analytical framework, it also used primary and secondary sources to obtain data. The primary sources involved oral interview and observations of events in Banks, while the secondary sources include books, journals and internet materials. A total of 45 participants from five commercial banks were selected using purposive sampling. The participants comprise 30 males (66.67%) and 15 females (33.33%). However, only 28 participants completed the interview and gave their consent, they comprise of 19 males (67.86%) and 9 females (32.14%). Out of the total numbers, only 6 (21.43%) are married while the remaining 22 (78.57%) are single. In terms of educational qualification, 22 of the participants representing (78.57%) possess bachelor's degree, while 6 participants representing (21.43%) possess Higher National Diploma (HND). Part of the criteria used was that those to be interviewed must have worked for some time as a contract staff in any of the commercial Banks and are willing to share their experiences. In the final response, 26 respondents representing (92.86%) of the respondents believed there is a relationship between job conditions of contract staff in Banks and fraud, and poor service delivery, while only 2 respondents representing (7.14%) disagree. On the



length of stay, all the participants stayed 3 years and above as casual staff in these Banks.

4. Results and Discussion

This paper focused on the perception of respondents regarding the connection between the conditions of service of contract staff in Nigerian Banks and organisational conflict which led to lack of job satisfaction, poor service delivery and fraudulent activities. 92.86% of the respondents shared the belief that there is correlation between job conditions of contract staff and occurrences of frauds and poor attitude which led to poor service delivery in the Banks. The respondents express concern about the existence of organisational conflict in Banks and attribute it to job conditions of the contract staff.

Factors such as job insecurity, job dissatisfaction were identified as potential contributors to this exposure. The study faces challenges in relation to response rate. Respondents were selected through purposive sampling, however, only 28 out of the 45 provide feedback. Despite this challenge, the responses provided a valuable insight regarding the perceptions of contract staff on the topic. This brings to the fore, the predicament faced by casual workers in commercial banks and the effect it has on the banking sector as well as the economy at large. It also highlights the differences in the behaviours of casual and permanent employees in the bank. Casual or contract employment in banks leads to poor job satisfaction which in turn breed poor service delivery and frustration due to the dichotomy between these categories of staff. Employee commitment, which is very vital for the success of any organisation is lacking in the category of contract staff working in banks. This lack of employee commitment is attributed to the poor conditions of service meted out to this set of employees by the banks as against what the professional staff are enjoying.

As highlighted above, there is correlation between the rising incidence of frauds and forgeries in banks and the use of contract staff which in turn affect the banks, depositors, and the economy in the long run. Frustration aggression theory suggests that when individuals are blocked from achieving their set goals or targets in life, they experience frustration which may lead to aggression as a conduit to release that frustration. In some cases, the aggression is manifested in criminal behaviours. The study hopes to assist policy makers and researchers to curtail the rising incidence of fraud in the banks with a view to putting an end to this modern-day slavery called labour casualisation in banks.

5. Conclusion and Recommendations

This paper looks at labour casualisation as one of the causative factors leading to organisational conflict in banks and established the existence of strong correlation between the rising incidence of frauds and the continued use of contract staff. However, the paper did not talk on the fraud committed by the permanent staff and the rationalization for doing so. Permanent staff also engages in fraudulent activities in the bank, however, their rationalisation is quite different from that of casual staff. What are their reasons and what are the banks doing to curtail this social monster of fraud in order to further safeguard customers' funds? There is no doubt that the Nigerian banking industry is a major employer of labour, however, little is known about the prevalence of staffing dichotomy which experts in labour practice called it modern day slavery in the sector. The practice was fuelled by quest to reduce cost to maximize profit by the management of these banks. The Nigerian labour market is saturated due to the number of unemployed people which makes it easier for organisations to engage in labour casualisation.

Labour casualisation in banks is now even competitive for Degree and HND



graduates, as against what is obtainable in the past where only NCE and Diploma holders are employed as contract or casual staff in banks. Despite the number of years and experience they garnered, contract staff find it difficult to move to another bank as permanent staff because of the grading and record of their previous employment. Even though some banks have now introduced conversion programs with a view to convert eligible casual employees to permanent staff, the process is too stringent and cumbersome for most of the casual staff to fulfill. There is need for the industry regulator, the Central bank of Nigeria (CBN), Nigeria deposit insurance corporation (NDIC) as well as the national assembly to investigate the matter with a view to find a lasting solution. Implementation of employee support programs with focus on casual staff will provide a platform for open communication to address their concerns. The employee support programs should focus on skill development and career advancement opportunities for these categories of staff with a view to enhance job satisfaction and reduce frustration leading to conflict.

Another area of concern in Nigeria's Banking industry that is worthy of exploring by future researchers is the issue of Japa syndrome. Japa syndrome is a slang used to refer to a situation where by young Nigerian professionals are leaving the country in search of better opportunities abroad. Quite a number of permanent and in some instances, contract staff are abandoning the job to seek for greener pasture abroad especially in countries like Canada, USA, UK and host of other European countries. Staff that are experienced in IT are also not left out in the Japa syndrome. The implications of this in the banking industry range from inability to adapt to new technological advancement with a view to meet customers' expectations, and the possibility of compromised data security.

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