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NATURE OF EMPLOYMENT AND WORK BEHAVIOUR OF BANK EMPLOYEES

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ABSTRACT

This paper examines if significant difference exists in the work behaviour of employees based on nature of employment (permanent or temporary). Survey method was used to conduct the study and the study respondents were employees of Guaranty Trust Bank in Ilorin metropolis, a judgmental sampling technique was used to select 107 employees; questionnaire was used to elicit information from the respondents. 98 copies of questionnaire were returned and only 90 copies were found to be useful for analysis. Mann-Whitney U test was used to analyse the data after it was found that the distribution of the sample data was deviating from normal based on the Shapiro-Wick result. Two hypotheses were tested to achieve the study objectives. The two hypotheses show that significant differences existed in the work commitment level and labour turnover intentions of employees due to the differences in their nature of employment. The results showed that, comparatively, job commitment level of individuals on temporary nature of appointment was lower than those on permanent appointment. Employees on temporary nature of appointment had a higher tendency of leaving the organization compared with those on permanent nature of appointment. Based on the above, the study concluded that temporary nature of appointment had negative effects on work behaviours of bank employees. The study thus recommended that utilization of temporary nature of appointment should be discouraged in order to reduce labour turnover prospect and improve the commitment level of all and sundry in the organisation.

Key words: Employment relations, casualisation, nature of employment, work behaviour, commitment, labour turnover

INTRODUCTION

Modern work organisation is rapidly changing and the indiscriminate profit orientation of the employers has led to the introduction of series of managerial scope which to a great extent has the possibility of affecting the behaviour of people in the workplace. One of such is the nature of

employment (Animashaun, 2007). Specifically in Nigeria, it has been realised that many private organisations are now using the temporary term of employment as against the one time common permanent term of appointment to cut down financial cost (Aladekomo, 2004; Fapohunda, 2012; Kolawole, 2008).

According to Adewunmi (2008), there is general concern about the growth in non-standard employment in most developed countries in recent decades. Particularly in Nigeria, the scourge of adopting temporary term of employment is gaining grounds in an unprecedented proportion (Fapohunda, 2012). The increase in the spread and acceptance of this labour practice in the Nigerian work organisation must be an issue of great concern to stakeholders because casual workers are placed on precarious position in our society and this term of employment are is a way of reducing the workers into mere slaves (Kolawole, 2008; Udezor, 2007).

In addition, putting workers on temporary term of employment could put both the employees and employers at a disadvantaged point in industrial relations. One of the major consequences of temporary term of appointment is that it could negatively affect the behavioural dispositions (work outcomes) of employees in the organisation. Two most likely affected work behavioural components of the employees is their level of commitment and their labour turnover prospect; these two behavioural components worth studying because they form important aspect of work dynamics that determine the overall productivity and survival of the organization. For instance, an employee that does not have an optimum dose of commitment for the work organization is likely not to support the organisation objectives and less likely to be productive (Udezor, 2007).

Low level of work commitment could have further spill over effect such as increased level of indiscipline on the side of the employees (Barrows, 1990). More so, higher turnover intention is not good for the survival of the organizations because the organisation would lose efficient hands which might not be immediately replaceable. Connected with the problem of replacement is the high cost of recruitment, interviewing and hiring (Fapohunda, 2012). Also high turnover could lead to a situation whereby the organisation lacks staff to complete essential daily functions of an organisation, which could further result into problems such as work overload, frustrated employees and dissatisfied customers. It could also create the challenges of continuity and process inconsistency as turnovers will mean constant distortion of organisational activities (Ongori, 2007).

Having a vested interest in studying the work behaviours of Guaranty Trust Bank (GTB) employees in relations to their nature of employment is necessary due to the fact that many commercial banks, GTB especially utilise the two identified terms (temporary and permanent term of employment). More so, the research of Fapohunda (2012) showed that GTB is the bank which utilizes the temporary term of employment most in Nigeria banking sector, his study shows that 85.9% of GTB staff are on temporary term of employment.

Previously, series of academic efforts have been directed towards the analysis and explanation of nature of employment as an important work dynamics. For instance, Kellberg, (1999) wrote on the effects of casualisation on industrial relations scope in the United States of America. Hall (2000) examined the effect of casualisation on human resources management in a work setting in Australia and how casualisation could lead to poor human resources management and the effect of such consequence on the overall development of the organisation. In South-

Africa, Bodibe (2007) looked into the effects of casualisation on the working conditions as well as general situation of workers in some selected countries in South Africa.

In Nigeria, series of researchers have done similar works. For instance, Aladekomo (2004) wrote on the prevalence of casual labour in the urban centres in Nigeria. Kolawole (2008) looked in the prevalence of contract employment in the Nigerian oil sector. Similarly, Okafor (2007) is of the conception that casualisation is capitalist business ethics and that unhealthy rivalry and severe competition among industrial set-up in the globalised world is highly responsible for the prevalence of temporary employment in today's work organizations. Fapohunda (2012) examined temporary term of employment as means of degrading the employees and that casualisation has serious consequences for all parties involved in the work setting.

As relevant and important these previous studies were, many of these researches have used the narrative methods and not many of the available researches empirically examined if the differences in the nature of employment (temporary and permanent) could lead to a significant difference in the behavioural dispositions (work outcomes) of employees in the work organisation. Although, this present study borrows a lot from the existing studies on this subject, this study differs from them significantly in the sense that specific behavioural work outcomes were considered for empirical analysis. More so, despite the fact that the banking industry has been at the forefront of this practice, little of the available empirical research has used bank employees as the basis of empiricism. Following from the above, the objective of this presentation is to empirically ascertain if the behavioural dispositions of bank employees differ significantly due to the specific term used in employing them using GTB Plc. in Ilorin metropolis as its object of analysis. This action is necessary in view of the fact that behaviours of people at work are not only necessary for the realization of the organizational objectives but also because a positive work behaviour is needed in order to bring about a viable economic development of the individual worker, the organisation and the society at large.

Conceptual clarification of terms

Practically, the term employment could be defined as an agreement between an employer and an employee that the employee will provide certain services in the employer's designated workplace, to facilitate the accomplishment of the employer's goals. Such arrangement is usually formal and it's usually done in return for financial compensation and or benefits. Similarly, the agreement could be verbal, implied, or an official employment contract. In many modern work organisations, the employment relationship is governed by the needs, profitability, and management philosophy of an employer as well as the extent of availability of potential employees (Okafor, 2007).

In a practical sense, different terms of employment have been identified; these are fulltime, part-time, permanent, casual, fixed-time, and contract staff. The above highlighted typologies are some of the generally identified types of employment terms. But it is as well important to note that these typologies are not only conflicting but are also largely overlapping. For example, what could be described as fulltime is generally relative as some casual work might be done for a fulltime as someone might also be engaging in contract job on a full-time basis. This controversy notwithstanding, the two important employment terms which are the focus of

this study is permanent and temporary terms of appointment. Operationally, permanent employees are referred to as individual employees that enjoy the full benefits of employment such as pay, training, timely promotion, allowances and fringe benefits. On the other hand, temporary employees are workers that are engaged on a less serious contract in which the employees would be denied of several work benefits such as standard pay, decent work schedule, job security and so on.

According to Okugbo (2004), permanent employment is a system of employment whereby the employee got full employment benefits as against the temporary term of employment in which the employee would be denied certain important benefits such as retirement package and some important work benefits enjoyed by a worker employed with permanent term. Today, a glance at the general environment of labour employment would reveal a workforce largely comprised of temporary, casual employment or contract employment as against the much desired fixed or permanent employment type. According to Okafor (2011), casual work or temporary term of employment has become a problem issue and a cankerworm in labour relations in various industries across developing countries of the world, Nigeria inclusive. This is as a result of the deliberate policy of the employers (the investors) in productive and service companies, which created casual workers in place of permanent labour employment.

Available records have shown that employers of labour are increasingly filling positions in their organisations that are supposed to be permanent with casual employees (Burgess & Campbell, 1988; Fapohunda, 2012). The reason for this has been largely attributed to the increasing desperation on the side of employers to cut down the organisational cost (Okafor, 2007). Although, term 'temps' appointment is not a new development, but the form it has taken in recent times is worrisome and alarming (Burgess & Campbell, 1988; Fapohunda, 2012). While workers who are employed on standard term of employment enjoy work benefits such as good incomes, job stability, adequate protections from health and safety risks in the workplace and opportunities for training and development, those employed on temporary term do not often experience such benefits. Some may be in precarious jobs with low wages, low job security, higher health and safety risks, little or no control over workplace conditions or hours of work, and limited opportunity for training and skill development.

In all known human society, work has been one of the most fundamental aspects of social living. This is because the nature of human being is such that he must engage in one form of work or the other to have something to eat. According to Olatunji (2009), from the earliest caveman to modern homo-sapiens, the history of mankind would be incomplete without reckoning the development of work process among human animal. In fact, work is as old as human existence itself. In the traditional African social system, work is regarded as an important consequence of social living. In such societies, laziness is not condoned as it is seen as aberration and lazy people are generally referred to as social deviants (Yusuf, 2014).

More so, it is important to note that work has variety of meanings in different societies and serve different functions for different individuals depending on the way and the context in which it is been used. Giddens (2009) remarked that work is any activity whether paid or unpaid, as being the carrying out of tasks requiring the expenditure of mental and physical effort, which has as its objective the production of goods and services that cater for human needs. According to Ian (1995), work is what we do to earn a living and observes that our paid labour relates to our social ranking and social behaviour.

Generally, behaviour is such an important human characteristics that has been the focus of all social science and most humanities' disciplines. The behaviour of a person is the means through which all his dreams, thoughts, intentions, motivations and his wills and pleasures and displeasures are expressed. Specifically, work behaviour is usually used to refer to different actions that are expressed by the employees towards work. According to Aluko (2001), work behaviour refers to those human acts and responses which are exhibited by the working member of an organisation. The behaviour of people within work organisations are manifested in both positive and negatives ways. The negative aspects of work behaviour are reflected in concepts, such as absenteeism, high labour turnover, lateness, withdrawal, low job commitment and all acts of insubordination, among others. The positive work behaviours are shown through work dispositions such as job satisfaction, high commitment, high morale, job involvement among others (Aluko 2001).

For the purpose of this research, two work behavioural outcomes that would be discussed are work commitment and labour turnover. According to Morrow (1993), work commitment is a multidimensional construct because, apart from the fact that the concept is conceived differently by different authors, it is also multi-dimensional to the extent that it has the tendency of affecting other work behavioural elements.

Conceptually, work commitment is construed as the level of an individual's identification and involvement with a particular task or an assignment of an organisation, it could also be described as the level at which an employee put interest in the fulfilment of the task been assigned to him/her by the organisation and specific commitment level of individual employee goes a long way in making the organisation achieve its goals and objectives. It is often represented by: (a) a strong belief in, identification with and acceptance of the organisation's goals and values; (b) a willingness to exert considerable effort for the organisation to thrive and succeed; and (c) a strong desire to maintain membership in the organisation (Mayer & Allen, 1997). Reyes (2001) defines commitment as "a partisan, affective attachment to the goals and values of an organisation, to one's role in relation to goals and values of an organisation and to the organisation for its own sake, apart from its purely instrumental worth."

Similarly, researchers have viewed commitment as involving an exchange of behaviour in return for valued rewards. According to Scarpello and Ledvinka (1987), for example, commitment is the outcome of a matching process between the individual's job-related and vocational needs on the one hand and the organisation's ability to satisfy these needs on the other. Steers (1975) indicates that organisational commitment is a useful tool to measure organisational effectiveness. Arnolds and Boshoff (2004) and Opayemi and Muhammed (2015) are of the view that work commitment is an important construct in organisational discourse not only because it has the tendency of determining the overall work process but also because it has the potential of affecting other work behavioural outcomes such as job satisfaction, job-involvement, absenteeism, labour turnover and leader-subordinate relations. According to Mowday, Porter, and Steers (1982), people who are committed are more likely to stay in an organisation and work towards achieving the organisational goals.

On a general term, the term labour turnover is used to portray any situation whereby an employee leave an organisation in whichever way or whatever form. As such, it could be described as the movement or rotation of workers within an organisation or around the labour market generally. Conceptually, labour turnover could be functional and dysfunctional, avoidable

and unavoidable, voluntary or involuntary, internal or external (Abdali, 2007). According to Abdali (2007), the exact definition of what constitutes employee turnover varies from one research study to another.

One of the most popular definitions of labour turnover is that offered by Price (1977) as: "The ratio of the employees of organization who left in a particular period of time with the average number of employees in that organization during the same period of time". According to Currivan (1999), turnover is a work behaviour which describes the process in which an employee leaves an organisation. Agnes (1999) defined turnover as: the ratio of number of workers that had to be replaced in a given period of time to the average numbers of workers that are still in the organisation presently. Macy and Mirvis (1976) viewed turnover as "any departure beyond organizational boundaries". This term is also often utilized in efforts to measure relationships of employees in an organisation as they leave, regardless of reason.

Although definitions of what actually constitutes turnover vary but one feature that is central to virtually all the definitions is that turnover is a form of cessation, a situation whereby an employee cease to further be a member of an organisation. This means that turnover usually result into a situation where the employee vacate the organisation willingly or unwillingly, this also connotes that whenever there is labour turnover, some form of vacancy is bound to be created in the organisation. Inferring from the above, labour turnover could be described as the entire process associated with leaving and replacing a job vacancy in a work organisation. This is so because each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained for replacement. Thus, the cyclical process through which employees leave and been replaced in an organization is technically referred to as turnover.

Nature of employment as a correlate of work behaviour

As discussed earlier, term of employment is another important aspect of employment relations that has the tendency of influencing several aspects of work dynamics. This is because the term on which one is employed is a psychological phenomenon that could drive the course of individual's action in the workplace. For instance, workers who are employed on standard term of employment in which the necessary work benefits are attached is likely to possess a more vibrant positive orientation towards work and is more likely to have a better sense of belonging and attachment to the work. Globally, studies suggest that many casual and temporary workers find their employment less favourable compared to those that are engaged on standard employment term. Reasons for this might be attributed to job insecurity and poor pay package. In most instances, workers employed on non-standard term do not enjoy same financial benefits as permanent workers and in many cases are worse off in terms of remuneration, especially when they are not party to collective agreements (Burgess, 1994; Danesi, 2001; Kelleberg, Reskin, & Hundson, 2000).

Employing a worker on temporary term might on the periphery seems to be justifiable since reduced cost means higher profit which is the ultimate goal of every organisation. However casualization ultimately presents lots of challenges for the employees and organisations alike as it is likely to have significant negative effects on the behavioural dispositions of the employees. More so, the meagre incentives and salary package of employees on temps is another factor which might have significant effect on the behaviour of workers in this category. Lack of career

prospect in terms of promotion and development is another factor which could make most contract employees to demonstrate unfavourable attitude towards job. Similarly, lack of job satisfaction on the part of most contract employees is another factor because there is high possibility that they seek and get the job out of desperation to be doing something and not because they have zeal or psychological satisfaction to agree to that term of employment.

Practically, there is considerable evidence that employees engaged on temporary or non-standard terms are not as likely to receive similar promotion and training opportunities within the same organisation (Rebiter, 1998) and because promotion is an important job motivation techniques (Mullins, 2004), individual worker denied of this important benefit is likely to portray negative work behaviour (Wayne, 1998, Udezor, 2007). Organisations' expectations that employees on temps can perform fairly repetitive tasks at the busiest times of the working day may result in part-time employees perceiving their contributions to be different from those of full-time employees in terms of effort, flexibility and productivity (Keenoy, 1992). For example, If part-time employees perceive themselves to be treated differently from full-time employees in terms of the inducements they receive and the contributions they give, then this is likely to affect how they perceive the employment psychologically and hence the high tendency of developing negative dispositions towards work (Robyn, Campbell, & Burgess, 2012).

Adewunmi (2008) stated that employees on non-standard employment term have different career orientations when compared with their counterpart on permanent term of appointment. This could be as a result of the fact that while those on permanent term of employment have the orientation of building a career or profession, those on casual are likely to perceive their existence in the organisation as temporal in which, there is high possibility of switching job at a very near future. Thus, employees on temporary term of appointment have a higher possibility of leaving the organisation than those on permanent term. Furthermore, number of researcher's have speculated that full-time employees have higher expectations than part-time employees about what they should get from the organisation and hence feel more involved with the organisation (Adenugba, 2006; Campbell, 1991; Okafor, 2011).

Studies such as Aladekomo (2004), Bodibe (2007), Orifowomo (2007) found in their works that employees who are engaged on non-standard term of employment are managed under 'Theory X'-type assumptions and stereotypes. Naturally, there is higher possibility that such orientation would through the mechanism of the psychological contract be reciprocated through 'Theory X' type behaviours from employees as well. Furthermore, differential treatment across work status of this kind could also be seen as interactional injustice by non-standard employees, a factor seen as leading to perceptions of inequity and breach, which invariably could be a source of developing negative work behaviour (Okafor, 2011).

In summary, there are reasons for assuming that term of employment is one of the key factors that condition people's behaviour in the workplace. As could be deduced from the foregoing, employees on temporary/casual term of employment are likely to hold negative orientation towards work. In other words, while employees on permanent employment terms are likely to feel among as being part and parcel of the organization; those on temporary term of employment are likely to have little or no sense of belonging thereby making them have low job morale, low job commitment, low job involvement and higher tendency of leaving the job. Thus, it could be said that what conditions the behaviour of people at work is not the work status itself; rather, it is how the employees perceive themselves to be treated along with individual

differences that influence these perceptions. In view of this, the general hypothesis generated to achieve the objective of this study is: Differences in the nature of employment does not lead to significant difference in the work outcome of bank employees.

METHOD

Research design

The study adopted a cross-sectional survey design. Survey design was used in this study because the study aimed at examining the relationship between two operational variables. Adewumi (1998) believes that a survey research is a means of collecting information from a representative sample, to describe the situation as they exist. Bichi (2004) also stressed that survey research design is a useful scientific tool to employ when one is interested in examining the relationship between two or more variables. The independent variable is nature of employment (contract or permanent appointment) while the dependent variable is work outcomes (i.e., work commitment and turnover intention).

Study setting

The focus of the study was centred on employees of Guaranty Trust Bank in Ilorin, Kwara State. The choice of a bank is as a result of the fact that, the bank work setting is suitable for the achievement of the research objectives because the two nature of employment (permanent and casual) are simultaneously adopted in banks. More specifically, GTB is regarded as suitable for being the research setting because, it has been observed that 85.9% of GTB employees are on temporary term of employment (Fapohunda, 2012). More so, it has been conceived that the differences in the conditions of work of the two set of workers are likely to have significant effect on their work behaviour. Hence, the two terms of employment considered are permanent and temporary terms of employment.

Participants

The population of the study consists of 214 employees who work in the four branches of Guaranty Trust Bank in Ilorin metropolis. These include employees from the manager to the cleaners. Involving personnel such as the security and cleaners is due to the realization of the fact that even if workers at the lower section in the bank do not engage directly in banking activities, the duty of the security personnel as the gate keeper to the bank and that of the cleaner in maintaining a clean enviable environmental image for the bank are also very important.

Instrument

Data used in the study were obtained through primary source as the questionnaire was adopted as the instrument of data collection for the study. The questionnaire was tagged 'questionnaire on nature of employment and work behaviour of bank employees' (QNEWBBE) as developed by the authors in 2015. The questionnaire used for the study was structured into two (2) sections. The first section was used to retrieve employment attributes of the respondents while

the second section was used to obtain information on the work behavioural features of the respondents. The work behavioural features of the respondents were measured in the questionnaire by asking questions relating to their work commitment and turnover prospect. Questions 5 and 6 in the questionnaire were used to derive these responses.

Respondents were asked to rate (high or low) their work commitment level and the propensity to quit their job. In order to quantitatively measure the responses, an option of high in any of the questions in the questionnaire was rated 5 while an option of low was scored 1. For instance, question 5 which measured an employee's propensity to leave the organization recorded options of 56 high and 34 low from both permanent and temporary employees of the organization. This implies that each of the 56 respondents would be scored 5 giving a total of 280 for the option of high in that particular question. Thereafter, in a bid to measure whether a significant difference exists in the behavioural disposition of the two classes of employee, the responses from both the temporary and permanent staff were scored accordingly.

Procedure

This study adopted two-stage sampling technique (cluster and simple random sampling techniques). Cluster sampling was used to capture the respondents based on the branches and departments they work with. This was done so that people working in the branches were represented and to be sure that all departments and work sections were well captured. Afterwards, serial numbers were assigned to each potential respondent up to the size of the available employees in the branches. For the purpose of fair representation, at least, one full time and one part time was randomly entitled to the questionnaire across all units and departments. At the end of the sampling procedure, one hundred and seven (107) copies of questionnaire were distributed, out of which only 98 copies were returned and 90 of the returned copies were found to be valid for analysis in this work.

Data analysis

For the purpose of analysis, descriptive and inferential statistics were employed; frequency distribution and percentage were used for descriptive analysis of data collected while Mann-Whitney test was used as inferential statistical tool for the study. Mann-Whitney test is a non-parametric wing of the independent t-test. The choice of Mann-Whitney test lies in the fact that it is an assumption-free test which makes less emphasis on the type of data that is used. For instance, parametric test assumes that sampling distribution of data is normal, all variances in the sample data are homogenous and at least an interval scale is adopted (Field, 2009). However, this study could not satisfy some of these assumptions; for instance, the data was not normally distributed as this was revealed by the normality test carried out on the data using Shapiro-Wick test.

The test showed that the population from which the sample was selected differs significantly from the theoretical normal distribution. Furthermore, the assumption of interval scale was not satisfied and the measurement instrument used in this study is ordinal in nature. Hence, a distribution free (non-parametric) test statistics which places less emphasis on the assumption of normality, equal variance and the scale of measurement was adopted. Finally, this study sets the alpha level at 5%. Hence, if the probability value is less than the significance level

of 5%, the null hypothesis is rejected; and if otherwise, the null hypothesis will be accepted. Statistical Package for Social Sciences (SPSS version 21) was used to analyse the data obtained.

RESULTS

A summary of the socio-demographic information and Feelings of the participants is presented in Table 1.

Table 1:
A Summary of the Participants' Information and Feelings

Variables	Frequency	Percentage
Gender	63	70
Male	27	30
Female	90	100.0
Total		
Educational Qualification	26	28.9
Secondary School	30	33.3
N.C.E / O.N.D	22	24.4
B.Sc., B.A., B.Ed., LLB, HND.	12	13.3
M.Sc., M.A., M.Ed.	0	0
PhD.	90	100.0
Total		
Department/Section	63	70
Operation/Marketing	14	15.6
Security section	8	8.8
Cleaning	5	5.6
Others	90	100.0
Total		
Nature of appointment	32	35.5
Permanent	58	64.5
Temporary/contract	90	100.0
Total		
Possibility of leaving the organisation	51	56.7
High	34	37.7
Low	5	5.6
it depends	90	100.0
Total		
Level of job morale/involvement	40	44.4
High	50	55.6
Low	90	100.0
Total		

Perception of job security		
High	38	42.2
Low	52	57.8
Total	90	100.0
Cooperation with the management in terms of achieving organisational objective		
High	36	40
Low	54	60
Total	90	100.0
Conception of the nature of employment		
Good	33	36.7
Fair	42	46.7
Not okay	15	16.6
Total	90	100.0

The gender description of the data revealed that 63 (70%) of the respondents were male while the remaining 27 (30%) were female, this showed that the bank was a male dominated one as more males had access to employment in the bank than the females. The educational background of the respondents also varied significantly, as about 28.9% were secondary school leavers, 33.3% accounted for those with advance certificates such as NCE and OND. Graduate respondents with either of first degree or HND were approximately 24.5% of the population. Respondents with post graduate certificates were 12 in number which constitute 13.3% of the total number of respondents. None of the respondents have Ph.D. qualification. Operation and marketing department staff members constitute the majority as 63 (70%) of the total population under study fell within this category. Security department officers among the respondents were 14 constituting 15.6% of the entire population. Cleaners were 5 representing (5.6%) of the employees.

Most important in the descriptive results was the number of contract staff, which was 58 (64.5%) out of a total 90. This implies that majority of workers in the bank were contract staff. On the behavioural dispositions of the respondents, analysis in Table 1 further indicates that majority (56.7%) of the respondents had a higher possibility of leaving the organization. This finding might be because many of the employees in the study setting were on temporary nature of employment. Furthermore, the analysis in the table also shows that 50 (55.6%) of the respondents had low job morale and that 52 (57.8%) of the respondents were of the conception that the level of job security with the organization was low.

Hypothesis testing

In order to achieve the main objective of the study, this sub-section was used to test the hypothesis generated for the study. The hypothesis is stated as: *Differences in the nature of employment do not lead to significant difference in the work outcomes of bank employees.* However, two sub hypotheses were further generated from the general hypothesis and these are:

- HO_{1a}: Differences in the nature of employment do not lead to significant difference in the work commitment level of bank employees
- HO_{1b}: Differences in the nature of employment do not lead to significant difference in the labour turnover prospect of bank employees.

Table 2:
Tests of Normality and Homogeneity of Variance

Work Outcomes	Nature of employment	Shapiro-Wick			Levene Statistic		
		Statistic	df	p	Statistic	df	p
Work commitment	Permanent staff	0.811	32	<.05	1.876	88	>.05
	Temporary staff	0.941	58	<.05			
Turnover prospect	Permanent staff	0.761	32	<.05	1.259	88	>.05
	Temporary staff	0.882	58	<.05			

Table 2 shows the result of normality of data and homogeneity of variance for hypothesis one. The results of Shapiro-Wick for both permanent and contract staff based on work commitment are 0.811 and 0.941 respectively. These results were found to be significantly deviating from normal distribution at 5% alpha level. Furthermore, the results of Shapiro-Wick for both permanent and temporary staff based on labour turnover are 0.761 and 0.882 respectively and were also found to be significantly deviating from normal distribution at 5% alpha level. The implication of these results is that a parametric test cannot be adopted for the study, thus, justifying the use of a non-parametric test. The Levene statistic results of 1.876 and 1.259 for both work commitment and labour turnover prospect respectively were found to be statistically insignificant. This indicates that the null hypothesis of no difference in the sample variances is accepted. Hence, the variances are not statistically different and the assumption of homogeneity was met.

Table 3:
Summary of Mann-Whitney U Test on Nature of Employment and Work Behaviour

	Work behaviour	
	Work Commitment	Labour Turnover
Mann-Whitney U	46.800	53.100
Z	-2.548	-1.106
Asymp. Sig. (2-tailed)	.000	.014

Table 3 reveals the main result of Mann-Whitney U test for hypothesis one. It shows that the work commitment of both permanent and temporary staff of the bank differ significantly ($U = 46.80$; $Z = -2.548$, $p < .05$) while the turnover prospect of both permanent and temporary staff does not differ significantly ($U = 53.10$; $Z = -1.106$, $p < .05$). The result depicts that the level of commitment exhibited by contract staff is not the same with that of the permanent staff and that the level of commitment exhibited by the temporary staff is lower compared to those on permanent nature of appointment. Similarly, the result also indicates that employees on temporary

nature of appointment have a higher prospect of leaving the organization. This means that term of appointment have significant effect on the identified behavioural dispositions of employees.

DISCUSSION

This study examined if any significant difference exists in the work behaviour of employees due to the nature of employment (temporary or permanent). The result of the hypothesis shows that temporary and permanent staff in an organization exhibit different level of commitment at work. Furthermore, the study also found that the probability of leaving an organisation is high amongst temporary staff than the permanent staff. The finding which shows that term of appointment have significant effect on work commitment is in line with the view of Onyenoru (2008) and Okafor (2011) who see employees on temporary nature of appointment as having negative work orientations which invariably usually lead to negative work behaviours. Also, the finding which shows that temporary staff have higher prospect of leaving the organization is consistent with the views of studies, such as Campbell (1991), Keenoy (1992), Burgess and Campbell (1998), and Fapohunda (2012) all who found that employees on temporary contract are likely to conceive their stay in the organisation as temporary and that they can be hired and fired at any time without prior notification, without any emolument or any retirement benefits.

The reason why employees on temporary nature of appointment possess lower job morale and higher possibility of leaving the organization could be as result of their negative conception that they are less valued by the organization. More so, contract staff might not show much commitment on the job since they know they can be sacked at any time without any severance package; these feelings demoralize workers and result to low level of job commitment and a higher prospect of leaving the job at any point in time.

Implication of Findings and Recommendations

It could be deduced from the foregoing that, employees whose nature of employment is based on temporary term are more than those on permanent nature and that the employees on temporary nature of appointment have higher tendency of portraying negative work outcomes such as low work commitment and higher turnover intention. These findings thus implied that nature of employment is an important predictor for behavioural dispositions of bank employees. Based on these findings, this paper recommends that employers should rethink the employment policies especially those relating to temporary/casualisation of appointment. This feat could be achieved by reducing the numbers of staff on temporary appointment. However, in a situation where staff must be put on temporary term, the policies could be reviewed such that it would be considerably favourable to employees on both terms. If this is done, it is likely to make those on temps have sense of belonging and organisational involvement similar to those on permanent term. Considering this recommendations is necessary because of the revelation that employees on temporary or casual term of employment portrayed negative work behaviours likely because of their psychological conception that temporary nature of employment does not only portray that they are less important in the job but also that their security is not guaranteed on the job.

Limitation of study

This research mainly examined the possible effects of nature of employment on work outcomes of GTB employees because, only by narrowing the scope of the dependent and independent variables will give a research effort such as this, a definite direction that would not only make statistical measurement possible but would also make the study findings reliable. The scope of the independent variable is limited to nature of employment. Nature of employment in this regard is an endogenous variable consisting two separate variables: temporary and permanent. More so, of the numerous work outcomes that have been identified in the literature, only two of such outcomes were examined in this research work because those two work outcomes have the tendency of being affected most by the independent variable. In other words, this study is limited to the extent it was carried out in the banking sector and it could be wrong to use same finding to make generalization on the effects of term of employment in other industries.

CONCLUSION

This study has examined the possible effects of nature of employment on work behaviour of employees using workers of Guaranty Trust Bank in Ilorin metropolis as the object of empirical analysis. It was revealed that a significant difference exists in the work commitment and labour turnover prospect of employees of the bank based on the nature of employment. The study therefore concludes that differences in term of employment significantly have effect on work commitment and labour turnover intention of employees in the banking sector. Specifically, the findings showed that employees on temporary nature of appointment are likely to portray negative work behaviours such as low job commitment and higher labour turnover prospect.

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