



Research Paper

Third Party Organization: Exploring the Satisfaction Status of Banks' Employees in Rivers State, Nigeria

¹Nwinyokpugi, N. Patrick and ²Njorbuanwu, W Blessing

Department of Office and Information Management
Rivers State University, Nigeria

ABSTRACT- *The employees' satisfaction debate has become trendy in the contemporary management practice as organizations have taken to third party organization or outsourcing, leaving the labor market in consistent search for a fair bargain. This study therefore was to examine the relationship between third party organization and employee satisfaction of the Deposit Money Banks in Rivers State, Nigeria. This is a cross-sectional survey design study with a target population of all employees in all the Deposit Money Banks in Rivers State. Available data revealed a total strength of three hundred and thirty-one (331) casual staff, contract and core staff drawn from the bank's regional branches in Rivers State as the population of the study. The Taro Yamane formula was used to derived one hundred and eighty-one (181) participants as sample size for the study. The closed ended structured 4-points Likert scale questionnaire was constructed for use in data gathering. Data collection was analyzed. Collected data were coded into a format and analyzed with the aid of the Spearman Rank order Correlation Coefficient Statistics and presented using of Statistical Package for Social Sciences (SPSS) software package for ease of interpretation. The findings show no significant relationship between the three dimensions of contract employment, part time employment and casualization and the two measures of employee creativity and employee loyalty. Therefore, we recommended that commercial banks should abolish contract, part time and casual employment then regularize the employment of already existing staff under this employment status in order to gain employee confidence and loyalty which lead to employee satisfaction. It will also go a long way to increase productivity which will lead to increase profit and growth of the organization because a happy employee is a productive one.*

KEYWORDS: *Third-party Organisation, Casualization, Part-time employment, contract Employment, Employee Satisfaction*

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I. INTRODUCTION

Contemporary organizations are becoming increasingly aware of the importance of satisfaction index of employees in workplace. The satisfied worker is a happy employee who becomes productively contagious, and workers who experience high levels of well-being are likely to perform well and while an unsatisfied workman loses confidence in both the organization and oneself. It becomes expedient therefore for organizations to know how to keep employees happy because of the presumed increased effort in productivity. In the desire to drive organizational growth and performance, there is the need in ensuring employee satisfaction in workplace. Satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like or dislike their jobs and the organization they find themselves. [1]. has described job satisfaction as the pleasurable emotional state resulting from the appraisal of one's job or job experiences. Work satisfaction is simply an effective response or reaction to a wide range of conditions or aspects of employees' work which may include pay, supervision, and working conditions. Banks in Rivers State and Nigeria at large are looking for new and creative ways to operate and achieve competitive advantage in the midst of global competition. The stiff competition among banks has forced the banks to look into more effective utilization of internal resources and their potentials. One very vital element recognized as key factor in achieving banking success in difficult market conditions, including competition with other banks and non-banking financial institutions is human resources as asset. Nigeria's banking sector is known to be one of the largest employers of labor in the country. However, there are some disturbing trends arising from employment opportunities in the industry over the years. Contemporary banking practice in Nigeria are heavily void of employee satisfaction

most importantly for poor retention of their valuable skilled workforce and given the reactions that trails the application of third-party organization otherwise known to be outsourcing. [2] expressed fears that job insecurity is one of the reasons for poor employees' commitment and lower productivity. Several works have been carried out on the reactions of employees to third party organization and this strives to put more strength on the continued search for a comfort base since the trend seems to be unending given the embrace this has got in this part of the world. Deposit Money Banks in Rivers State and Nigeria at large are looking for new and creative ways to operate and achieve competitive advantage in the midst of global competition. The stiff competition among banks has forced the banks to look into more effective utilization of internal resources and their potentials. One very vital element recognized as key in achieving banking success in difficult market conditions, including competition with other banks and non-banking financial institutions is the application of the human resources. Nigeria's banking sector is known to be one of the largest employers of labor in the country. However, there are some disturbing trends arising from employment opportunities in the industry over the years. Data from the Association of Senior Staff of Banks, Insurances and Financial Institutions inadvertently indicated that the banking industry in Nigeria is gradually becoming an oppressive factory. This therefore implies that a lot of bank workers are experiencing extreme poverty because they are not appropriately recognized and duly compensated. Currently, casual and contract staff accounts for up to 65 percent of staff in the Nigerian banking industry, as only 35 percent of workers in the industry are core staff. The implication is that, of the total workforce in the nation's banking sector, only 35 percent are engaged as core staff. There are currently about 32 banks in Nigeria. This statistic is not only frightening, but it has grave implications for the sector, especially given that this category of workers is denied basic rights and treated functional asset of the banks. To obtain employees' satisfaction so that they are not poached by competitors, there is the need for employers of labour to provide factors that motivate the employees to stay on. [3] opined that employees are assets to every organization and they are the main factor that contributes to any organizational progress. Outsource strategy and employee satisfaction are fundamental and volatile issues in the deposit money banks in Nigeria. According to the [4], many factors have led to some qualified personnel who possessed the right knowledge, skills and abilities to leave banking and found greener opportunities in other lucrative sectors of the Nigerian economy. Perhaps, longer working hours, increased workload, poor managerial style, job insecurity, poor working environment, dissatisfaction with rewards and recognition, and lack of work-life balance have been responsible for the incessant turnover in the sector. The perceived lack of career progression has also been a contentious issue in the deposit money banks and banking industry in Nigeria. Therefore, it behooves on management and other stakeholders to come up with strategies that will encourage employee satisfaction in the banks since satisfaction increases their level of productivity. Third-party organisation which also manifests through outsourcing contributes to the myriads of challenges plaguing the banks in Nigeria. Knowing that poor satisfaction is unappealing to the workman because a dissatisfied and unstable employee may be detrimental to their employers. One begins to imagine which factors will enhance employee satisfaction among employees of the deposit money banks in Nigeria at this time of our economic uncertainty. In other words, satisfying the best employees is every company's challenge [5]. Based on current happenings in the workplace, it could be envisaged that in the future, successful organizations would be those that adapt their organizational behaviour to a more employee centered organization.

II. LITERATURE REVIEW

The empirical treaties developed by Adam Smith in 1965 place more premium on the concern for fairness and equity at work. It focused on determining whether the distribution of resources and treatment of all parties at work maintains fairness to all concerns especially for relational partners. Equity is measured by comparing the ratio of contributions (or costs) and benefits (or rewards) for each person. The theory is considered one of the justice theories that made effort to establish comfort and trust amongst parties at work situations. The import of third party organization has been viewed to be off the acceptance index of corporate management because its practice has given some actors an edge over the others who are in the same business and same level of production output. In order to maximize individuals' rewards, we tend to create systems where resources can be fairly divided amongst members of a group. Inequalities in relationships will cause those within it to be unhappy to a degree proportional to the amount of inequality. The precept is simply that people place value on fair treatment which causes them to be motivated to keep the fairness maintained within the relationships of their co-workers and the organization. According to [6] employee satisfaction is one of the key challenges facing many organizations around the world. The structure of equity in the workplace is based on the ratio of inputs to outcomes. Inputs are the contributions made by the employee for the organization while output is the seeming rewarding outcomes that all parties derive. The theory posits that employees seek to maintain equity between their input that they bring into a job and the outcome they receive from it against the perceived inputs and outcomes of other employees. Employee input include effort, loyalty, hard work, commitment, skill, ability, adaptability, flexibility, tolerance, enthusiasm, trust, supports of colleagues and subordinates as

well as personal sacrifice while the output include pay, salary, expenses, perks, benefits, pension arrangements, bonus and commission - plus intangibles - recognition, reputation, praise and thanks, interest, responsibility, stimulus, travel, training, development, sense of achievement, advancement and promotion.

Contract employment - According to [7] in his study on the association between temporary job and employee satisfaction found that temporary employees experienced poorer rewards and facilities and limited development and promotional opportunities and these factors militate against their job satisfaction. Such employees are likely to suffer from the inability to apply their full range of skills and employment in roles that do not make full use of their qualifications and experience. These arguments lead to the hypothesis that temporary contract of employment has a negative effect on employees' job satisfaction. The research on the quality of work indicates that the transition from temporary contract to indefinite contract of employment is accompanied by relative increase in job satisfaction [8] This will depend on how possible it is to make such a transition. Empirical evidence showed that in occupations where temporary employees constitute the majority, such employees are unlikely ever to become permanent [9]. [10] examined why employers use short term agency and contract company workers and the implications of these practices on wages, benefits, and working conditions of workers in low-skilled labor markets. Through intensive case studies in manufacturing (automotive supply), services (hospitals), and public sector (primary and secondary schools) industries, they defined the circumstances under which these workers are likely to be adversely affected, minimally affected, or even benefitted by such outsourcing. Adverse effects on compensation are obvious when companies substitute agency short-term employment or contract company workers for regular employees on a long-term basis. Low-skilled workers who are employment regulars within the organization receive relatively high compensation than skilled manpower on third-party employment arrangement. The labour union are either not allowed to protect their members as in the case of the Deposit money banks where they are forced into yello-dog contract employment against the dictate of labor law or workers and their unions do not have legal authority to protect their members from such substitution. The works of [11] examined the impact of job satisfaction and employee loyalty. The findings revealed that there is a significant positive relationship between job Satisfaction and Employee Loyalty. Supervisory Support, Career Development, and Job Security are the important predictors of Job Satisfaction and Employee Loyalty. In the same vein, growing empirical literature has recently also studied the impact of job flexibility on job satisfaction, the work of [12] specializing on the economic dimension of job satisfaction, maintained that the third-party organisation can be considered a proxy of the utility function, and as such is expected to be increasing with wage or income or at least with income of reference groups and decreasing with hours of work. [13] studied the case of the Netherlands, analyzing different work contracts (regular, fixed-term, on-call, temporary agency) on five job aspects. She finds that a lack of job security is responsible for lower job satisfaction of temporary workers compared to that of permanent workers. However, with the exception of temporary agency workers, the gap disappears if other job aspects are considered, especially job content. Using British data and considering four job aspects [14] stated the opposite: low job satisfaction associated with less job security is not offset by higher compensation or other job characteristics. One possible explanation is lower coverage against job loss in the UK than in the Netherlands. Labor market theory shows contract employment to have a conspicuous negative influence on the job satisfaction and well-being of employees, but also identifies groups that may be exempt from these negative influences, such as the highly educated [15]. [16] identified job stability as the most serious cause of lower satisfaction for both temporary employees and autonomous collaborators. But while temporary employees compensate concerns of job stability with other job aspects, attaining satisfaction levels comparable to those of permanent employees, autonomous collaborators do not and are thus significantly the least satisfied.

Part time employment- It is unclear what the impact of a part-time job status is on organizational employee satisfaction. Many researchers have argued that part-time work limits workers' satisfaction. Often, part-time workers are seen by others as less committed and less deserving of career advancement [17], but we cannot yet formulate firm conclusions about whether they actually are less committed given their ad-hoc status or less involved. Part-time workers are thought to be less visible and to have less time for development and mentoring and therefore more likely to miss out on high-profile assignments and critical responsibilities. Part time employment and employee satisfaction demonstrates that there is a higher happiness at home and a higher children satisfaction in part-time arrangements which is an important aspect as the biggest motivational reason for the decision to work part-time. The family has the highest priority for the concerned employees and a higher level of employee effort in short term workers when compared to permanent ones. It is also argued that short term workers are more likely to work harder, although their performance level is more commonly found among employees that have a possibility of going upwards in the organization. According to [18] in their study on job satisfaction of part-time vs. full-time workers in Turkey, focused on the effect of income and work status satisfaction. Their findings can be explained by the reduced number of working hours giving the employees more time to spend with their children, their family and at home. About half of the interviewed part-time employees reported to spend much more time with their children. They further explained that those working

part-time as compared to full-time reported lower job satisfaction. Income level fully mediated the work status effect on job satisfaction and satisfaction with work status partially mediated this relationship. The differences among part-time and full-time workers were found to be consistent for male and female participants. This study contributes to the existing literature by demonstrating that work status relates to job satisfaction through different pathways. Evidence for such reduced career advancement or personal growth in part-time work mainly stems from in-depth interviews with women who work part-time, who report reduced advancement opportunities and who believe that their job status puts their career on hold. Considering this line of literature, one would conclude that part-time work has negative effects on organizational career growth.

Casual Employment - Casualization ultimately presents lots of challenges for the employees and organizations alike. Also, behind this issue of casualization in the country, is the high level of unemployment and accompanying poverty. These concerns have bred a dangerous work environment and have given much aid to the prevalence of employment casualization, as many desperate job seekers in the labour market are willing to take any job no matter how dirty or degrading it is. Casual workers occupy a precarious position in the workplace and society, and are effectively a new set of slaves and underclass in the modern capitalist economy. The rise in casual employment is a disturbing global trend where decent work as a path to broad based development is rejected and more jobs are created through outsourcing or labour agencies. Casual work is often temporary, with uncertain wages, long hours, and no job security. Nigerian workers are under pressure from corporate practices that seek to undercut their hard-fought victories at the bargaining table and replaced good jobs (i.e. jobs with benefits, training, and security) with various forms of insecure and lower paid contract, short-term, and temporary work. The study holds the same assumptions with the work of [19] which asserted that unsecured job is an important factor hampering work life satisfaction. No doubt employees put on different attitudes at the workplace partly due to the category of employment conditions they find themselves. A permanent employee is more likely to be satisfied than a part time employee. Permanent employees enjoy statutory benefits like pension, insurance, paid leave which culminate into a positive work outcome, commitment and behavior [20] This practice is called casualization and is an alarming trend, considering that working was once a hope for raising working and living standards in the country. In nearly every economic sector, good jobs are falling prey to corporate cost-cutting moves at the expense of the working families. Too many jobs are being outsourced, contracted out, or reclassified under a barrage of legal definitions designed to keep pay down, benefits low, and unions out. Like workers all over the world, Nigerian workers are trying to hold the line.

III. RESEARCH METHODS

This study adopted the descriptive and quantitative methods, drawn from their respective ontological, epistemological and human nature roots, carried out with a view to enhancing external validity. Being a cross-sectional survey design study, it is correlational in nature because it investigated the relationship between third party organization and employee satisfaction consequences. As a micro level study, all categories of employment were studied which comprises the full time, contract, part time and casual employees) of the twenty-two (22) regional licensed banks operative in Port Harcourt. A two-stage sampling technique was adopted. The first sampling technique involved the use of convenience sampling technique to collect the banks that are conveniently accessible. The population of this study therefore consists of three hundred and thirty one casual, contract and part time staff and full staff drawn from the head office of these 10 banks operative in Port Harcourt, Rivers State. The second stage sampling involved the use of Taro Yamane's formula to mathematically derive the sample size from the entire population. The Taro Yamane's formula is given below:

$$n = \frac{N}{1 + N(e)^2}$$

Where n= Sample size, e= Level of significance and N= Population size. If this formula is applied to the study, the total number of participants who participated in this study is estimated as follows;

For the purpose of selecting sample size,

$$n = \frac{331}{1 + 331(0.05)^2}$$

$$n = \frac{331}{1 + 331(0.0025)}$$

$$n = \frac{331}{1 + 0.8275}$$

$$n = \frac{331}{1.8275}$$

Therefore n = 181

From the above, 181 participants made up the sample size of the research study. The questionnaire for this study was administered personally due to geographically confinement and proximity of the target population. The questionnaire was sub-divided into two divisions, section (A) the demographic section which will contain the bio-data of the target respondents while section (B) was used to obtain the respondents' opinions as it relates to the study variables. Both descriptive analytical and inferential tools were used to analyze the data generated from the usable and useful questionnaire retrieved from respondents. The descriptive

analytical tool such as frequency distribution tables was used for the analysis of respondent's demographics supported by charts due to the nominal scale type of the generated data set. At the secondary stage the study adopted the inferential statistical tool to test the relationships between variables dimensions and measures. This was done using the spearman's rank order correlation coefficient statistics. The Spearman Rank Order Coefficient was calculated using SPSS to establish the relationship among the empirical referent of the predictor variable and the measures of the criterion variable.

Presentation of Results on the Analysis of Data on Research Questions and Test of Hypotheses

In testing hypotheses one to seven, the following rules were upheld in accepting or rejecting our alternate hypotheses: all the coefficient values that indicate levels of significance (* or **) as calculated using SPSS were rejected and therefore our null hypotheses rejected. When no significance is indicated in the coefficient r value, we retain our null hypotheses or accept the alternate hypotheses. Our confidence interval was set at 0.05 level of significance to test the statistical significance of the data in this study. Similarly, our test of moderating effect was analyzed using partial correlation coefficient. This is used because the variables involved are more than two and can no longer be appropriately managed using the Spearman Rank Order Correlation coefficient. Below is the results for test of relationship in our hypotheses one and two.

Table 1: Correlation Matrix for Contract Employment and Employee Satisfaction

		Contract Employment	Employee Creativity	Employee Loyalty
Spearman's rho	Contract Employment	Correlation Coefficient	1.000	-.074
		Sig. (2-tailed)	.	.328
		N	176	176
	Employee Creativity	Correlation Coefficient	-.074	1.000
		Sig. (2-tailed)	.328	.
		N	176	176
Employee Loyalty		Correlation Coefficient	.079	.193*
		Sig. (2-tailed)	.300	.010
		N	176	176
		N	176	176

*. Correlation is significant at the 0.05 level (2-tailed).

The results in table 1 above indicate that there is no significant association between contract employment and employee commitment, ($r = -0.74, p = .328 > 0.05$). We also found out that there is no significant relationship between contract employment and employee loyalty ($r = 0.79, p = 0.300 > 0.05$). Going by this result, hypothesis one and two were not rejected at .05 alpha level. We therefore state that there is no significant association between contract employment and Employee satisfaction.

Table 2: Correlation Matrix For Part-Time Employment And Employee Satisfaction

		Part Time Employment	Employee Creativity	Employee Loyalty
Spearman's Rho	Part Time Employment	Correlation Coefficient	1.000	.184*
		Sig. (2-Tailed)	.	.014
		N	176	176
	Employee Creativity	Correlation Coefficient	.184*	1.000
		Sig. (2-Tailed)	.014	.
		N	176	176
Employee Loyalty		Correlation Coefficient	.897**	.166*
		Sig. (2-Tailed)	.000	.028
		N	176	176

*. Correlation Is Significant at the 0.05 Level (2-Tailed).

**. Correlation Is Significant at the 0.01 Level (2-Tailed).

The results in table 2 above showed that there is no significant association between part time employment and employee creativity, ($r = -0.184, p = 0.14 > 0.05$). We also found out that there is significant relationship between contract employment and employee loyalty ($r = .897, p = 0.000 > 0.05$). Going by this result, hypothesis three was upheld and four rejected at .05 alpha level. We therefore state that there is no significant association between part time employment and Employee creativity. But there is significant relationship between part-time employment and employee loyalty.

Table 3: Correlation Matrix for casualization and employee satisfaction

		Casualization	Employee Creativity	Employee Loyalty
Spearman's rho	Casualization	Correlation Coefficient	1.000	-.337**
				.080

	Sig. (2-tailed)	.	.000	.293
	N	176	176	176
Employee Creativity	Correlation Coefficient	-.337**	1.000	.000
	Sig. (2-tailed)	.000	.	.998
	N	176	176	176
Employee Loyalty	Correlation Coefficient	.080	.000	1.000
	Sig. (2-tailed)	.293	.998	.
	N	176	176	176

** Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data, 2020

The results in table 3 above also indicated that there is no significant association between casual employment and employee creativity, ($r = -0.337, p = 0.00 > 0.05$). We also found out that there is no significant relationship between contract employment and employee loyalty ($r = 0.80, p = 0.293 > 0.05$). Going by this result, hypothesis five and six were not at .05 alpha level. We therefore state that there is no significant association between casualization and Employee satisfaction. Moderating influence of organizational culture on the Association between the Third-party Organisation and employee satisfaction. The seventh hypothesis presumes that organizational culture moderates the association between Third party Organisation and employee satisfaction. The relationship was examined using a partial correlation which is a non parametric tool.

Table 4: Partial correlation on the relationship between Outsource Strategy and employee

Control Variables			Outsource Strategy	Employee Satisfaction
Organizational Culture	Outsource Strategy	Correlation	1.000	.456
		Significance (2-tailed)	.	.000
	Employee Satisfaction	Df	0	172
		Correlation	.456	1.000
		Significance (2-tailed)	.000	.
		Df	172	0

Source: Field Data, 2020

In Table 4 above, the partial correlation on the relationship between Outsource strategy and employee satisfaction is controlled by organizational culture. It shows that the relationship between third-party organisation and employee satisfaction as controlled by organizational culture was significant ($r=.456 p>.05$). The moderating influence of organizational culture and the relationship between Outsource strategy and employee satisfaction is shown as strong.

IV. DISCUSSION OF FINDINGS

In the interpretation and discussion of the outcomes of our bivariate data analysis, we either accept or reject our Null hypotheses: all the coefficient r values that indicated levels of significance (* or **) as calculated using the SPSS were rejected. When no significance is indicated in the coefficient r value, we do not reject the null hypothesis. For hypotheses one to six, we applied [21] guidelines to accept or reject our alternate hypotheses. Consequently, our confidence interval was set at the 0.05 (2 tailed) level of significance to test the statistical significance of the data in this study.

Contract employment and employee satisfaction

The result of the Spearman Rank Order Correlation in table 1 shows the presence of a significant but inverse association between contract employment and employee commitment. This result implies that most of the employees in the banking sector are not satisfied with their job, this is because contract employees experienced poorer rewards and facilities and limited development and promotional opportunities in their work place unlike their core staff counterparts who are entitled to all the fringe benefit tied to their job. Furthermore, majority of empirical research reveals that nothing else causes the dissatisfaction of contract employees but the motivation driving them towards a stable occupation. Table 1 equally shows that there is no significant association between contract employment and employee loyalty. Loyalty signifies a person's devotion or sentiment of attachment to an organization. An employee who is not satisfied with his or her job certainly will never be loyal to such organization. Loyal employees are faithful to the organization and do their best in service providing, which has a direct and significant influence on the service companies' performance. Employees are loyal when they believe in the objectives of the company, accept the objectives as their own, work for their common welfare, and want to stay in the company. The result of the study is also in agreement with labor market theory which assert that contract employment have conspicuous negative influence on the job satisfaction and well-being of employees, but also identifies groups that may be exempt from these negative influences, such as the highly educated. Most organizations have a core workforce of employees on permanent

contracts, supplemented by a flexible supply of temporary workers. Having a small core workforce offers the flexibility to adapt to changes in the economic environment, e.g., by reducing the workforce when demand decreases or by adapting the workforce to meet changed skill requirements, without the costs of redundancy pay. At the same time, contract employees are less likely to be committed to the organization and the knowledge temporary employees obtained is lost when they find employment elsewhere.

Part time employment and employee satisfaction

The result of the Spearman Rank Order Correlation in table 2 showed a significant but inverse association between part time and employee satisfaction. This result implies that employees under part time employment are usually not pleased with their condition of services as in most cases they are only entitled to payment based on the hours worked and are denied other employment benefit which their core staff counterparts enjoy. Based on the aforementioned, most part time employees are never creativity to their organization, they see their organizations as exploiters who do not carry their interest at heart but rather classify them as cost of production. This can however not be said for the part time employees. These part time employees may not be motivated as compared to permanent employees. Some organizations see contract employees as peripherals and as such do not invest so much in training these employees.

Casual employment and employee satisfaction

The result of the Spearman Rank Order Correlation in table 3 shows the presence of a significant but inverse association between casual employment and employee satisfaction. No doubt casual employment is a global trend in the larger global picture where decent work as a path to broad based development is rejected and more jobs are created through outsourcing or labour agencies, despite the fact that casualization is largely attributed to the increasing desperation of employers to cut down organizational costs, its adverse effect on employee satisfaction cannot be over emphasized.

Moderating influence of organizational culture on the association between Third-party organization and employee satisfaction

Our result suggests the presence of a significant moderating influence of organizational culture in the association between Third-party organisation and employee satisfaction. We therefore state that organizational culture moderates the relationship between Third-party organization and employee satisfaction in the Nigerian banking sector.

V. CONCLUSIONS

Third-party Organization has been a usual practice in the banking sector and this goes a long way in determining the satisfaction state of employees. The study validated the fact that employees with full-time employment stand a better chance of been happier and more satisfied more than their counterparts under Third-party organizational engagement. A survey seeking for the relationships was conducted on a sample size of 181 employees drawn across ten (10) operational licensed banks. The survey results indicated no significant relationships between the variables hypothesized in chapter one. The strategy and methodology were designed in a way that addressed the achievement of the study objectives. The study concludes that there is no significant relationship between Third-party organization, using its dimensions as contract employment, part-time employment and casualization and employee satisfaction. The finding of this study therefore, implies that continued practice of Third party organization in the banking sector will lead to decrease in employee satisfaction and more prone to employee turnover.

VI. RECOMMENDATIONS

Drawing from the implications of the outcome of our study we therefore make the following vital recommendations:

To gain the employee creativity Nigerian banks should abolish contract employment and regularize the employment of already existing staff under contract employment status

To gain the employee loyalty and burst its growth at the long run, Nigerian banks should abolish contract employment and regularize the employment of already existing staff under contract employment status

Nigerian banks should abolish part time employment status and regularize all employees under the part time category so as to gain their creativity.

Nigerian banks should abolish part time employment while regularizing the employment status of all employees under the part time category so as to gain their loyalty

Casualization as an employment status should in its entirety be abolish in the banking sector while employees under this job status should be regularize so as to gain their creativity.

Casualization as an employment status should in its entirety be abolish so as to enhance the loyalty of staff in the Nigerian banking sector. Cultures that do adversely affect organizations should be modified in order to enhance the satisfaction of employees.

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