


Career Development Opportunities for Outsourced Employees in Selected Banks in Nigeria

Akeem Ayofe Akinwale

Department of Employment Relations and Human Resource Management, University of Lagos, Nigeria

 <https://orcid.org/0000-0003-2066-443X>

e-mail: aakinwale@unilag.edu.ng

Original research paper

Citation:

Akinwale, A.A. (2023). Career Development Opportunities for Outsourced Employees in Selected Banks in Nigeria. *Economic Insights – Trends and Challenges*, 12(3), 47-58.
<https://doi.org/10.51865/EITC.2023.03.04>



Copyright: © 2023 by the author

JEL Classification:

J08; J21; J24; J71; J81

Abstract: Many organisations depend on the services of outsourced employees to meet their needs at relatively low costs but this practice has exposed outsourced employees to discrimination and setbacks in the areas of career development. The use of outsourced employees to carry out some functions is a common practice in the banking industry and some other industries in Nigeria. This article therefore examined career development opportunities for outsourced employees in selected banks in Nigeria, from the perspectives of work adjustment and equity theories. This article was based on a cross-sectional research design including secondary and primary data. The secondary data were derived from a systematic review of the literature, while the primary data were obtained via a structured questionnaire, which was filled and returned by 336 outsourced employees in selected banks in Lagos State. The primary data were subjected to descriptive and inferential statistics, including frequency distribution and multiple regression. The findings revealed that 95.1 % of the respondents confirmed lack of equal benefits for all employees in the banks. Moreover, 95.1 % and 90.3 % confirmed their access to on-the-job learning and on-the-job training. However, 82.5 % of the respondents confirmed their lack of access to career development training. Also, 77.7 % of the respondents confirmed lack of opportunities for promotion of contract staff in the selected banks. Involvement in outsourced employment significantly affected career development opportunities for outsourced employees in selected banks. Many outsourced employees are yet to achieve their aspirations for career development in the banking industry in Nigeria.

Keywords: Banking Industry; Career Development; Non-Standard Employment.

Introduction

Employees typically apply their knowledge, skills, experience and other attributes to job performance in exchange for compensation and benefits, including career development opportunities, which could enhance employees' abilities to meet key performance indicators and contribute to competitiveness of organisations. Career development is a process of enabling employees to make progress in their jobs or professions (Graham & Bennett, 2015; Lieberman & Williams, 2003; Leung, 2008; Okurame & Balogun, 2005). Employees can achieve career development in the course of their job performance in an organisation or through career mobility, depending on different factors such as terms of employment and working conditions in a given organisation (Akinwale, 2014). This brings to mind the need to examine the influence of non-standard employment on career development.

Non-standard employment is any work that is characterised by insecurity, low wages, high rates of occupational hazards, and inadequate protection, among others (ILO, 2016; Lab & Wooden, 2020; Rasmussen *et al.*, 2019). Non-standard employment comprises outsourced employment, casual work, part-time work, on-call work, fixed-term work, and temporary agency work, among others. The ILO (2018) estimated that 1.4 billion workers were in vulnerable employment in 2017, and an additional 35 million workers would be in vulnerable employment in 2019. The incidence of non-standard employment has been on the increase in many countries (ILO, 2016; Stone, 2012).

However, studies on non-standard employment largely examined its linkages with organisational commitment, job satisfaction, and turnover intention (Mulokozi, 2006). Also, studies concerning the effects of non-standard employment on employees' attitudes and career development have shown inconsistent results (Bernhard-Oettel *et al.*, 2017; Stone, 2012). This shows the need for more studies on non-standard employment.

Therefore, this article examined career development opportunities for outsourced employees in selected banks in Nigeria, focusing on the following research questions: What is the assessment of career development opportunities received by outsourced employees in selected banks in Nigeria? To what extent have outsourced employees achieved their aspirations for career development in the banking industry in Nigeria?

Outsourced employment is a form of non-standard employment in which organisations contract employment agencies for the procurement of contract staff in order to reduce recruitment and employee-related costs for the organisations. This automatically creates a tripartite employment relationship in which contract employees interact with the employment agencies, which recruit them and the organisations where they work. Siahaan (2017) observed that extending the contract period may give an opportunity to contract staff to be promoted as regular employees in organisations. Also, the ILO Convention 94 stipulates that contract staff should benefit from improvement in wages and other working conditions (ILO, 2016). A study of the linkage between outsourced employment and career development among contract staff in selected banks in Lagos State is tenable in this context.

Review of Literature on Non-Standard Employment and Career Development

The proliferation of non-standard employment (NSE) has become a major characteristic of the labour market systems in many countries. Lee and Eyraud (2008) observed an increase in non-standard employment in the industrialised countries such as Australia, Japan and the Republic of Korea. Also, Stone (2012) provided evidence of decline in the standard employment contract in 10 advanced industrial countries – Australia, Japan, United States, Spain, Italy, Germany, Netherlands, Denmark, United Kingdom, and France.

Moreover, available evidence shows that the incidence of non-standard employment is on the rise in many Western countries (Lab & Wooden, 2020). For instance, in Australia, the estimated share of non-standard employment in total employment has increased from 54.9% in 2001 to 55.6% in 2017. Rasmussen *et al* (2019) observed that the prevalence of nonstandard employment has remained stable from 1995 to 2015 in Denmark, Sweden, Finland and Norway, including the fact that the precariousness of nonstandard employment was more pronounced in Finland and Sweden compared with the situations in Denmark and Norway.

ILO (2016) noted that the incidence of non-standard employment has increased in industrialised and developing countries, showing that in Bangladesh and India, nearly two-thirds of wage employment is casual; in Mali and Zimbabwe, one in three employees is casual, while in Australia, one out of four employees is casual. It is noteworthy that rather than making a distinction between standard and non-standard employment, most discussion of labour markets in developing countries has focused on whether employment is formal or informal. In this case, informal economy overlaps with non-standard employment given that in many developing countries, much of the labour force is employed informally, often as self-employed, casual workers, and homeworkers or domestic workers, among others (Akinwale, 2014).

Unfortunately, the proliferation of non-standard employment has affected worker rights in many organisations across the world. In his comparative study of employment contract and work outcomes among in-house and outsourced employees in different organisations in London, Mulokozi (2006) discovered that in-house employees had higher level of work adjustment, higher level of job satisfaction and higher level of organisational commitment than their outsourced counterparts.

Studies have attributed prevalence of non-standard employment to a number of factors, such as globalisation, deregulation or market economies, neoliberalism, flexibility, economic recessions, the growth of the service industries, high rates of unemployment, and capitalists' interests in reducing the costs of labour in business organisations, among others (Benach *et al.*, 2014; Cappelli & Keller, 2013; ILO, 2016; Okoye & Aderibigbe, 2014; Mulokozi, 2006; Pedulla, 2013; Stone, 2012).

In its response to the harmful effects of globalisation on the labour market systems in many countries, the ILO established the declaration on social justice for a fair globalisation in 2008, focusing on the need to promote opportunities for men and women to obtain decent work and productive work in conditions of freedom, equity, security and human dignity (Moore *et al.*, 2015). The ILO (2016) also organised a tripartite meeting of experts on non-standard employment in the process of dealing with decent work deficits in non-standard employment. The experts then advised all social partners to work together to ensure adequate working conditions, equality of opportunities, adequate social security, safe and healthy workplaces, freedom of association and right to participate in collective bargaining, labour inspection, and acceptance of the fundamental rights of workers.

The extent to which the abovementioned issues have been achieved in the banking industry in Nigeria deserves urgent attention. The British Colonial Government established banks and provided opportunities for wage employment in the Nigerian banking industry, starting with the African Banking Corporation and the Bank of British West Africa (BBWA) in the 1890s. Barclays Bank entered the Nigerian banking arena in 1925, while a number of indigenous banks emerged in the 1930s, 1940s, and 1950s, respectively. However, most of the indigenous banks failed, while the BBWA and Barclays Bank dominated the banking industry in Nigeria during the colonial period (Uche, 2010).

The main reasons for the failure of many indigenous banks comprised poor management of funds and human resources. It is apparent that the failure of banks truncated employees' aspirations for career development in those banks. Fortunately, a few indigenous banks survived during the colonial period, including the National Bank of Nigeria, which was established in

1933, Agbonmagbe Bank, which was established in 1945, and African Continental Bank, which was established in 1947.

Subsequently, significant changes occurred in the banking industry in Nigeria, including the emergence of new generation banks in the 1990s, the consolidation of banks since 2005, expansion of branches of banks, and diffusion of technological innovations in banking, among others. As observed by Olalere and Adenugba (2013), banks have been growing in Nigeria due to the profitability of banking, although there has been increase in the use of contract staff, thereby promoting discrimination and unmet needs for career development among contract staff in the banking industry in Nigeria. For instance, many contract employees are excluded in the structure of human capital development in the First Bank of Nigeria, including its training schools at Lagos, Ibadan, Kano and Benin. The First Bank of Nigeria usually sends its newly recruited employees, especially Graduate Trainees, to its training schools, consequent upon which the Graduate Trainees who meet the criteria for promotion will become Bank Assistants and receive further training, including induction training and on-the-job training. Moreover, if they meet the requirements for promotions to the next higher levels, the Bank Assistants can occupy higher positions such as Supervisors and Assistant Bank Manager, respectively. The next higher positions include Bank Managers, Senior Managers and Principal Managers, among others. Available evidence shows that a career development training programme known as First Bank Management Associates Programme (FMAP) is also open to non-First Bank employees, who meet the selection criteria (Ani-Mumuney, 2021). However, it is not certain if many outsourced employees or contract staff in the First Bank of Nigeria have been able to meet the selection criteria to participate in the FMAP since its inception in 2018.

The Nigerian banks increasingly use contract staff to perform daily operations because the cost of recruiting contract staff is relatively low while the process of retrenching them is also easy for banks (Adesoji, 2019). The National Bureau of Statistics (NBS) revealed that the number of employees in the banking industry reduced from 103,610 in December 2019 to 95,026 in December 2020, representing a total of 8,584 (8.3 %) reduction in the number of employees in the banking industry (First Central Credit Bureau, 2021).

Specifically, the number of contract staff in the banking industry reduced from 45,350 in December 2019 to 39,798 in December 2020, representing a total of 5,552 (12.2%) reduction in the number of contract staff in the banking industry. The number of junior staff reduced from 39,896 in December 2019 to 37,590 in December 2020, representing a total of 2,306 (5.8%) reduction in the number of junior staff in the banking industry. The number of senior staff reduced from 18,180 in December 2019 to 17,381 in December 2020, representing a total of 799 (4.4%) reduction in the number of senior staff in the banking industry. In contrast, the number of executive directors in the banking industry increased from 184 in December 2019 to 257 in December 2020, representing a total of 73 (39.7 %) increase in the number of executive directors in the banking industry.

Theoretical Framework

The theory of work adjustment was adopted to justify the link between outsourced employment and career development opportunities for contract staff in the banking industry in Lagos state, while equity theory was also adopted to illuminate employees' feelings about the ratio of inputs to outcomes in the exchange systems of outsourced employment relationship in the banking industry in Lagos state.

The theory of work adjustment was developed in 1964 from the University of Minnesota's work adjustment research project, an empirical study of how a large number of vocational rehabilitation clients adjusted to work (Dawis, 2005). The theory of work adjustment is also called person-environment correspondence theory. It explains employees' satisfaction or

dissatisfaction with their choice of career and adaptation to work environment. It also explains satisfactoriness, which is an indication of employees’ abilities to meet the expectations of the employers or managers. Thus, the degree of satisfaction and satisfactoriness could jointly predict the duration of outsourced employment exchange systems in the banking industry.

The abilities of contract staff to meet the requirements of their jobs to the satisfaction of their employers and enjoy career development opportunities in the Nigerian banking industry can be analysed from different perspectives in the theory of work adjustment: (1) flexibility, (2) activeness, (3) reactiveness, and (4) perseverance. Flexibility is the level of employees’ tolerance to the circumstances in the work environment. Activeness is the level of employees’ tendency to actively change some situations in the work environment to reduce their experience of dissatisfaction. Reactiveness is the level of employees’ self-adjustment to deal with dissatisfaction without changing or acting on the work environment. Perseverance is the degree of employees’ persistence in making necessary adjustments to accommodate some situations in the work environment.

Moreover, equity theory was employed to illustrate how contract employees have managed the opportunities and challenges in outsourced employment exchange systems in the banking industry in Lagos state. Equity theory is a type of social exchange theory that focuses on how people determine the fairness of social exchanges in an organisation (Adams, 1965). Equity theory reveals that employees bring to workplaces what they perceive to be a number of inputs, including educational qualifications, skills, work experience, and time and efforts dedicated to jobs (Jex, 2002; Riggio, 2003). Equity theory also reveals that employees receive from the employment relationship what they perceive to be outcomes, including monetary compensation, fringe benefits and any other rewards such as expression of gratitude or commendation from supervisors, feelings of accomplishment, and feelings of camaraderie with co-workers.

Equity theory reveals employees’ assessment of the ratio of inputs to outcomes in a comparative way. A comparative standard could be another employee in the same job in the same organisation, another employee performing a similar job in the same organisation, another employee performing a similar job in a different organisation, or even the focal employee at a different point in time. If an employee perceives that the ratio of their inputs to outcomes is equal to the ratio of the comparative standard, the employee would recognise the existence of equity and feel satisfied with the exchange system.

However, if an employee perceives the ratios to be different, the employee would recognise the existence of inequity and feel dissatisfied with the exchange system, especially if the employee perceived the inequity in terms of underpayment or working harder than a fellow employee who receives the same or higher salary. The existence of equity can motivate an employee, while the existence of inequity can de-motivate an employee in the exchange system. In his explanation of what employees can do to restore equity in employment relationship, Adams (1965) specified a number of strategies such as increasing outcomes, reducing inputs, cognitive adjustments, changing the comparative standard, and leaving the field. Table 1 contains an illustration of the abovementioned strategies.

Table 1. An Illustration of How Employees Can Restore Equity in Employment Relationships

Strategies	Illustrations	Implications
Increasing outcomes	Requests for an increase in salary or fringe benefits	Employees could get more frustrated if the requests failed.
Decreasing inputs	Reduction of the level of efforts devoted to work tasks	Managers or supervisors could perceive the reduction of efforts negatively and cancel some outcomes
Adjustment of perception	Modification of perception of the value of inputs or outcomes	Employees could undervalue the inputs or overrate the outcomes, thereby creating a denial of inequity.

Table 1 (cont.)

Substitution of the comparative standard	Replacement of the comparative standard for the ratio of inputs to outcomes	A new equity judgment could amplify or lessen the employees' feelings of inequity
Resignation	Acceptance of a job that provides a more favourable ratio of inputs to outcomes	The turnover of competent employees could create discomforts and extra costs for employers, managers, supervisors and co-workers

Source: Jex (2002).

Methods of Data Collection and Analysis

Secondary and primary data were used to address the subject matter of this article. The secondary data were derived from the literature including journals, textbook, and other relevant documents, which were obtained from databases such as EBSCO Host, JSTOR, and Google Scholar. Primary data were obtained through a survey research design including a structured questionnaire. The study population comprised contract staff in the banking industry in Lagos state, while the target population comprised contract staff in banks with higher levels of visibility in Lagos state, including Access Bank, Ecobank Nigeria, First Bank Nigeria, Guaranty Trust Bank, Stanbic IBTC Bank, United Bank for Africa, and Zenith Bank.

The number of employees in each branch of the abovementioned banks ranges from 15 to more than 100 employees depending on the location and size of the branch, while the number of branches of the abovementioned banks ranges from 40 to more than 70 branches in Lagos State. The ratio of contract staff to employees of the abovementioned banks is 2 to 3. Thus, the population of contract staff in the abovementioned banks is estimated at 10,000 in Lagos state.

Given its suitability for the determination of sample from a large population, Cochran's (1963) formula for sample size determination was adopted as follows:

$$n = \frac{Z^2 pq}{e^2} \quad (1)$$

where:

n = sample size;

Z = abscissa of the normal curve at the desired confidence level as shown in statistical tables;

p = the estimated proportion of an attribute that is present in the study population:

$$q = 1 - p$$

e = the desired level of precision or margin of error:

$$n = \frac{(1.96)(0.25)(0.75)}{0.05^2} = 288$$

The abovementioned sample size was increased by 17% to improve the reliability of the response rate. This is consistent with the fact that many researchers commonly add 10 % to the sample size to ensure that the number of survey or interviews is substantially larger than the number required for a desired level of confidence and precision (Israel, 1992). Thus, approximately 337 respondents were systematically selected from the population of contract staff in the abovementioned banks.

Multistage sampling technique was adopted for the selection of a suitable sample for the study. In the first stage of sampling, seven banks were purposively selected from the list of existing banks in Nigeria due to their high level of visibility compared with other banks in Nigeria. The selected banks comprised Access Bank, Ecobank Nigeria, First Bank Nigeria, Guaranty Trust Bank, Stanbic IBTC Bank, United Bank of Africa, and Zenith Bank, respectively. In the second stage of sampling, stratified sampling technique was adopted to select four departments with a

relatively large number of contract staff in each of the selected banks, including customer care department, teller department, ATM department, and security department, respectively. In the third stage of sampling, simple random sampling technique was adopted to select two contract staff from each of the four selected departments in each branch of the selected banks, thereby leading to a selection of 8 contract staff from each branch of the selected banks (8 x 7 = 56). In the final stage of sampling, random selection of 8 contract staff was conducted in six branches of each of the selected banks, thereby leading to a selection of 336 contract staff (56 x 6 = 336).

The data obtained from the structured questionnaire were subjected to descriptive and inferential statistics including frequency distribution and multiple regression.

Findings

This section shows the findings on socio-demographic characteristics of the respondents, followed by the findings on assessment of compensation and fringe benefits in outsourced employment and career development opportunities for contract staff in selected banks in Lagos state.

Socio-Demographic Characteristics of the Respondents

Table 2 shows the socio-demographic characteristics of the respondents including gender, age, marital status, educational qualifications, work experience and income per month. The gender distribution of the respondents revealed that 54.4% of the respondents were women, while 45.6% of the respondents were men. This shows that women outnumbered men in the survey of outsourced employment relationship in the selected banks. The respondents in the 30-39 years age bracket (54.4 %) outnumbered the respondents whose age bracket was below 30 years (46.6 %). Regarding their marital status, the highest proportion of the respondents (54.4 %) were single. Also, regarding their work experience and estimate of income per month, the highest proportions of the respondents (53.4 %) had been in outsourced employment for 6-10 years, while 61.2 % of the respondents estimated their income per month to be ₦60,000.00 and above.

Table 2. Socio-Demographic Characteristics of the Respondents

Socio-Demographic Characteristics	Frequency	%
Gender:		
Male	141	45.6
Female	168	54.4
Total	309	100
Age (Years):		
< 30	144	46.6
30 to 39	165	53.4
Total	309	100
Marital Status:		
Single	168	54.4
Married	126	40.8
Divorced/Separated/Widowed	15	4.9
Total	309	100
Work Experience (Years):		
0-5	114	36.9
6-10	165	53.4
11-15	30	9.7
Total	309	100
Estimate of Income per Month (₦):		
< 60,000.00	120	38.8
60,000.00 and Above	189	61.2
Total	309	100

Source: Survey (2022).

Assessment of Compensation and Fringe Benefits in Outsourced Employment

Table 3 shows the respondents' views on the quality of compensation and fringe benefits received by contract staff in the selected banks in Lagos state. The majority of the respondents (79.6 %) were not satisfied with their salaries, although they confirmed the existence of annual increment of salary for contract staff in the selected banks. The majority of the respondents (95.1 %) noted lack of equal benefits for all employees in the selected banks, while 64.1% of the respondents were not satisfied with the fringe benefits such as annual leave, maternity leave, and health insurance. Also, the majority of the respondents (95.1 %) noted their lack of job satisfaction in the selected banks. However, 84.5 % of the respondents perceived their current positions to be a stepping stone to career path in the banking industry.

Table 3. Respondents' Views on Compensation and Fringe Benefits in Outsourced Employment

Views on Compensation and Fringe Benefits	Yes		No		Total	
	Frequency	%	Frequency	%	Frequency	%
Satisfaction with salary	63	20.4	246	79.6	309	100
Annual increment of salary	246	79.6	63	20.4	309	100
Equal benefits for all employees in the bank	15	4.9	294	95.1	309	100
Satisfaction with fringe benefits such as annual leave, maternity leave, and health insurance	111	35.9	198	64.1	309	100
Feelings of job satisfaction	15	4.9	294	95.1	309	100
Feelings that the current position is a stepping stone to career path in a bank	261	84.5	48	15.5	309	100

Source: Survey (2022).

Career Development Opportunities in Outsourced Employment

Table 4 shows the respondents' views on career development opportunities for contract staff in the selected banks. The highest proportions of the respondents (95.1 % and 90.3 %) confirmed their access to on-the-job learning and on-the job training. However, 82.5 % of the respondents confirmed their lack of access to career development training. A total of 69.9 % of the respondents looked forward to opportunities for career development training in the banking industry, while 60.2 % of the respondents identified their training needs.

Unfortunately, 77.7 % of the respondents confirmed lack of opportunities for promotion of contract staff in the selected banks. A total of 87.4 % of the respondents looked forward to opportunities for promotion, although only 18.4 % of the respondents expressed their confidence in an opportunity for promotion through conversion from contract staff to employees of the banks. Moreover, 95.1 % of the respondents were not sure of their prospects of career path in the banking industry. Meanwhile, 94.2 % of the respondents acknowledged the importance of career development, while 93.2 % of the respondents looked forward to a better position in the selected banks or elsewhere.

Table 4. Respondents’ Views on Career Development Opportunities in Outsourced Employment

Views on Career Development Opportunities	Yes		No		Total	
	Frequency	%	Frequency	%	Frequency	%
Access to on-the-job training	279	90.3	30	9.7	309	100
Access to on-the-job learning	294	95.1	15	4.9	309	100
Access to career development training	54	17.5	255	82.5	309	100
Looking forward to opportunities for career development training	216	69.9	93	30.1	309	100
Identification of training needs	186	60.2	123	39.8	309	100
Availability of opportunities for promotion	69	22.3	240	77.7	309	100
Looking forward to opportunities for promotion	270	87.4	39	12.6	309	100
Confidence in promotion through conversion	57	18.4	252	81.6	309	100
Prospects of career path in a bank	15	4.9	294	95.1	309	100
Feelings that career development is important	291	94.2	18	5.8	309	100
Looking forward to a better position in the bank or elsewhere	288	93.2	21	6.8	309	100

Source: Survey (2022).

Predictors of Access to Career Development Training in Outsourced Employment

The results of the multiple regression shows the R-Square (R^2) value of 0.148 which is an indication of the fact that several factors jointly predicted the level of access to career development training with 15% certainty at p-value of 0.001. Table 5 shows the results of the multiple regression, including five predictors, which individually had statistically significant effects on the level of access to career development training.

Table 5. Multiple Regression of the Predictors of Access to Career Development Training ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.529	.234		10.803	.000
Income per month	-.100	.048	-.129	-2.084	.038
Gender	-.063	.042	-.083	-1.486	.138
Age	.050	.052	.065	.943	.346
Work experience	.014	.041	.022	.329	.742
Education	.068	.023	.213	2.977	.003
Marital status	.141	.039	.218	3.614	.000
Identification of training needs	-.280	.049	-.361	-5.722	.000
Equal benefits for all employees in the bank	-.262	.097	-.148	-2.697	.007

a. Dependent Variable: Level of Access to Career Development Training

Source: Survey (2022).

The positive Beta coefficients showed that for every 1-unit increase in educational qualifications and marital status, the aggregate of the level of access to career development training will increase by the values of Beta coefficients. The negative Beta coefficient showed the existence of a statistically significant negative correlation between each of the three predictors and the

level of access to career development training to the extent that for 1-unit change in each of the predictors the aggregate of the level of access to career development training will decrease by the values of Beta coefficients.

Discussions of Findings

The findings on the assessment of compensation and fringe benefits available to contract staff demonstrated the existence of inequity and lack of job satisfaction in outsourced employment exchange systems in selected banks, thereby confirming the veracity of Adams' (1965) equity theory, which established employees' perception of the ratio of inputs to outcomes within the framework of a comparative standard. Similarly, a study by Allen (2001) showed that contract employment had a significant negative impact on a number of work-related attitudes such as job satisfaction, organisational commitment and turnover intentions.

The findings on experience of career development opportunities in outsourced employment revealed identification of training needs and participation in on-the-job learning and on-the-job training, as well as acknowledgement of the importance of career development. Also, many respondents looked forward to opportunities for career development through promotion or access to better positions in the banking industry or elsewhere.

Consistent with this finding, a study of women in the construction industry in South-East Nigeria showed that involvement in non-standard employment could enhance women's career development given that many women reported that their participation in non-standard employment had been beneficial to their career, and the time commitment required prior to qualification provided a strong motivation for them to continue working (Caven, 2006).

The findings on the challenges of career development however revealed some uncertainties given that only few respondents (22.3 %) confirmed availability of opportunities for promotion for contract staff and only few respondents (18.4 %) expressed confidence in the opportunity for promotion through conversion, while only few respondents (17.5 %) confirmed their access to career development training. In fact, the majority of the respondents (95.1 %) were not sure of their prospects of career path in the banking industry.

The abovementioned findings reflect the main postulations in the theory of work adjustment, which demonstrated the role of satisfaction and satisfactoriness in the maintenance of employment relationship and employees' adaptation to work environments through flexibility, activeness, reactivity, and perseverance, thereby confirming Dawis' (2005) postulation that the person and the work environment act on and react to each other in a give-and-take relationship to achieve and maintain correspondence with each other.

Conclusions

It is evident that involvement in outsourced employment has created career development opportunities and challenges for contract staff in the banking industry in Lagos State. Unfortunately, the challenges outweighed the opportunities in terms of limited access to career development training, limited access to promotion, and a tendency toward lack of job satisfaction. The outsourced employment exchange systems could turn contract employees' expectations of career development into a mirage in the banking industry in Lagos State. Therefore, there is urgent need for development of a sustainable career path for contract staff in the banking industry in Lagos State.

The management of banks should strike a balance between interest in profit and interest in talent management and human resource development through establishment of a decent work environment for all employees in the banking industry. Also, the management of banks should

allow all employees in the banking industry to enjoy equal opportunity and equal pay for equal work.

Finally, if the management of banks failed to provide a sustainable career path for all employees, all contract staff should organise and demand for their right to a decent work environment. The employment agencies that are responsible for recruitment of contract staff for banks should stop promoting discrimination in workplaces. More studies should be conducted to unravel the consequences of non-standard employment on career trajectories and quality of work life among employees in different industries.

References

1. Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (pp. 267-299). Academic Press.
2. Adesoji, B. S. (2019). Contract staff across Nigerian banks hit 46,263 in half year 2019. <https://nairametrics.com/2019/10/02/contract-staff-across-nigerian-banks-hit-46263-in-half-year-2019/>
3. Akinwale, A. A. (2014). Precarious working conditions and exploitation of workers in the Nigerian informal economy. *Social Science Diliman*, 10(1), 1-30.
4. Allen, T. D. (2001). Survivor reactions to organisational downsizing: Does time ease the pain? *Journal of Occupational and Organizational Psychology*, 7(4), 145-164.
5. Ani-Mumuney, F. (2021). Firstbank promotes 1179 employees, reinforces its commitment to career development. First Bank. <https://www.firstbanknigeria.com/firstbank-promotes-1179-employees-reinforces-its-commitment-to-career-development/>
6. Benach, J., Vives, A., Amable, M., Vanroelen, C., Tarafa, G. & Muntaner, C. (2014). Precarious employment: Understanding an emerging social determinant of health. *Annual Review of Public Health*, 35(1), 229-253.
7. Bernhard-Oettel, C., De Cuyper, N., Murphy, M., & Connely, C. E. (2017). *How do we feel and behave when we are not permanent full-time employees? The case of the diverse forms of non-standard work*. Wiley Online Library. <https://doi.org/10.1002/9781119168058.ch14>
8. Cappelli, P., & Keller, J. R. (2013). Classifying work in the new economy. *Academy of Management Review*, 38(4), 575-596.
9. Caven, V. (2006). Career building: Women and non-standard employment in architecture. *Construction Management and Economics*, 24(5), 457-464.
10. Cochran, W. G. (1963). *Sampling techniques, second edition*. John Wiley and Sons, Inc.
11. Dawis, R. V. (2005). The Minnesota theory of work adjustment. In S. D. Brown & R. W. Lent (Eds.), *Career development and counseling: Putting theory and research to work* (pp. 3-23). John Wiley & Sons, Inc.
12. First Central Credit Bureau. (2021). In one year, banks laid off 8,584 employees. First Central Credit Bureau. <https://firstcentralcreditbureau.com/in-one-year-banks-laid-off-8584-employees/>
13. Graham, H. T. & Bennett, R. (2015). *Human resources management, 8th edition*, Longman Group.
14. Hamilton, D. I. (2006). Contract staff management system in the construction industry in Nigeria. *Pakistan Economic and Social Review*, 44(1), 1-18.
15. ILO. (2016). *Non-standard employment around the world: Understanding challenges, shaping prospects*. ILO, Geneva.
16. ILO. (2018). *Unemployment and decent work deficits to remain high in 2018*. ILO. <https://www.ilo.org/global/about-the-ilo/newsroom/news>
17. International Labour Organisation. (2016). *Non-standard employment around the world: Understanding challenges, shaping prospects*. International Labour Office.
18. Israel, G. D. (1992). *Determining sample size*. University of Florida Cooperative Extension Service.
19. Jex, S. M. (2002). *Organisational psychology: A scientist-practitioner approach*. John Wiley & Sons, Inc.
20. Lab, I. & Wooden, M. (2020). Trend in the prevalence of non-standard employment in Australia. *Journal of Industrial Relations*, 62(1), 3-32.
21. Lees, S. & Eyraud, F. (2008). Globalisation, institutional reforms, and workers: Changes and outcomes. In Sangheon Lee & Francois Eyraud (Eds.), *Globalisation, flexibilization, and working conditions in Asia and the Pacific* (pp. 3-46). International Labour Office.

22. Leung, S. A. (2008). The big five career theories. In James A. Athanasou & Raoul Van Esbroeck (Eds.), *International handbook of career guidance* (pp. 115-132). Springer.
23. Lieberman, C. & Williams, F. (2003). Effects of candidate characteristics on management promotion decisions: An experimental study. *Personnel Psychology*, 36(2), 241–259.
24. Moore, P., Dannreuther, C., & Mollmann, C. (2015). The future and praxis of decent work. *Global Labour Journal*, 6(2), 127-137.
25. Mulokozi, C. (2006). Employment contract and work outcomes: A comparative study of in-house and outsourced employees [Unpublished doctoral thesis]. London School of Economics and Political Science, London.
26. Okoye, P. U. & Aderibigbe, Y. W. (2014). Comparative assessment of safety climate of casual and permanent construction workers in South-East Nigeria. *International Journal of Health and Psychology Research*, 2(1), 54-66.
27. Okurame, D. E. & Balogun, S. K. (2005). Role of informal mentoring in the career success of first-line bank managers: A Nigerian case study. *Career Development International*, 10(6/7), 512–521.
28. Olalere, T. O. & Adenugba, A. A. (2013). Human capital development in First Bank of Nigeria Plc. *Mediterranean Journal of Social Sciences*, 4(2), 783-801.
29. Pedulla, D. S. (2013). The hidden costs of contingency: Employers' use of contingent workers and standard employees' outcomes. *Social Forces*, 92(2), 691-722.
30. Rasmussen, S., Natti, J., Larsen, T. P., Ilsoe, A., & Garde, A. H. (2019). Nonstandard employment in the Nordics – Towards precarious work. *Nordic Journal of Working Life Studies*, 9(S6), 7-32.
31. Riggio, R. E. (2003). *Introduction to industrial/organisational psychology, fourth edition*. Pearson Education, Inc.
32. Siahaan, E. (2017). Investigating the source of employees' intention to leave: A case on outsourced employees. *Advances in Economics, Business and Management Research*, 46(1), 431-436.
33. Stone, K. (2012). *The decline in the standard employment contract: Evidence from ten advanced industrial countries*. IRLE, UCLA.
34. Uche, C. (2010). Indigenous banks in colonial Nigeria. *The International Journal of African Historical Studies*, 43(3), 467-487.