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The Influence of Income Stability on the Performance of Deposit Money Banks in Nigeria

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Abstract

The primary objective was to evaluate the effect of income stability on job performance in selected deposit money banks in Nigeria. Descriptive survey research design was used as methodology, targeting senior and management staff, as well as casual and permanent employees, across selected top-tier DMBs in Lagos State, Nigeria. as units of analysis. From a population of 5,781 staff, a sample size of 374 was determined using Taro Yamane's formula, and 362 valid copies of questionnaires were returned, yielding a high response rate of 96.79%. Data analysis utilized descriptive statistics and inferential statistics via Software Package for Social Sciences (SPSS) version 22. Results revealed significant positive effects, Income Stability presented a strong positive correlation ($r=0.730$, $p<0.001$), accounting for 53.3% of the variance ($R2=0.533$). The study concluded that, despite concerns about casualization, strategically income stability critically enhances deposit money banks (DMB) job performance in Nigeria.

Keywords: Workforce Casualization, Income Stability, Job Performance, Deposit Money Banks (DMBs), Nigeria.

Introduction

Work job performance, a critical determinant of organisational productivity, efficiency, and service delivery, is heavily influenced by employment conditions. The nature of an employee's engagement, whether permanent or casual, can shape their level of commitment, job satisfaction, and willingness to contribute to organisational goals (Mokoditoa & Ndlovu, 2022). Casual workers often face uncertain work hours, limited access to professional development opportunities, and exclusion from social benefits, which can negatively affect morale and reduce overall job performance output (Emuze & Adogbo, 2023). Conversely, proponents of casualisation argue that such arrangements provide operational efficiency, lower absenteeism, and a more adaptable workforce for fluctuating market demands (Otobo, 2020). This duality underscores the need to investigate the specific impact of casual employment on employee job performance, particularly in environments with weak labour regulations and enforcement.

Workforce casualization, which refers to the practice of hiring employees on a temporary or contract basis rather than as permanent full-time workers, has become a common trend in the Nigerian banking industry, particularly among money deposit banks (Lateef & Richard, 2019). This trend has been driven by a range of factors, including the need to cut costs, increase flexibility, and respond to changing market conditions. However, the impact of workforce casualization on the job performance of Money Deposit Banks (MDBs) in Nigeria is a subject of on-going debate and research. One of the key arguments in favour of workforce casualization is that it allows MDBs to respond more quickly to changing market conditions and customer needs. By hiring temporary or contract workers, MDBs can ramp up or down their workforce as needed, without the long-term commitment of permanent employees (Bukola, 2019).

This flexibility can be particularly valuable in a rapidly changing industry like banking, where technological innovation and shifting customer preferences can create new challenges and opportunities. Another advantage of workforce casualization is that it can help MDBs to reduce their Labour costs (Bukola, 2019). According Owolabi and Owolabi (2019) temporary and contract workers are often paid at a lower rate than permanent employees, and they may not be entitled to the same benefits or job security. This can be particularly appealing to MDBs in a highly competitive market where profit margins are thin and cost control is essential. However, there are also several potential drawbacks to workforce casualization in the Nigerian banking industry. In the same vein one of the main concerns is that it can lead to a lack of job security and stability for employees, which can negatively impact their motivation and productivity. Temporary and contract workers may also feel less invested in the success of the bank, and may be less likely to go the extra mile to meet customer needs or innovate new products and services. Another potential drawback of workforce casualization is that it can create a two-tiered workforce, with permanent employees on one hand and temporary or contract workers on the other. This can lead

to resentment and conflict between the two groups, and can undermine the cohesion and teamwork that are essential for a successful and productive workforce (Owolabi & Owolabi, 2019). In terms of the job performance of MDBs in Nigeria, the impact of workforce casualization is mixed.

The increasing prevalence of casualisation in Nigeria, especially among university graduates and skilled professionals, raises another crucial issue, labour devaluation. The oversupply of labour, coupled with employers' preference for cheap, disposable labour, contributes to the normalisation of precarious employment contracts that undermine merit-based performance systems (Igbinomwanhia & Iyayi, 2023). This condition distorts organisational productivity by substituting long-term capacity development with short-term labour solutions. Furthermore, the ambiguous career progression paths and unstable job descriptions associated with casual work create an environment where performance metrics are neither clear nor enforceable, potentially reducing accountability and output quality. It is important to investigate whether such an employment model can sustainably support high performance or if it only offers temporary cost savings at the expense of organisational development. A study addressing these questions will offer new perspectives into the long-term organisational consequences of casualisation practices.

Objectives of the Study

The specific objective of the study is to:

i. analyse the effect of income stability on job performance in selected deposit money banks of Nigeria.

Hypotheses to the Study

The following hypothesis have been postulated for this present study which are stated in the "null" denoted by H_0, indicating that no relationships exist between the variables expected to study.

H_{01}. Income stability has no significant effect on job performance in selected deposit money banks of Nigeria.

LITERATURE REVIEW

Concept of Workforce Casualization

Work casualization, also referred to as employment casualization or precarious employment, is a phenomenon that encapsulates the shift from permanent, full-time employment to short-term, temporary, part-time, or contract-based work arrangements. This transformation in the labour market has become increasingly evident across various sectors due to the dynamics of globalisation, neoliberal economic reforms, and the rise of flexible work arrangements facilitated by technological advancements (Alli & Ganiyu, 2021). At its core, casualization reflects the growing preference of employers for non-standard employment as a strategy to reduce labour costs, bypass stringent labour regulations, and increase adaptability in highly

competitive and volatile economic environments (International Labour Organization [ILO], 2023). This employment shift significantly alters the traditional employer-employee relationship, weakening job security, social protection, and collective bargaining power, especially in developing economies like Nigeria and South Africa (Akinwale, 2022; Gbenga, 2020; Ajemunigbohun, Alli, Ganiyu, & Offa, 2018; Ajemunigbohun, Alli, & Ganiyu, 2019; Alli, Aina, & Ganiyu, 2021).

The proliferation of casual work has profound implications for organisational job performance and employee wellbeing. From a managerial standpoint, casualisation can reduce overhead costs and foster workforce agility, particularly in industries marked by seasonal demand or fluctuating production schedules (Wood *et al*., 2019). However, from the employees' perspective, this form of employment undermines job satisfaction, commitment, and productivity, as workers tend to feel expendable, underpaid, and unrecognised. Research by Chinedum and Nwagwu (2023) in Nigeria's telecommunications sector revealed that casual workers experienced significant psychological distress due to job insecurity and lack of career prospects. This sense of disposability has been linked to high turnover rates, low morale, and weakened organisational loyalty. Furthermore, casual workers often lack access to training and professional development opportunities, leading to skill stagnation and reduced long-term employability (Fapohunda, 2021).

In the broader socio-economic context, the rise of casual employment exacerbates income inequality, deepens poverty, and weakens the tax base due to underreporting and informalisation. Casualisation disproportionately affects workers in developing economies, where weak enforcement of labour laws and high unemployment rates encourage exploitative practices (ILO, 2023). In Nigeria, for example, reports suggest that up to 60% of employees in the private sector operate under casual or contract-based arrangements without adequate legal protection (Onoja, 2022). This situation undermines the decent work agenda and Sustainable Development Goals (SDGs), particularly Goal 8, which promotes inclusive and sustainable economic growth, employment, and decent work for all (United Nations, 2022). The persistence of casual work further poses a challenge to labour unions, as the fragmented nature of employment reduces union density and collective bargaining strength (Okonkwo & Ilesanmi, 2023). Consequently, casualisation not only destabilises the labour market but also weakens social cohesion and economic resilience (Ajemunigbohun, Oreshile, & Alli, 2018).

The challenges of workforce casualization can have a significant impact on the job performance of deposit money banks in Nigeria. Workforce casualization refers to the practice of employing workers on a temporary or casual basis, often without the same benefits and job security as permanent employees. This trend has become increasingly prevalent in many industries, including the banking sector, due to various factors such as cost reduction and flexibility. One of the main challenges of workforce casualization is the potential negative impact on employee morale and motivation. Casual workers may feel undervalued and less committed to their work, leading to decreased productivity and efficiency. Without a sense of job security or opportunities for career advancement, these workers may be less motivated to

perform at their best (Akpan, 2017). This can ultimately affect the overall job performance of deposit money banks, as customer service quality and operational efficiency may suffer. Another challenge is the lack of specialized skills and knowledge among casual workers. In the banking sector, there are various roles that require specific expertise and experience, such as financial analysis, risk management, and customer relationship management (Yusuf, Ajemunigbohun, & Alli, 2017; Noah, Jubril, & Bello, 2024; Gbenga, 2024). By relying heavily on casual workers who may not possess these specialized skills, deposit money banks may face difficulties in delivering high-quality services to their customers. This can result in lower customer satisfaction levels and potentially lead to a loss of business (Abdullahi, Layi & Mazuma, 2022).

Income Stability

Income stability refers to the consistency and predictability of an individual's or organization's income over a period of time. It is a crucial factor in determining financial well-being and plays a significant role in influencing job performance, whether at an individual or organizational level. For individuals, income stability can have a profound impact on their job performance in various aspects of life. When individuals have stable income, they experience reduced financial stress, which can positively influence their mental well-being and overall productivity. Research has shown that individuals with stable incomes are more likely to focus on their work, leading to higher job satisfaction and better job performance. Moreover, stable income provides a sense of security, enabling individuals to make long-term plans and investments in their personal and professional development (Bukola ,2017).

In the context of organizations, income stability is closely linked to job performance at both macro and micro levels. At the macro level, industries or sectors with greater income stability among consumers tend to experience more consistent demand for goods and services. This stability allows businesses to plan for the future with greater confidence, leading to improved investment decisions and overall economic job performance. At the micro level, income stability directly impacts an organization's ability to retain talent and maintain employee morale. When organizations provide stable incomes through fair compensation practices and job security, employees are more likely to be motivated and committed to achieving organizational goals. This, in turn, contributes to enhanced productivity, innovation, and overall job performance within the organization. Several factors contribute to income stability, including economic conditions, employment policies, market demand for goods and services, as well as individual financial management practices. Economic policies that promote job creation and income equality can contribute to greater income stability at the societal level. Additionally, social safety nets such as unemployment benefits and welfare programs can help mitigate the impact of income fluctuations on individuals and families. Measuring income stability involves analysing various indicators such as income volatility, savings rates, debt levels, and employment trends. Researchers often use statistical methods to assess the degree of income stability within a population or across different demographic groups. By

understanding these measures, policymakers and organizations can develop strategies to enhance income stability and its positive impact on job performance.

Concept of Job performance

Job performance remains a central concept in organizational and management research, representing the degree to which an employee successfully fulfils the duties and responsibilities outlined in their job description. It is a multidimensional construct, encompassing both the behaviours and outcomes that are aligned with organizational goals (Campbell & Wiernik, 2015). Traditionally, job performance has been evaluated through task performance, the execution of technical activities, and contextual performance, which includes behaviours that contribute to the organizational environment such as cooperation, persistence, and enthusiasm (Borman & Motowidlo, 1993). In the current era of rapid organizational change, performance expectations have evolved to include adaptability, innovation, and emotional labour, underscoring the need for dynamic performance indicators that reflect complex job demands (Koopmans *et al*., 2014).

The determinants of job performance are manifold, including individual characteristics such as personality, cognitive ability, emotional intelligence, and motivation. According to Judge *et al*. (2013), traits like conscientiousness and self-efficacy significantly predict high levels of task performance. Cognitive ability, often measured as general mental ability (GMA), is consistently found to be a strong predictor of job performance across a wide range of occupational categories (Schmidt, Oh, & Shaffer, 2016). Furthermore, emotional intelligence contributes to contextual performance by enhancing interpersonal relations, conflict resolution, and leadership behaviours (O'Boyle *et al*., 2011). These factors demonstrate the complex interplay of cognitive, emotional, and motivational processes in shaping employee outputs and organizational success.

Organizational variables also play a significant role in influencing job performance. These include leadership style, work environment, job design, and organizational culture. Transformational leadership, for example, positively affects job performance by fostering employee engagement, commitment, and intrinsic motivation (Wang *et al*., 2011). The job characteristics model posits that dimensions such as task identity, task significance, autonomy, and feedback directly influence performance by enhancing psychological states of meaningfulness, responsibility, and knowledge of results (Hackman & Oldham, 1980). Moreover, organizational support and reward systems are critical; employees who perceive fairness in performance evaluation and reward allocation are more likely to demonstrate high commitment and consistent performance (Colquitt *et al*., 2013).

Theoretical Review

The Theory of Workforce Casualization and Its Relevance to Workforce Casualization and Job Performance in Deposit Money Banks in Nigeria

The Theory of Workforce Casualization, as articulated by Polivka and Nardone (1989), offers a pertinent theoretical lens through which to examine the complex relationship between casual

employment practices and job performance, particularly in the context of the Nigerian banking sector. This theory foregrounds the systemic shift in labor market structures, where organizations increasingly rely on flexible, non-permanent labor arrangements to meet the demands of a rapidly changing and competitive economic environment. It postulates that workforce casualization arises from economic liberalization, technological transformation, and a drive for operational flexibility, resulting in the prevalence of temporary, contract-based, and part-time employment. Within this framework, casualization is not merely a strategic organizational choice but a structural response to broader global and national economic pressures.

Applied to the context of deposit money banks in Nigeria, the theory becomes highly relevant. These institutions operate in a deregulated and highly competitive financial environment, where cost minimization and agile staffing have become critical to profitability. Consequently, there has been a marked increase in the employment of casual or contract staff, often at the expense of job security and long-term career development. The first objective of this study, to ascertain the effect of job security on job performance in selected deposit money banks in Nigeria, directly relates to one of the central tenets of the theory: that the erosion of job security is a by-product of casualization. According to the theory, reduced job security can undermine workers' commitment, organizational citizenship behaviors, and long-term productivity, especially in sectors like banking that traditionally demand high levels of trust, accuracy, and accountability.

Secondly, the theory provides a framework for analyzing the effect of casual staff working hours on job performance. Casualization often leads to unpredictable and non-standard working hours, which can affect employee concentration, fatigue levels, and morale. Under Polivka and Nardone's framework, these flexible schedules are a double-edged sword, while they offer institutions operational adaptability, they often disrupt work-life balance and reduce employee engagement. In the banking sector, where extended working hours and customer-facing roles are common, irregular work schedules may diminish performance quality, particularly among casual staff who lack formal recognition or job permanence.

The theory also informs the third objective of the study, to examine the effect of job satisfaction on job performance. The Theory of Workforce Casualization suggests that precarious employment relationships typically diminish intrinsic and extrinsic motivators that underpin job satisfaction. Casual workers are often excluded from training programs, decision-making processes, and career development pathways. These exclusions affect their sense of belonging and satisfaction, which in turn impacts their commitment to organizational goals. In a sector as structured and protocol-driven as banking, dissatisfaction can lead to errors, customer service breakdowns, and even ethical lapses.

In relation to the effect of wages and benefits on job performance, the fourth objective, the theory posits that casualization typically entails lower remuneration, fewer benefits, and limited access to organizational welfare programs. These disparities can demotivate workers and reduce performance, especially when casual staff perceive inequity relative to their

permanent counterparts. Polivka and Nardone (1989) emphasize that organizations benefit from cost-efficiency in the short term, but this may be counterbalanced by reduced employee effort and performance outcomes in the long run. Within Nigerian deposit money banks, where frontline workers are crucial to customer satisfaction and operational stability, suboptimal compensation for casual workers can result in low morale, absenteeism, and higher turnover rates, all of which impair job performance.

Lastly, the theory underpins the fifth objective, to analyze the effect of income stability on job performance. One of the principal critiques of workforce casualization is the instability of income associated with non-permanent roles. Irregular earnings, lack of access to credit, and financial insecurity can distract workers and increase their psychological stress, which negatively affects productivity and interpersonal behavior in the workplace. In the banking context, where attention to detail, customer interaction, and regulatory compliance are critical, unstable incomes may increase the risk of underperformance or even unethical conduct among casual staff trying to supplement their income through unofficial means.

While the Theory of Workforce Casualization provides a robust explanatory framework for the casualization-job performance nexus, it is important to acknowledge its limitations. As critics have noted, the theory tends to universalize labor market patterns without accounting for sectoral, cultural, and institutional differences. In Nigeria, the casualization trend intersects with structural unemployment, weak labor protections, and informal employment practices that are not fully captured by the theory's original Western-centric formulation. Thus, while the theory offers valuable insights, it must be contextualized within the peculiar socio-economic and regulatory realities of the Nigerian labor market. Polivka and Nardone's Theory of Workforce Casualization offers a foundational framework for understanding how casual employment practices affect job performance in Nigeria's deposit money banks. It supports the investigation of the five stated objectives by highlighting the mechanisms through which job insecurity, irregular working hours, diminished job satisfaction, inadequate wages, and income instability collectively shape employee behavior and institutional effectiveness. This theoretical grounding enables a nuanced exploration of the broader consequences of casualization for workforce stability, operational efficiency, and organizational sustainability in the Nigerian banking industry.

Empirical Review

Amadi and Hassan (2024) investigated the effect of earnings stability on shareholder value in Nigerian listed companies. The study used financial data from 50 firms listed on the Nigerian Exchange over 10 years, the study used time-series regression and GARCH models to assess income volatility and firm value. Firms with stable earnings experienced higher investor confidence, lower capital costs, and better market valuation. Earnings stability is a crucial determinant of firm value and investor perception. The study engaged that corporate managers should implement robust financial planning and adopt conservative accounting practices to enhance earnings stability.

Johnson and Nwachukwu (2023) studied Income Predictability and Employee Job performance in Manufacturing Firms in Lagos State. The study employed a cross-sectional survey design with 300 manufacturing employees. Data were analysed using Pearson correlation and regression analysis. Findings: A significant positive relationship was found between predictable salary payments and employee motivation, commitment, and productivity. The study concluded that stable and predictable income enhances employee morale, which translates into better organizational job performance. It was recommended that organizations should prioritize timely salary payments and introduce job performance-linked income guarantees to sustain workforce efficiency.

Nnaji and Okafor (2023) studied Microfinance Income Support and Business Sustainability of Women Entrepreneurs in Enugu State. Methodology: This study adopted a quasi-experimental design with a treatment and control group of 120 women entrepreneurs. Analysis was conducted using difference-in-differences (DiD) estimation. Findings: Women who received microfinance-backed regular income support exhibited significantly better business job performance and sustainability compared to those without support. Conclusion: Microfinance institutions play a critical role in stabilizing income, especially among vulnerable business groups. Recommendation: Expansion of microfinance schemes with a focus on regular disbursements can enhance the economic resilience of small business owners.

Mohammed and Danjuma (2023) investigated a research work titled impact of income volatility on job performance of agribusinesses in Northern Nigeria. The methodology of this research utilized a mixed-method approach involving 250 agribusiness firms. Quantitative data were analysed using structural equation modelling, while qualitative insights were gathered through key informant interviews. Income volatility caused by seasonal market prices and weather conditions led to erratic business job performance. Agribusinesses with access to price hedging mechanisms recorded more stable job performances. Income instability poses a major risk to the sustainability of agribusinesses, especially those lacking financial buffers or insurance mechanisms. Policymakers should support rural financial inclusion, provide subsidized insurance schemes, and strengthen market stabilization policies.

Eze and Okoye (2022) title: income stability and financial job performance of SMEs in South-East, Nigeria. The study employed a survey research design using structured questionnaires administered to 400 SME operators in three South-Eastern states. Data were analysed using multiple regression analysis. The study revealed that consistent income flows positively affect profitability and operational efficiency in SMEs. Firms with more stable incomes were better able to forecast, plan, and reinvest. The study concluded that Income stability significantly enhances the financial job performance of SMEs by reducing financial uncertainty and facilitating long-term investment planning. The authors suggested that SMEs should diversify their income sources and adopt sound financial management practices to improve income consistency.

Yusuf and Bello (2022) evaluated Income Consistency and Job performance of Public Sector Workers in Kwara State. The study used qualitative interviews with 50 public servants and

quantitative data from salary records over five years, analysed using thematic content analysis and t-tests. Delays and inconsistencies in salary payment were associated with poor job performance, absenteeism, and low morale. Reliable income is vital to maintaining high job performance among public sector employees. The government should prioritize regular salary disbursements and implement automatic payroll systems to ensure stability.

Olayemi and Ojo (2021) examined the diversification and the job performance of rural households in Southwestern Nigeria. The methodology engaged the use of panel data from 2016 to 2020 collected from 600 households, the study used fixed-effects regression models to assess the impact of income sources on household welfare and productivity. Households with diversified and stable income sources performed better in terms of food security, educational investments, and asset accumulation. Income stability derived from multiple revenue streams supports consistent household-level economic job performance. The study recommended that rural households be empowered through skill acquisition programs and access to non-farm employment to diversify income.

Conceptual Framework

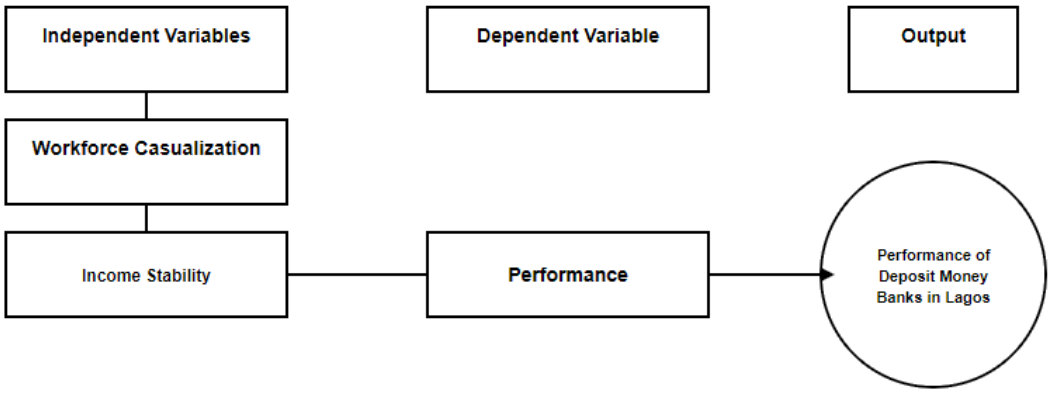


Fig. 1: Conceptual Framework **Source: Author's design 2023**

Methodology

The study was conducted in South-West, Nigeria because the zone is among those that had the biggest and highest numbers of banks. Owing to its commercial set up, Lagos state, which had the most numbers of commercial banks headquarters specifically was the area of focus.

This research adopted a survey research method to obtain the necessary data needed for the research work. Given the nature of this study to be quantitative and descriptive survey research, two constructs were operationalized for the purpose of measurability. The population for this study consists of senior and management staff members employed in deposit money banks within Lagos State, Nigeria. To determine the sample size for this study since the total population of the respondents is more than 30, Taro Yamane (1967) formula was used to determine the sample size.

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

$n = \frac{5781}{1+5781(0.05)^2}$ $n = \frac{5781}{1+5781(0.0025)}$ $n = \frac{5781}{1+14.4525}$ $n = \frac{5781}{15.4525}$ $n = 374$

Thus, the total of three hundred and seventy-four (374) respondents was sampled in this study. The method of data collection was through questionnaire as the main source of data collection instrument. The questionnaire was designed and structured in a manner that it captured all the variables under study. Data for this research was acquired through both primary and secondary sources. Primary data, which constitutes original information generated specifically for this study, was collected using a structured questionnaire. Initially, descriptive statistics were used to summarize and characterize the data. Subsequently, more complex analytical techniques were applied. For the objective Linear regression was used to further investigate and quantify variable relationships.

Model Specification

The model for study was:

Hypothesis Model

$PDMBi = \alpha + \beta_5 IS_i + u_i$ ……. (**v**)

Where:

- $PDMB$ = Job performance of Deposit Money Banks
- IS = Income Stability
- α = Constant term
- β_5 = Coefficient for Income Stability
- u_i= Error term

RESULTS AND DISCUSSION

Table 1 Demographic Characteristics of Respondents (N = 362)

S/N	Variable	Response Option	Frequency	Percentage (%)
1	**Age**	Under 25	42	11.60
		25–34	116	32.04
		35–44	104	28.73
		45–54	68	18.78
		55 and above	32	8.84
2	**Gender**	Male	198	54.70
		Female	156	43.09
		Prefer not to say	8	2.21

S/N	Variable	Response Option	Frequency	Percentage (%)
3	**Highest Level of Education**	O'Level	18	4.97
		National Diploma/NCE	72	19.89
		HND/Bachelor's Degree	180	49.72
		M.B.A/Master's Degree	78	21.55
		Doctorate Degree	14	3.87
4	**Employment Status**	Full-time employee	272	75.14
		Part-time employee	42	11.60
		Casual/Contract employee	28	7.73
		Intern/IT Student	20	5.52
5	**Position/Role**	Teller	74	20.44
		Customer Service Representative	92	25.41
		Branch Manager	44	12.15
		Loan Officer	68	18.78
		Other (please specify)	84	23.20
6	**Length of Employment**	Less than 1 year	36	9.94
		1–2 years	74	20.44
		3–5 years	108	29.83
		6–10 years	82	22.65
		More than 10 years	62	17.13
7	**Department**	Operations	116	32.04
		Sales	98	27.07
		Human Resources	36	9.94
		Finance	54	14.92
		Other (please specify)	58	16.02
8	**Marital Status**	Single	122	33.70
		Married	198	54.70
		Divorced	14	3.87
		Widowed	10	2.76
		Prefer not to say	18	4.97
9	**Number of Dependents**	None	64	17.68
		1	78	21.55
		2–3	134	37.02
		4–5	58	16.02
		More than 5	28	7.73

S/N	Variable	Response Option	Frequency	Percentage (%)
10	**Monthly Income Range**	Less than ₦50,000	36	9.94
		₦50,000–₦99,999	74	20.44
		₦100,000–₦149,999	106	29.28
		₦150,000–₦199,999	92	25.41
		₦200,000 and above	54	14.92

Source: Researcher's Field Survey (2025).

The demographic distribution of the study sample, as presented in Table 2, reflects a diverse and representative cross-section of employees within the Nigerian banking sector. Out of the 362 valid responses analyzed, the age distribution shows that the majority of respondents fall within the youthful to mid-career brackets. Specifically, respondents aged 25–34 years accounted for 32.04% of the sample, followed closely by those aged 35–44 (28.73%). This suggests that the banking workforce is largely composed of individuals in their prime working years, a pattern consistent with trends in developing economies where the financial services sector attracts early- and mid-career professionals due to its relatively structured employment systems.

In terms of gender composition, males constituted 54.70% of the respondents, while females represented 43.09%, with a small fraction (2.21%) opting not to disclose their gender. Although the gender split shows a slight male dominance, the relatively high proportion of female respondents points toward narrowing gender gaps in formal sector employment, particularly in urban financial institutions.

The educational background of respondents reveals that nearly half (49.72%) possess HND or bachelor's degrees, with an additional 21.55% holding master's degrees. Only a small percentage (3.87%) reported having doctorate qualifications. These findings reinforce the notion that the banking sector is academically competitive, with a strong emphasis on tertiary education credentials. It also suggests that the sector values specialized managerial and professional training, a trend noted in prior studies linking academic attainment to career advancement in finance.

Regarding employment status, the overwhelming majority (75.14%) are full-time employees. This supports the interpretation that formalized, stable employment remains the dominant mode of engagement in Nigerian banks. Part-time, contract, and intern roles collectively account for less than 25%, indicating limited outsourcing or casualization within this workforce sample.

The roles occupied by respondents show a wide distribution, with customer service representatives (25.41%) and tellers (20.44%) being the most common. Interestingly, 23.20% selected "other," suggesting a variety of specialized or non-standard roles not explicitly listed. The spread of managerial and loan officer roles (12.15% and 18.78%, respectively) also

reflects a healthy distribution of hierarchical diversity, which is important for analyzing organizational structure and job performance outcomes.

With respect to tenure, a significant portion (29.83%) has worked 3–5 years in their current banks, while another 22.65% have 6–10 years of experience. This middle-tenure dominance suggests institutional stability and may correlate positively with organizational knowledge retention and job performance. Meanwhile, only 9.94% are relatively new hires (<1 year), which may indicate moderate employee turnover or selective hiring practices.

Departmentally, most respondents reported working in operations (32.04%) and sales (27.07%), consistent with the core functional areas of retail banking. However, a combined 30.89% were distributed across HR, finance, and other units, highlighting the administrative and support layers underpinning service delivery. The breadth of departments captured here provides a useful lens for analyzing how internal functional variation might influence adoption of digital or administrative innovations.

In terms of marital status, over half of respondents (54.70%) were married, while one-third were single (33.70%). The remainder included those divorced, widowed, or preferring not to say. Marital status can be a proxy for social stability and financial obligations, both of which may influence work-life balance, motivation, and income expectations.

When analyzing the number of dependents, the largest segment (37.02%) supported 2–3 dependents, followed by 21.55% supporting one dependent. Only 7.73% supported more than five dependents. These figures imply that a majority of the workforce carries moderate familial responsibilities, which is significant for analyzing financial behavior, job satisfaction, and potential policy design around employee welfare.

Finally, monthly income distribution reveals that most respondents earn between ₦100,000 and ₦199,999 (combined 54.69%), while only 14.92% reported earning ₦200,000 or more. This pattern suggests that while banking jobs offer relatively stable incomes, high earnings are concentrated among a smaller fraction, likely in managerial or specialized roles. The lower-income brackets (₦50,000–₦99,999 and below) still account for over 30%, implying the presence of entry-level or clerical staff within the sample.

Taken together, the demographic profile of the sample points to a predominantly educated, professionally engaged, moderately experienced workforce with a diverse role distribution and moderate earning capacity.

Table 2 Income Stability Construct: Frequency and Percentage Distribution (N=362)

SN	Statement	SD (1)	D (2)	U (3)	A (4)	SA (5)
1	I feel that my income is reliable and stable.	11 (3.0%)	23 (6.4%)	46 (12.7%)	163 (45.0%)	119 (32.9%)
2	The bank provides adequate support for managing financial risks.	19 (5.2%)	36 (9.9%)	60 (16.6%)	150 (41.4%)	97 (26.8%)
3	I have access to resources for financial planning and support.	18 (5.0%)	32 (8.8%)	57 (15.7%)	158 (43.6%)	97 (26.8%)
4	My income stability is not significantly affected by external economic factors.	22 (6.1%)	40 (11.0%)	66 (18.2%)	140 (38.7%)	94 (26.0%)

5	The bank has effective policies in place to ensure income security for its employees.	13 (3.6%)	27 (7.5%)	55 (15.2%)	162 (44.8%)	105 (29.0%)
6	I am confident that my income level will remain stable in the foreseeable future.	15 (4.1%)	30 (8.3%)	52 (14.4%)	160 (44.2%)	105 (29.0%)
7	The bank provides sufficient support during periods of economic uncertainty.	20 (5.5%)	39 (10.8%)	60 (16.6%)	150 (41.4%)	93 (25.7%)
8	My income security has improved due to recent changes in bank policies.	17 (4.7%)	33 (9.1%)	58 (16.0%)	157 (43.4%)	97 (26.8%)
9	The bank offers financial counseling services to employees.	24 (6.6%)	44 (12.2%)	65 (18.0%)	139 (38.4%)	90 (24.9%)
10	My income is predictable and not subject to sudden fluctuations.	14 (3.9%)	29 (8.0%)	51 (14.1%)	158 (43.6%)	110 (30.4%)
11	The bank provides loans or advances to employees in need.	12 (3.3%)	26 (7.2%)	47 (13.0%)	162 (44.8%)	115 (31.8%)
12	I am confident that my income will grow over time.	10 (2.8%)	21 (5.8%)	42 (11.6%)	167 (46.1%)	122 (33.7%)
13	The bank has measures to protect employees' income during crises (e.g., pandemics).	19 (5.2%)	36 (9.9%)	55 (15.2%)	152 (42.0%)	100 (27.6%)
14	My income is sufficient to meet my long-term financial goals.	17 (4.7%)	34 (9.4%)	54 (14.9%)	150 (41.4%)	107 (29.6%)
15	The bank offers profit-sharing or stock options to employees.	28 (7.7%)	49 (13.5%)	62 (17.1%)	133 (36.7%)	90 (24.9%)
16	I am not worried about sudden income loss due to job termination.	22 (6.1%)	37 (10.2%)	55 (15.2%)	147 (40.6%)	101 (27.9%)
17	The bank provides clear communication about income-related policies.	11 (3.0%)	25 (6.9%)	49 (13.5%)	161 (44.5%)	116 (32.0%)
18	My income is protected against inflation or currency fluctuations.	26 (7.2%)	43 (11.9%)	60 (16.6%)	145 (40.1%)	88 (24.3%)
19	The bank offers financial incentives for long-term employment.	19 (5.2%)	34 (9.4%)	58 (16.0%)	153 (42.3%)	98 (27.1%)
20	I feel financially secure working for this bank.	10 (2.8%)	22 (6.1%)	38 (10.5%)	166 (45.9%)	126 (34.8%)

Source: Researcher's Field Survey, 2025.

The construct of income security provides a comprehensive lens through which to assess employees' financial confidence, stability, and future expectations regarding earnings within the banking sector. The analysis of the 20-item instrument administered to 362 respondents reflects a complex mixture of satisfaction, uncertainty, and concern. While most employees express moderate to strong confidence in the reliability and predictability of their income, the data also surfaces persistent structural and psychological vulnerabilities tied to inflation, crises, and future earning prospects. This suggests that while income flows are consistent, perceptions of long-term income security are neither uniform nor fully assured.

Beginning with the core of income reliability, a significant majority (77.9%) affirmed that their income is stable and dependable (Item 1), which is foundational for financial planning and well-being. Consistently, Item 10 reveals that 74% of respondents believe their income is

not subject to sudden fluctuations. These results confirm that the banking institutions under study have established dependable salary disbursement structures, contributing to the institutional trust necessary for workforce retention. However, this baseline confidence does not always translate into optimism about future income growth. Although 79.8% were confident that their income would grow over time (Item 12), the remaining 20% either disagreed or were uncertain, indicating a notable portion of the workforce harbor doubts about long-term financial progression.

When asked about access to financial planning resources and institutional support mechanisms (Items 2, 3, 7, 9), the data presents a less favorable profile. For example, only 68.2% agreed that the bank offers adequate support for managing financial risks (Item 2), and just 70.4% confirmed access to financial planning resources (Item 3). The existence of financial counseling services (Item 9) also drew lower affirmation, only 63.3% agreed or strongly agreed, while nearly 19% disagreed outright. These results suggest a gap between income provision and financial empowerment. Employees are receiving their salaries, but may not be sufficiently equipped with institutional tools to manage them strategically, especially during turbulent economic periods.

The perceived insulation of income from external shocks such as economic downturns or inflation also reveals a structural fault line. Only 64.7% of respondents agreed that their income stability is unaffected by macroeconomic conditions (Item 4), while 67.7% felt their income was protected during crises like pandemics (Item 13). Even more telling, only 64.4% felt their earnings were protected against inflation and currency fluctuations (Item 18), with a significant 19.1% explicitly disagreeing. These results point to an underlying anxiety about the erosion of income value due to factors beyond the bank's control, particularly in a high-inflation environment like Nigeria’s, where salaries denominated in naira can rapidly lose real value.

On the policy communication front, the banks appear to fare well. In Item 17, 76.5% of respondents acknowledged the clarity of income-related policy communication, while 73.5% recognized the existence of policies designed to ensure income security (Item 5). Confidence in such institutional frameworks further extends to the perception that support would be available during economic uncertainty (Item 7) and that income security has improved in response to recent policy reforms (Item 8), with 70.2% and 70.2% respectively affirming these positions. This suggests that while not all mechanisms are viewed as effective, institutional intent and visibility are well acknowledged by staff.

When evaluating additional income supports, such as access to loans, allowances, and incentives, the responses indicate mild to moderate satisfaction. For instance, 76.6% agreed that loans or advances are provided in times of need (Item 11), and 69.4% confirmed the presence of financial incentives for long-term employment (Item 19). However, only 61.6% believed that the bank offers profit-sharing or stock options (Item 15), suggesting that equity-based or performance-tied wealth-building instruments are either rare or poorly understood by employees. Similarly, the belief that income is sufficient to meet long-term financial goals

(Item 14) was only affirmed by 71%, with nearly one-quarter of respondents disagreeing or remaining uncertain, another indication of a perceived gap between present salary adequacy and future financial security.

Finally, overall financial security sentiment was generally favorable. In Item 20, 80.7% of respondents reported feeling financially secure working for their bank. This headline finding masks the underlying variabilities highlighted in earlier items, suggesting that while day-to-day income flow is stable, the broader architecture for income resilience, protection, and strategic growth still leaves a meaningful segment of employees feeling exposed.

This construct analysis reveals that Nigerian deposit money banks have made substantial progress in delivering stable and timely income, supported by reasonably clear policies and limited emergency financial buffers. However, concerns persist around inflation protection, long-term income growth, and financial literacy tools.

Table 3 Job performance of Deposit Money Banks Construct: Frequency and Percentage Distribution (N=362)

SN	Statement	SD (1)	D (2)	U (3)	A (4)	SA (5)
1	The bank has demonstrated consistent job performance in the financial sector over the past year.	10 (2.8%)	22 (6.1%)	43 (11.9%)	163 (45.0%)	124 (34.3%)
2	Customer service quality at the bank has improved significantly.	13 (3.6%)	28 (7.7%)	47 (13.0%)	158 (43.6%)	116 (32.0%)
3	The bank manages its financial resources effectively and efficiently.	14 (3.9%)	25 (6.9%)	50 (13.8%)	164 (45.3%)	109 (30.1%)
4	The bank has implemented successful growth strategies.	11 (3.0%)	24 (6.6%)	55 (15.2%)	159 (43.9%)	113 (31.2%)
5	I am satisfied with the overall job performance and management of the bank.	12 (3.3%)	21 (5.8%)	44 (12.2%)	161 (44.5%)	124 (34.3%)
6	The bank maintains strong financial stability and solvency.	9 (2.5%)	20 (5.5%)	38 (10.5%)	166 (45.9%)	129 (35.6%)
7	The bank's job performance positively influences my job satisfaction.	10 (2.8%)	19 (5.2%)	40 (11.0%)	165 (45.6%)	128 (35.4%)
8	The bank regularly updates employees on its job performance and strategic goals.	15 (4.1%)	29 (8.0%)	58 (16.0%)	147 (40.6%)	113 (31.2%)
9	The bank has a high customer retention rate.	13 (3.6%)	26 (7.2%)	51 (14.1%)	159 (43.9%)	113 (31.2%)
10	The bank's profitability has increased over the past year.	16 (4.4%)	32 (8.8%)	49 (13.5%)	150 (41.4%)	115 (31.8%)
11	The bank has a strong reputation in the financial industry.	8 (2.2%)	19 (5.2%)	41 (11.3%)	162 (44.8%)	132 (36.5%)

SN	Statement	SD (1)	D (2)	U (3)	A (4)	SA (5)
12	The bank invests in technology to improve efficiency and service delivery.	6 (1.7%)	18 (5.0%)	34 (9.4%)	168 (46.4%)	136 (37.6%)
13	The bank complies with regulatory requirements and industry standards.	9 (2.5%)	20 (5.5%)	45 (12.4%)	164 (45.3%)	124 (34.3%)
14	The bank has a clear vision and strategy for future growth.	10 (2.8%)	21 (5.8%)	44 (12.2%)	163 (45.0%)	124 (34.3%)
15	The bank's employees are highly skilled and motivated.	11 (3.0%)	26 (7.2%)	49 (13.5%)	158 (43.6%)	118 (32.6%)
16	The bank has effective risk management practices in place.	13 (3.6%)	27 (7.5%)	55 (15.2%)	157 (43.4%)	110 (30.4%)
17	The bank's leadership team is competent and visionary.	9 (2.5%)	22 (6.1%)	46 (12.7%)	160 (44.2%)	125 (34.5%)
18	The bank contributes positively to the Nigerian economy.	14 (3.9%)	25 (6.9%)	48 (13.3%)	159 (43.9%)	116 (32.0%)
19	The bank has a strong digital presence and offers innovative banking solutions.	8 (2.2%)	17 (4.7%)	39 (10.8%)	168 (46.4%)	130 (35.9%)
20	I am confident in the bank's ability to compete in the financial market.	7 (1.9%)	18 (5.0%)	36 (9.9%)	165 (45.6%)	136 (37.6%)

Source: Researcher's Field Survey, 2025.

The analysis of the job performance construct provides insight into employees' evaluative perceptions of institutional effectiveness, operational excellence, customer-centric practices, and strategic foresight within Nigeria's deposit money banking sector. Responses across the 20 Likert-scaled statements reflect an overarching pattern of favorable appraisal, with consistently high agreement rates for key performance dimensions such as financial stability, customer service, growth, regulatory compliance, and digital innovation. However, beneath these dominant affirmations, there remains a moderate proportion of employees whose uncertainty or disagreement signals the existence of experiential disparities, information gaps, or performance blind spots that could undermine total institutional cohesion.

A central area of strength identified by respondents is the perception of financial soundness and strategic execution. A robust 79.3% agreed or strongly agreed that their banks had demonstrated consistent performance in the past year (Item 1), while 76.9% affirmed effective and efficient financial resource management (Item 3). Similarly, 75.1% acknowledged successful growth strategies (Item 4), and 81.5% agreed that their banks maintain strong solvency (Item 6). These high confidence levels in financial health and strategic direction suggest not only the presence of objective operational success but also the effective internal communication of such performance to employees, which is vital for fostering organizational trust and commitment.

Another important domain explored is customer service quality and stakeholder satisfaction. Respondents overwhelmingly perceived positive developments in service delivery, with 75.6% agreeing that customer service had significantly improved (Item 2), and 75.1% indicating satisfaction with overall bank performance and management (Item 5). Notably, 75.1% of respondents affirmed high customer retention (Item 9), further reinforcing perceptions of client-centric excellence. These figures suggest that the banks have been successful in embedding service-oriented cultures and may have benefited from recent investments in staff training, CRM systems, and complaint resolution mechanisms.

Importantly, employee sentiment also indicates that the banks' job performance positively affects internal morale and professional motivation. For example, 81% of respondents affirmed that their bank's performance has a favorable impact on their own job satisfaction (Item 7), which suggests a performance-morale linkage. This is consistent with the 80.9% of respondents who reported confidence in the bank's competitiveness in the financial market (Item 20), and the 79.5% who stated they are satisfied with leadership competence and vision (Item 17). These responses reflect a strong internal brand identity and alignment between institutional performance and employee morale.

On the strategic and technological fronts, the data highlights significant confidence in innovation, digital presence, and regulatory compliance. Specifically, 84% of respondents affirmed that their bank invests in technology to improve efficiency and service delivery (Item 12), while 80% recognized adherence to industry standards and regulatory requirements (Item 13). Furthermore, 82.3% noted the bank's clear vision for future growth (Item 14), and 82.3% agreed that their institution offers innovative digital solutions (Item 19). These findings indicate an internal consensus that Nigerian deposit money banks are not merely surviving but evolving , modernizing operations, adhering to governance benchmarks, and preparing for long-term digital competitiveness.

In the area of human capital and organizational culture, responses show that 76.2% of staff believe their colleagues are highly skilled and motivated (Item 15), and 73.8% affirmed the existence of effective risk management practices (Item 16). Additionally, 79.3% of employees stated that they are kept informed about the bank's strategic direction and performance goals (Item 8). This communicative transparency likely contributes to the reported alignment between individual job satisfaction and institutional performance. The belief that the bank contributes positively to the national economy (Item 18) was also widely shared (75.9%), reinforcing the notion that employees perceive their work as meaningful within a broader socioeconomic framework.

Nonetheless, minor yet notable pockets of disagreement and uncertainty remain. For instance, around 20% of respondents across several items expressed either neutrality or mild disagreement. This includes perceptions related to profitability (Item 10), employee motivation (Item 15), and risk management (Item 16). While not dominant, such ambivalence suggests uneven experiences or perceptions across departments, branches, or regions. It also

hints at potential internal segmentation, where access to institutional information, managerial quality, or operational transparency may vary.

The responses on job performance provide compelling evidence of high institutional effectiveness as perceived by employees. Banks in this study are generally viewed as financially stable, strategically competent, technologically progressive, and communicatively transparent.

Hypothesis: Income stability has no effect on job performance in selected deposit money banks of Nigeria.

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730[a]	.533	.532	2.48891

a. Predictors: (Constant), INCOME_STABILITY

Table 5 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2546.215	1	2546.215	411.033	.000[b]
	Residual	2230.083	360	6.195		
	Total	4776.298	361			

a. Dependent Variable: JOB PERFORMANCE_DMB

b. Predictors: (Constant), INCOME_STABILITY

Table 6 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.434	1.150		2.985	.003
	INCOME_STABILITY	.865	.043	.730	20.274	.000

a. Dependent Variable: JOB PERFORMANCE_DMB

A simple linear regression was conducted to assess the predictive relationship between Income_Stability and the Job performance_DMB. An analysis of variance (ANOVA) was used to determine the overall fit and significance of the model. The results confirmed that the regression model is highly significant, $F(1, 360) = 411.033$, $p < .001$. The magnitude of the F-statistic, which compares the variance explained by the model to the residual variance, strongly indicates that income stability possesses substantial predictive power. The significance value of $p < .001$ suggests that the observed relationship is extremely unlikely to have occurred by chance, providing a robust basis for rejecting the null hypothesis that income stability does not predict bank job performance.

The model summary further quantifies the strength of this predictive relationship. The coefficient of determination, R^2, is .533, signifying that 53.3% of the total variance in the job performance of Deposit Money Banks can be explained by the variance in income stability. This denotes a very large effect size and underscores the practical importance of income stability in this context. The adjusted R^2 value is .532, which suggests that the model is not only powerful but also efficient, with the single predictor explaining a vast portion of the outcome variance without overfitting. This conclusion is reinforced by the Pearson correlation coefficient (R = .730), which indicates a strong, positive, and linear association between income stability and bank job performance.

The coefficients table provides a more detailed look at the predictor's contribution. The unstandardized coefficient for Income_Stability is B = .865 ($p < .001$), indicating that for each additional unit of income stability, the job performance of Deposit Money Banks is predicted to increase by 0.865 points. This predictor was found to be statistically significant, with a t-statistic of 20.274. The constant had a p-value of .003, indicating it is statistically significant.

In conclusion, the analysis presents compelling evidence that income stability is a crucial and significant positive predictor of bank job performance. The model's high explanatory power, combined with the standard error of the estimate (2.48891), which reflects the average deviation of predictions from actual scores, solidifies its utility in understanding the determinants of job performance in this sector.

Discussion of Findings

The null hypothesis asserted that income stability has no impact on the job performance of deposit money banks in Nigeria. The regression analysis provided strong evidence to reject this null hypothesis, indicating a highly significant positive predictive relationship between income stability and the job performance of DMBs ($R^2 = 0.533$, $F(1,360) = 411.033$, $p < 0.001$). The Pearson correlation coefficient (R = 0.730) demonstrated a strong positive linear association, implying that the consistency and predictability of employees' income are significantly linked to superior bank job performance. The unstandardized coefficient (B = 0.865) showed that for each unit increase in income stability, bank job performance is predicted to increase by 0.865 points. The descriptive statistics for income security painted a mixed picture. While a majority (62.1%) felt their income was reliable and stable, concerns were evident regarding the bank's support for managing financial risks (only 48% agreed) and the insulation of income stability from external economic factors (only 39.2% agreed). Furthermore, a relatively low 33.7% believed recent bank policy changes had improved income security. This suggests that while employees experience a degree of current stability, there's underlying anxiety about future income predictability and institutional support during economic downturns, which are critical elements of true income security.

These findings strongly support the Human Capital Theory, which posits that financial stability reduces employee stress and allows for greater focus and investment in their work, ultimately boosting productivity and engagement. The Theory of Workforce Casualization

implicitly highlights the precarity associated with casual employment, often leading to income instability. The positive relationship found here underscores that, even within a casualized context, efforts to ensure income predictability can significantly mitigate the negative effects of precarious employment on job performance.

Empirically, the results are consistent with various studies. Akande and Adeyem (2020) found a significant positive correlation between income stability and organizational productivity, job satisfaction, and commitment in Nigeria's manufacturing sector. Obasan (2022) specifically in Nigeria's banking sector, found that stable incomes led to significantly higher employee motivation, job performance, and customer satisfaction. Ibrahim (2021) found income stability a critical driver of SME job performance in Nigeria, leading to increased profitability and customer satisfaction. Adeyemi (2022) and Okafor (2023) in the retail and hospitality sectors, respectively, also found positive impacts of income stability on sales growth, customer retention, and service quality. Aluko (2022) and Bello (2023) further extended this to agricultural cooperatives and the healthcare sector, showing consistent positive effects on profitability, member satisfaction, and patient care quality. Williams and Brown (2021) and Nguyen and Adams (2020) also generally supported the positive link between income stability and job performance across various sectors. The consistent positive relationship found in this study underscores the profound impact of income predictability on employee well-being and, consequently, on the overall job performance and sustainability of DMBs in Nigeria.

Conclusion

The study concluded that Income Stability has a highly significant positive impact on the job performance of Deposit Money Banks. The consistency and predictability of employees' income were strongly linked to superior bank job performance, indicating that a financially secure workforce is more productive and engaged. This finding strongly supports the Human Capital Theory, which posits that financial stability reduces employee stress and allows for greater focus and investment in their work. Empirically, this is consistent with Akande and Adeyem (2020) in Nigeria's manufacturing sector, and Obasan (2022) specifically in Nigeria's banking sector, both of whom found strong positive correlations between income stability and various job performance indicators. While a majority felt their income was reliable and stable, concerns were evident regarding the bank's support for managing financial risks and the insulation of income from external economic factors. Furthermore, a relatively low percentage believed recent bank policy changes had improved income security. This suggests that while employees experience a degree of current income reliability, greater institutional reassurance and tangible support mechanisms are needed to solidify long-term income predictability and mitigate underlying anxieties, as seen in studies by Ibrahim (2021), Adeyemi (2022), and Okafor (2023) across various Nigerian sectors. The study concludes that workforce casualization, while offering flexibility and potential cost savings, is not without its complexities. Its positive impact on bank job performance is contingent upon how effectively its various dimensions are managed, particularly from the employee's perspective. Nigerian

Deposit Money Banks that prioritize enhancing job security, optimizing working hours, boosting job satisfaction, ensuring competitive and fair wages and benefits, and fostering income stability will ultimately realize superior organizational job performance. The findings advocate for a human-centric approach to workforce management within the casualization framework, recognizing that investment in employee well-being and engagement is a direct pathway to sustained competitive advantage and profitability in the dynamic banking sector.

Recommendations

- To boost job satisfaction, banks should develop comprehensive programs that recognize and appreciate employee contributions beyond basic compensation.
- Banks should regularly review their salary structures and benefits packages against industry standards to ensure competitiveness.
- Beyond timely payments, banks should implement policies and provide resources that enhance employees' long-term income security.

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