

EFFECT OF EMPLOYEES' TURNOVER ON PERFORMANCE OF SELECTED DEPOSIT MONEY BANKS (DMBS) IN ABUJA.

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ABSTRACT

This study investigated the impact of employee turnover on the performance of selected Deposit Money Banks (DMBs) in Abuja, focusing on how job stress, salary, and career development opportunities influence organizational performance. A descriptive research design was utilized, with data collected from employees through questionnaires using simple random sampling. The study targeted a population of 765 employees across DMBs in Abuja, selecting a sample size of 264 with an additional 20% margin to account for non-responses. Data analysis involved regression and inferential statistics, with a 5% significance level applied to test the hypotheses in line with the study's objectives. The findings revealed that job stress has a significant effect on job satisfaction among employees of DMBs in FCT-Abuja. The study concluded that job stress plays a critical role in shaping job satisfaction within these banks. It recommended that DMBs in FCT-Abuja prioritize enhancing employee satisfaction and ensure that job stress management strategies and operational changes are directed at improving the overall employee experience.

Keywords: Employee's Turnover, Organizational Performance, Job Stress, Salary, Job Satisfaction, Employee Output

INTRODUCTION

Employee turnover refers to the rate at which staff members leave an organization and are replaced by new recruits. This issue is particularly critical in the banking industry, where high turnover rates can impact the performance and productivity of Deposit Money Banks (DMBs) in the Federal Capital Territory (FCT), Abuja. The persistent high turnover in these banks has raised concerns about its effect on overall organizational efficiency.

Globally, organizations are grappling with increasing rates of voluntary turnover across various sectors (Li et al., 2016). Major factors contributing to turnover include salary, work environment, career advancement opportunities,

and management practices (Alkahtani, 2015). Turnover intentions are especially high among millennials, who form a significant part of the workforce, creating challenges for organizations trying to retain younger employees. High turnover results in more hiring and training expenses, diminished output or adverse impacts on organizational performance (Hausknecht & Holwerda, 2013).

In Africa, retaining employees is a challenge, largely due to high levels of unemployment and underemployment (Wilkins, 2017). Employees are often attracted by better job opportunities and higher compensation elsewhere. Studies show that factors such as pay, supervisor support, work-life balance, training opportunities, and company culture play a role in turnover rates within African organizations.

Nigeria mirrors these broader African trends, with the banking sector experiencing turnover rates between 20-30% (Aro-Gordon, 2016). Key contributors include insufficient pay, heavy workloads, limited career growth, poor organizational culture, and weak leadership. These factors disrupt operations, lower productivity, and harm customer service and satisfaction, ultimately affecting profitability and shareholder returns.

In Abuja, DMBs struggle to attract and retain talent due to intense competition from other banks and organizations in the capital. Issues like generational differences, lack of succession planning, limited training opportunities, and inadequate work-life balance further contribute to high turnover rates among banking professionals in the region. Tackling these issues could help improve retention rates. Given the specific challenges faced by the banking sector in Abuja—characterized by stiff competition, regulatory demands, and evolving customer expectations—this study underscores the need to explore how employee turnover impacts the organizational performance of DMBs in the area.

Job pressure has been a major concern in the banking industry, where employees are often under pressure to meet strict targets and handle complex financial tasks. This stress can result in burnout, reduced job satisfaction, and higher turnover rates. Research indicates that job stress negatively impacts employees' mental health and productivity, ultimately harming organizational performance (Johnson et al., 2018).

Another key factor contributing to turnover is salary dissatisfaction. Competitive compensation is crucial for retaining talented employees, and inadequate pay structures can lead to dissatisfaction and higher turnover intentions. Studies show that employees who feel undercompensated are less motivated and more likely to seek other job opportunities, affecting both job satisfaction and productivity (Wang et al., 2019).

A lack of career development opportunities also plays a significant role in employee turnover. Employees who feel there is little room for growth are more likely to leave. Career advancement is closely tied to employee engagement and satisfaction, and without it, employees may feel

undervalued and unmotivated (Jiang et al., 2019). The loss of experienced staff, who are often replaced by less skilled workers, can lead to decreased productivity and a decline in service quality.

Employee turnover is a major challenge for organizations, particularly in the banking sector, where service quality and customer satisfaction are crucial. In Deposit Money Banks (DMBs) within the FCT, Abuja, turnover is driven by factors such as job stress, dissatisfaction with salary, and limited opportunities for career advancement, all of which can significantly affect organizational performance in terms of job satisfaction, employee productivity, and service quality. Employee turnover in Abuja's DMBs can be classified as voluntary or involuntary. Voluntary turnover occurs when employees leave due to dissatisfaction with their job conditions, salary, or career prospects, while involuntary turnover involves dismissals due to poor performance or organizational restructuring. Both types of turnover have significant implications for organizational performance.

Research highlights the need to address turnover within the banking sector. Albrecht et al. (2018) point out that high turnover rates lead to increased costs associated with recruitment and training, a loss of institutional knowledge, and disruptions in the continuity of customer service. Persistent turnover can also damage an organization's reputation, making it more difficult to attract and retain top talent.

If employee turnover is not managed effectively, it can have serious repercussions for DMBs. High turnover rates can lower employee morale, reduce productivity, and diminish service quality, resulting in customer dissatisfaction and potential business loss. Additionally, the ongoing need to recruit and train new employees can place significant strain on organizational resources and impact financial performance (Kim & Park, 2020).

This study aims to explore the impact of employee turnover on performance of selected DMBs in FCT, Abuja. It examined how these factors influence service delivery, employee productivity, and job satisfaction within these organizations. By identifying the key drivers of employee turnover and their effects on organizational performance, the research will offer valuable insights into

strategies for improving employee retention and enhancing overall performance in the banking sector.

LITERATURE REVIEW

Concepts of Employee Turnover

Employee turnover, defined as the rate at which employees exit an organization and are replaced, is a crucial measure of workforce stability and efficiency. Low turnover generally reflects a stable, engaged workforce, whereas high turnover may indicate dissatisfaction or management challenges (Armstrong & Taylor, 2014). Addressing turnover helps organizations enhance stability and morale, impacting overall productivity and performance (Price, 1977).

Job dissatisfaction is a core driver of turnover, often arising from issues such as compensation, work environment, and relationships with colleagues and supervisors (Griffeth et al., 2000). Additionally, organizational factors like leadership quality and management practices influence turnover, with weak leadership and poor communication frequently cited as reasons employees leave (Hom et al., 2009).

The modern job market also impacts turnover trends. According to the Society for Human Resource Management (2021), workforce demographics and employee expectations have evolved, with millennials and Generation Z seeking flexible, supportive work environments.

Job Stress

Job stress is the adverse physical and psychological response employees experience when their job demands exceed their resources, capabilities, or needs (Leka, Griffiths, & Cox, 2003). This imbalance can lead to decreased job satisfaction and, ultimately, to higher employee turnover rates. High levels of job stress are often associated with factors like excessive workload, limited control over tasks, and lack of support, all of which impact employee morale and organizational commitment (American Psychological Association, 2023).

The Job Demand-Control-Support (JDCS) model extends understanding of job stress by suggesting that social support from supervisors and

colleagues can buffer the negative effects of high job demands and low control (Karasek & Theorell, 1990). Thus, organizations aiming to reduce turnover often focus on stress management strategies, fostering supportive work environments that alleviate stress and promote retention.

Salary

Salary, a core component of employee compensation, is typically presented as an annual figure or hourly rate and serves as a key motivator and retention tool in organizations (Dessler, 2013). Fair and competitive salary structures contribute significantly to job satisfaction by fulfilling employees' financial expectations and enhancing their perception of value within the organization. When employees perceive salary inequities or experience dissatisfaction with their compensation, it often leads to turnover, as employees may seek higher-paying positions elsewhere.

Studies show that perceived salary fairness directly impacts organizational commitment and turnover intentions (Li et al., 2023). Transparent compensation practices and equitable pay scales are thus essential for reducing employee turnover and improving workforce stability.

Organizational Performance

Organizational performance reflects the efficiency and effectiveness with which an organization meets its objectives. Performance is assessed through various metrics, including financial results, operational efficiency, customer satisfaction, and employee engagement. Strategic alignment is critical to enhancing organizational performance, ensuring that mission, values, goals, and resources are coherently integrated (Sirmon et al., 2020).

Organizational culture also plays a vital role, shaping behaviors, decision-making, and performance levels. Cultures emphasizing values, shared norms, and adaptability are associated with resilience and high performance (Cameron & Quinn, 2021).

Job Satisfaction

Job satisfaction, or the degree to which employees feel content with their roles, is

central to employee retention and organizational success. Defined by Locke (1976) as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences," job satisfaction is influenced by factors such as compensation, workplace environment, and interpersonal relationships.

The Person-Environment Fit (P-E Fit) theory suggests that job satisfaction increases when personal values align with workplace attributes, contributing to higher motivation and lower turnover rates (Edwards & Shipp, 2019).

Employee Output

Employee output, commonly referred to as productivity, is a fundamental indicator of organizational effectiveness. Defined as the "quantity and quality of work produced by employees within a given timeframe," output encompasses both the amount of work completed and its accuracy or quality (Becker & Huselid, 2020). High employee output is often linked to well-designed work environments, effective management practices, and supportive organizational cultures.

Employee engagement and well-being are increasingly recognized as essential to boosting productivity. Saks and Gruman (2020) argue that positive work environments, opportunities for skill development, and work-life balance support higher productivity by enhancing employees' motivation and commitment.

Technological tools and data analytics are also transforming productivity measurement, allowing organizations to track performance metrics with greater precision and tailor strategies to drive improvement.

Theoretical Review

Herzberg's Duality Theory

Herzberg's Two-Factor Theory, introduced in 1968, offers a key framework for understanding employee satisfaction in organizations. It proposes that specific factors at work contribute to satisfaction, while their absence leads to dissatisfaction. Herzberg distinguished between two types of factors: motivators and hygiene factors. Motivators, such as achievement and recognition, are inherent to the job and drive positive attitudes and performance. On the other

hand, hygiene factors, like company policies and working conditions, primarily prevent dissatisfaction but don't significantly boost positive attitudes (Akinruwa, Ajayi, & Akeke, 2014).

This distinction is useful in analyzing employee turnover in organizations. By separating factors that lead to satisfaction from those that cause dissatisfaction, researchers can better understand the root causes of turnover. Bilau, Ajagbe, Sholanke, and Sani (2015) emphasize that motivating employees is crucial for organizational success. Herzberg also identified different motivational needs, such as the need for achievement, power, and affiliation. Employees who are driven by achievement tend to thrive on challenging tasks and growth opportunities, while those focused on power seek autonomy and leadership roles. Meanwhile, employees motivated by affiliation are driven by social interactions and relationships (Kwame et al., 2017).

Herzberg's theory originated from his research in *The Motivation to Work* (1959), where he interviewed engineers and accountants to identify job factors that either motivated or dissatisfied employees. He categorized these factors into motivators and hygiene factors, challenging the traditional one-dimensional view of employee satisfaction. Herzberg's theory highlights the importance of intrinsic motivators in fostering job satisfaction, offering a new perspective on workplace dynamics (Kyllonen et al., 2006).

Despite criticism of his methodology and narrow focus, with some arguing his findings may not apply across all industries, Herzberg's use of the critical-incident method provided empirical support for the dual nature of contentment at work. His theory continues to have an impact on the knowledge of motivation for workers and satisfaction within organizations (Ahmed et al., 2016; Adewole, 2017).

Herzberg's Two-Factor Theory provides valuable insight into the complex relationship between employee satisfaction and turnover. By understanding the different roles of motivators and hygiene factors, organizations can implement strategies to create a motivated

workforce and reduce turnover, enhancing organizational performance.

Empirical Review

Masanja and Katembo (2021) examined the impact of employee turnover on organizational performance in Arusha City's hospitality sector. Utilizing a quantitative method, the study employed a descriptive-correlation design with a sample of 103 randomly selected respondents. Data were gathered using structured surveys and analyzed through both descriptive and inferential statistics. The findings revealed a weak positive correlation between labor turnover and financial performance, as well as a moderate negative correlation between turnover and non-financial performance. The study concluded that employee turnover could affect the financial performance of hospitality businesses. Based on the results, the researchers recommended that tour operators in Arusha City enhance employee motivation by improving wages and working conditions, particularly in light of the COVID-19 pandemic.

Bello et al. (2021) conducted a study on the impact of job satisfaction on employees' turnover intention within the hotel industry in Lagos State. Structured questionnaires were used to collect the data while partial least squares structural equation modelling was adopted for the analysis. It emerged from the study that the relationship between job stress, promotion opportunity, supervisory support and workplace environment and employees' turnover intention are statistically significant. Aside, the relationship between payment system and employees' turnover tendency is not significant. The findings provide significant implication for the government of Lagos State to ensuring that hotel operators provide hazards-free facilities for staff. Apart, hotel managers should ensure that policy-trust capable of mitigating interferences of work by employee's family, and social obligations are put in place. It is further implying that hotel operators should give more attention to staff promotion to limit staff turnover tendency. The study contributes to the body of knowledge as it proposed and validated job satisfaction, and employees' turnover intention (JOSET) model from a non-western context. The results also provide hotel business operators, the government, and academics with new insight into the relationship between job satisfaction, and

employees' turnover intention of hotels in an emerging economy.

In Kenya, Pattni (2018) investigated the factors influencing employee turnover and its effects on organizational performance at Airtel Kenya Limited. A quantitative case study approach was adopted, with data collected from a sample of 54 employees using questionnaires. The sample was stratified by employee level (lower, middle, and senior) to ensure equal representation. The study found that compensation systems, work environments, and management styles were significant factors in employee turnover, which, in turn, affected all four perspectives of the Balanced Scorecard: customer, financial, internal business process, and learning and growth. The study concluded that employee turnover in Nairobi significantly impacts organizational effectiveness.

Iqbal (2017), Kenyatta University did the same study of employee turnover on organizational performance and analyzed that the degree of commitment and loyalty can be achieved if the organization enrich on the jobs, empowers and compensate employees properly. In order for employees to stay in the organization that have hired them then they need to work effectively with their managers. If their managers consider them poor employees then they are unlikely to get past probation period. If they do, they are likely to feel that they are going nowhere in the organization and probably leave after few years because they believe they have no future there.

Bello et al. (2021) investigated how job satisfaction influences employees' intentions to leave the hotel industry in Lagos State. Data were collected through structured questionnaires and analyzed using partial least squares structural equation modeling. The study found a significant correlation between turnover intention and factors like job stress, advancement opportunities, supervisory support, and work environment. However, there was no significant relationship between the pay system and turnover intention. The study recommended that hotel operators focus on creating safe work environments and implementing policies to reduce family disruptions at work, as well as emphasizing staff development to reduce turnover.

Salama et al. (2021) explored the relationship between work-related stress, burnout, and turnover intentions in the Egyptian hotel industry. Using structural equation modeling (SEM) with AMOS software, the study found that work stress significantly contributed to job burnout, which in turn increased employees' intentions to leave. The results suggested that work stress and burnout were key drivers of turnover intentions. The study's findings provide valuable insights for policymakers, hotel management, and practitioners to develop strategies to reduce work stress and burnout, thereby lowering turnover intentions.

Reuben (2018) investigated the effects of employee turnover on the performance of selected deposit money banks in Delta State, Nigeria. The study employed questionnaires to collect data from bank employees across three senatorial districts (Delta North, South, and Central). Performance measures such as profitability, productivity, customer service, and organizational achievement were examined in relation to turnover factors like poor salary structure, retrenchment, excessive workload, and job insecurity. The findings indicated that these turnover determinants significantly affected the performance of the Nigerian banking sector, with retrenchment, poor salary structure, and job insecurity having particularly negative effects. The study recommended that banks address these issues to improve performance.

Nyeya and Boateng (2023) investigated the effects of labor turnover on the performance of public firms in Ghana and identified strategies to reduce turnover. A descriptive crosssectional survey involving 400 purposively selected employees from public firms was conducted. The study found that labor turnover led to lower productivity, reduced profitability, high costs of training and hiring, management frustration, and a decline in service quality. To address these issues, the study recommended rewarding employees for long service, offering flexible work schedules and healthcare benefits, and providing opportunities for promotion and professional development. Turnover disrupts both employees and organizations, as workers must find new employment and acquire jobspecific skills.

Based on the existing literature, including studies by Masanja and Katembo (2021), Koszela (2020), Y Iqbal (2017), Bello et al. (2021), and Salama et al. (2021), it is evident that while significant research has been conducted on the impact of employee turnover on organizational performance, there has been no comprehensive study focusing specifically on Abuja. Therefore, this study aims to fill this gap by investigating the effects of employee turnover on organizational performance in selected Deposit Money Banks (DMBs) in FCT, Abuja. It will use job stress, compensation, and career development opportunities as proxies for employee turnover, and examine their impact on organizational performance, which will be assessed through customer satisfaction, employee output, and service delivery.

METHODOLOGY

This section outlines the research methods used, covering the study area, design, target population, sampling techniques, sample size determination, data sources, data collection and analysis methods, study variables, and the validity and reliability of the research instrument. A survey research design was chosen for its effectiveness in gathering data from a sample via structured questionnaires, allowing an efficient collection of information from various staff at Deposit Money Banks (DMBs) in Abuja, including managerial, operational, and support roles, from eight branches. The study used Yamane's formula to determine a sample size of 264 from a population of 765, then adjusted it by 20% to 317 to account for non-responses. Probability sampling, specifically simple random sampling, was used to give each population member an equal chance of selection. Primary data was collected via structured questionnaires with a five-point Likert scale, divided into demographic questions in Section A and analytical questions in Section B. The data was analyzed with descriptive statistics for demographics and regression analysis for hypothesis testing. Validity was assessed through a pilot study, and reliability was measured using Cronbach's alpha, with all constructs scoring above the threshold of 0.70, confirming the internal consistency of the questionnaire items.

This research explores the effects of employee turnover on selected Money Deposit Banks in the Abuja's capital city. Abuja serves as the capital of Nigeria and a central hub for both governmental and commercial activities, was chosen for its diverse environment, offering a unique context for assessing how employee turnover impacts organizational performance within a capital city setting. The study spans the period from 2017 to 2024 to reflect current trends in the banking sector and provide an upto-date analysis of the link between staff turnover and organizational performance.

The banks included in this study First Bank, Access Bank, Guarantee Trust Bank, United Bank of Africa, and Zenith Bank were selected for their leading roles in Abuja's financial sector. These institutions, known for their substantial market share, extensive customer base, and significant influence within the industry, offer a representative analysis of the sector (Ajide, 2019; CBNCapitalEconomics, 2020).

The study examines key variables that are well-established in organizational behavior and management literature. Independent variables

performance, which are essential to successful banking operations (Adewuyi & Alao, 2019; Kumar & Sowmya, 2021). By analyzing these factors, the study seeks to clarify the complex relationships between employee turnover and organizational performance in the selected DMBs within FCT, Abuja.

RESULTS AND DISCUSSIONS

Regression Output

This study aims to gather data on how employee turnover affects performance. To ensure the results are accurate and dependable, a survey method was used. The results discussed in this chapter stem from the analyses detailed in Chapter Three, with all statistical evaluations carried out using SPSS version 27.0. Of the 317 questionnaires distributed, 304 were returned, reflecting a return rate of 96%. In contrast, 13 questionnaires were not returned, resulting in a 4% non-return rate. This high return rate demonstrates strong engagement with the survey, as the majority of recipients participated.

Testing of hypothesis one

Table 1 Model Summary

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate
1	.941 ^a	.886	.885	.15015

a. Predictors: (Constant), SA, JS

Source: Version 27.0 of SPSS Output

such as job stress, salary, and career development opportunities were chosen due to their recognized influence on employee turnover in the banking industry (Olorunniwo et al., 2017; Owoeye et al., 2018). The dependent variables job satisfaction, employee performance, and service delivery were selected as indicators of organizational Table 1 shows a strong correlation ($R = .941$) between the predictors (Salary and Job Stress) and the dependent variable. The model explains 88.6% of the variance in the dependent variable

H₀₁: Job stress does not have a significant influence on job satisfaction of Deposit Money Bank in FCT-Abuja.

Model one

$$JSA = \beta_0 + \beta_1JS + \beta_2SA + \epsilon$$

(R Squared = .886), with an adjusted R Square of .885. This indicates a highly reliable model, with a standard error of .15015.

Table 2 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.478	2	26.239	1192.682	.000 ^b
	Residual	6.764	301	.022		
	Total	59.242	303			

Source: Version 27.0 of SPSS Output Table 2 indicates that the regression model, using predictors Salary and Job Strss, is highly significant ($F(2, 301) = 1192.682, p < .001$). The model accounts for a substantial portion of the variance in the dependent variable (Job Satisfaction), evidenced by a large regression

sum of squares (52.478) compared to the residual sum of squares (6.764).

Table 3 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.020	.106		-.188	.851
	JS	-.076	.025	-.074	-3.047	.003
	SA	.883	.023	.879	38.891	.000

a. Dependent Variable: JSA

Source: Version 27.0 of SPSS Output

Table 3 shows that in the regression model predicting JSA, the standardized coefficient for Salary is significantly positive ($\beta = .879, p < .001$), reflecting a strong positive influence. In contrast, Job Stress has a small but significant

negative effect ($\beta = -.074, p = .003$). The constant term is not significant ($p = .851$), indicating that Salary and Job Stress are the key factors influencing Job Satisfaction.

Testing of hypothesis two

H₀₂: Salary does not significantly affect employee output of Deposit Money Bank in FCT-Abuja.

Model two

$$EO = \beta_0 + \beta_1JS + \beta_2SA + \epsilon$$

Table 4 Model Summary

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate
1	.411 ^a	.169	.161	.44443

a. Predictors: (Constant), SA, JS

Source: Version 27.0 of SPSS Output

Table 5 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.063	2	6.032	30.619	.000 ^b
	Residual	59.254	301	.197		

Table 4 indicates a moderate correlation ($R = .411$) between the predictors (Salary and Job Stress) and the dependent variable. The model accounts for 16.9% of the variance in the dependent variable ($R \text{ Squared} = .169$), with an

adjusted R Squared of .161. This suggests that the model has a modest explanatory power, with a standard error of .44443.

Total	71.317	303			
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a. Dependent Variable: EO

b. Predictors: (Constant), SA, JS

Source: Version 27.0 of SPSS Output

Table 5 shows that the regression model, which includes predictors Salary and Job Stress, significantly explains the variance in the dependent variable Employee Output ($F(2,$

Table 6 Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.533	.312		8.108	.000
	JS	.448	.074	.397	6.057	.000
	SA	-.158	.067	-.143	-2.352	.019

a. Dependent Variable: EO

Source: Version 27.0 of SPSS Output

$301) = 30.619, p < .001$). The regression sum of squares (12.063) underscores the model's substantial contribution compared to the residual sum of squares (59.254).

Table 6 indicates that in the regression model predicting Employee Output, both Salary and Job Stress are significant predictors. JS has a positive effect ($\beta = .397$, $p < .001$), while SA has a negative effect ($\beta = -.143$, $p = .019$). The

Discussion of Findings

The study revealed that job stress significantly affects job satisfaction among employees at Deposit Money Banks in FCT-Abuja, underscoring the importance of stress management in enhancing job satisfaction. This aligns with *Herzberg's Duality Theory*, which distinguishes between hygiene factors and motivators. In this context, managing job stress functions as a hygiene factor—its absence can lead to dissatisfaction, while its effective management creates a supportive work environment. Addressing job stress through strategies such as proper staffing, process optimization, and technology integration can prevent dissatisfaction, thereby improving both employee satisfaction and retention. Enhanced job satisfaction, in turn, supports a positive customer experience and strengthens the bank's competitive position. This finding aligns with prior research by Masanja and Katembo (2021), Salama et al. (2021), Pattni (2018), and Nasurdin et al. (2018), which also highlighted how management styles, work environment, and reward systems influence employee turnover and organizational performance.

Additionally, the study found that salary significantly impacts employee output in Deposit Money Banks in FCT-Abuja. This finding aligns with *Expectancy Theory*, which suggests that employees are motivated when they believe their efforts will lead to performance and desirable rewards. Fair and competitive compensation fulfills employees' expectations for reward relative to their efforts, enhancing motivation and productivity. Consequently, banks that regularly review and adjust their compensation packages are more likely to foster high employee performance and loyalty. This is consistent with studies by Yidaan and Boateng (2023), Nasurdin et al. (2018), Reuben (2018), and Peter Yinya and Boateng (2023), which found that inadequate compensation can increase turnover and diminish organizational performance.

constant term is also significant ($p < .001$), showing that Salary and Job Stress are important contributors to the prediction of Employee Output.

CONCLUSION AND RECOMMENDATION

In summary, job stress significantly impacts job satisfaction at Deposit Money Banks in FCT-Abuja. This indicates that these banks must effectively manage employee stress to enhance job satisfaction. Properly addressing stress can help meet employees' needs and expectations, thereby increasing their satisfaction. Additionally, the study concluded that salary significantly affects employee output at Deposit Money Banks in FCT-Abuja. This highlights the need for banks to evaluate and adjust their salary structures and compensation packages to remain competitive and meet employees' performance expectations. Ensuring fair and competitive compensation is crucial for motivating employees and boosting their overall productivity and performance. The study, therefore, provides the following recommendations:

- i. Make employee satisfaction a top priority for DMBs in FCT-Abuja. Ensure that all decisions regarding job stress management and operational changes are aligned with enhancing the overall employee's experience.
- ii. DMBs should implement performancebased compensation structures that tie employee pay directly to their output and contribution to the bank's goals and objectives. This can include bonuses, incentives, and merit-based salary increases linked to individual and team performance metrics.

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