GLOBAL JOURNAL OF BUSINESS MANAGEMENT AND LEADERSHIP (GJBML)
ISSN 3155-9808

Global Journal of Business Management and Leadership | ISSN 3155-9808
Published by BIRPUB https://birpub.org/gjbml/
Imp. Factor: 5.948

Effect of Strategic Human Resource Management Practices on the Corporate Performance of Selected Deposit Money Banks in Southeast, Nigeria

Luka, Sunday

Abstract

In this study, we examined the effect of strategic human resource management practices on the corporate performance of selected deposit money banks in Southeast Nigeria. The specific objective was to examine the nature of the effect of operational planning on the competitive advantage of selected deposit money banks in Southeast Nigeria. The population for the study was nine hundred and seventy-eight (978) staff. A sample size of 396 was drawn using Cochran's (1977) formula at a 5 percent margin of error. A survey design was adopted for the study. The instruments used for data collection were questionnaires and interviews. A total of three hundred and ninety-six (396) copies of the questionnaire were distributed, while three hundred and fifty-eight (358) copies were returned. The t-test was used to test the hypotheses and determine the nature and strength of the research variables. The findings indicated that there was a significant positive effect of operational planning on the competitive advantage of selected deposit money banks in Southeast Nigeria, $t(95, n = 358) = 34.070$, $p > .05$. The study concluded that strategic human resource management practices had a positive and significant effect on the corporate performance of selected deposit money banks in Southeast Nigeria. The study recommended, among other things, that management in the banking industry should pay close attention to preventing the neglect of performance appraisal through fairness and openness, which lead to quality service.

Keywords: *Strategic Human Resource Management Practices, Corporate Performance, Operational Planning, Competitive Advantage, Deposit Money Banks, Performance Appraisal, Quality Service, Southeast Nigeria*.

Cite*:* Luka, S. (2026). Effect of Strategic Human Resource Management Practices on the Corporate Performance of Selected Deposit Money Banks in Southeast, Nigeria. *Global Journal of Business Management and Leadership, 4 (4), 269 -279.* https://doi.org/10.5281/zenodo.23568353

© Copyright and Licensing Notice

Authors retain full copyright over all articles published under BIRPUB. Ownership of the work does not transfer to the publisher at any stage of the publication process. Upon acceptance, authors grant BIRPUB a non-exclusive license to publish, distribute, archive, and index the article in both print and digital formats. This license allows BIRPUB to make the work publicly available while preserving the author's full intellectual property rights. Authors are free to reuse any part of their work in future publications, deposit the article in institutional or subject repositories, and share the published version on personal or professional platforms. They may also republish the article elsewhere, provided that the original appearance in BIRPUB is clearly acknowledged. BIRPUB is committed to protecting author rights and imposes no restrictions beyond appropriate citation of the initial publication.

Authors	Affiliation
1.	ESUT Business School, Department of Business Administration, Faculty of Management Sciences, Enugu State University of Science and Technology, Enugu State, Nigeria

Introduction

Historically, human resource management has evolved from a largely administrative function concerned with personnel records, wages, recruitment, and employee welfare into a strategic organisational function concerned with aligning people and their capabilities with long-term organisational objectives. The emergence of Strategic Human Resource Management (SHRM) reflects the growing recognition that employees are valuable organisational resources whose knowledge, skills, commitment, and adaptability can contribute to sustained organisational performance. Consequently, human resource activities such as recruitment and selection, training and development, performance appraisal, compensation, employee participation, and career management are increasingly viewed as strategic practices rather than routine administrative activities.

From a global perspective, Strategic Human Resource Management has become increasingly important as organisations face technological changes, intense competition, changing customer expectations, and the need for continuous innovation. The banking industry is particularly dependent on competent human resources because employees are responsible for customer service, financial transactions, technological operations, risk management, and relationship management. Recent empirical evidence confirms the relevance of HRM practices to organisational outcomes. Adelodun and Akanbi (2025), for instance, found that recruitment and selection, training and development, performance appraisal, rewards and compensation, and employee participation significantly influenced organisational performance in selected deposit money banks in Nigeria. (AJSams) This suggests that organisations that strategically manage their human resources are better positioned to improve employee effectiveness, customer satisfaction, and organisational competitiveness.

At the national level, the Nigerian banking industry has experienced significant changes arising from technological advancement, regulatory reforms, increased competition, and changing customer demands. These developments have made the effective management of human resources increasingly important to the performance and sustainability of deposit money banks. Aliyu (2024), in a study of First Bank of Nigeria Plc, identified training and development and strategic human resource planning as important areas of SHRM, while also highlighting challenges relating to leadership development, talent retention, compensation, and strategic managerial change. (SciSpace) Similarly, Ola, Ola and Onoja (2024) found that recruitment and training, as well as employee health and safety practices, significantly improved the efficiency of listed deposit money banks in Nigeria. These findings indicate that the manner in which banks acquire, develop, motivate, and retain employees can have important implications for organisational outcomes.

At the local level, the South-East Nigerian banking environment is characterised by strong competition among deposit money banks, the increasing adoption of digital banking, changing customer expectations, and the need for efficient service delivery. Evidence from the region also demonstrates the relevance of human resource practices to banking performance. Jonah (2024) for example, found that training and development and recruitment and selection were important human resource practices associated with the organisational performance of deposit money banks in Choba, Rivers State, while Sule et al. (2024) examined high-involvement HRM practices and corporate integrity in deposit money banks. (GPH International Journals) Although these studies provide useful evidence, there remains a need for further investigation into SHRM and corporate performance specifically among selected deposit money banks operating across the South-East geopolitical zone.

Against this background, the study examines the effect of Strategic Human Resource Management practices on the corporate performance of selected deposit money banks in South-East Nigeria. The study focuses on the extent to which strategically managed human resources can contribute to improved organisational outcomes and provide banks with the human capabilities required to remain competitive and sustainable in a changing business environment.

Statement of the Problem

The ideal situation is that deposit money banks should strategically manage their human resources through effective recruitment and selection, training and development, performance appraisal, compensation and employee participation to ensure that employees possess the skills, motivation and commitment required to achieve corporate objectives.

However, in practice, selected deposit money banks in South-East Nigeria may experience challenges such as inadequate employee development, ineffective performance evaluation, inappropriate remuneration and difficulties in retaining competent employees. These challenges may limit employees' effectiveness and weaken the contribution of human resources to corporate performance.

If the problem is not adequately addressed, the banks may experience declining employee productivity, poor service delivery, reduced customer satisfaction, high employee turnover, increased operating costs and lower profitability. Therefore, there is a need to examine the effect of strategic human resource management practices on the corporate performance of selected deposit money banks in South-East, Nigeria.

Objectives of the Study

The main objective of the study was to examine the overall Effect of strategic human resource management practices on the corporate performance of selected deposit money banks in Southeast, Nigeria. The specific objectives were to:

i. Examine the nature of effect of operational plan on the competitive advantage of selected deposit money banks in Southeast, Nigeria.

Research Question

i. What is the effect of operational plan onthe competitive advantage of selected deposit money banks in Southeast, Nigeria?

Research Hypotheses

i. There is a significant effect of operational plan and competitive advantage of selected deposit money banks in Southeast, Nigeria.

Scope of the Study

This study assessed the effect of strategic human resources management practices on corporate performance of selected deposit money banks in Southeast, Nigeria. It was a daunting challenge to cover all the banks in the federation following the cost and time involved. In lieu of this challenge, the study therefore carried out the survey of five banks in Southeast, Nigeria which includes: Stanbic IBTC Banks, UBA Banks, Guaranty Trust Banks, Zenith Banks and Access. There are twenty-seven banks in Nigeria as at the time of this study and amongst them; a random selection of the five banks using raffle system was done to select the banks.

Review of Related Literature

Conceptual Review

Strategy

Strategy refers to a deliberate and long-term course of action through which an organisation determines how its resources and capabilities will be deployed to achieve its goals and maintain competitiveness. It provides direction for organisational decisions and helps ensure that available resources are aligned with desired outcomes.

Strategic Human Resource Management

Strategic Human Resource Management (SHRM) refers to the systematic approach of aligning human resource policies, systems and activities with an organisation's long-term objectives. It treats employees and their capabilities as strategic resources that can contribute to organisational effectiveness and competitive advantage. Zahoor, Sahaf and Shah (2025) describe SHRM as an important approach for optimising human capital and achieving competitive advantage, while the CIPD (2025) emphasises the integration of people-management and development practices with long-term business goals.

Strategic Human Resource Management Practices

Strategic Human Resource Management practices are the specific human-resource activities deliberately designed and implemented to support an organisation's strategic objectives. They include practices such as strategic recruitment and selection, training and development, performance management, compensation and rewards, employee participation and talent management. Cooke (2025) notes that SHRM involves aligning HR practices with business strategy, while Sungwa (2025) demonstrates that effective strategic HR practices can contribute to organisational effectiveness.

Operational plan

Operational Plan is a plan for the implementation of strategies contained within the Strategic Plan. It is a management tool that facilitates the co-ordination of the organisation's resources (human, financial and physical) so that goals and objectives in the strategic plan can be achieved (Isaac, 2016). Operational plans are generally prepared by the people who will be involved in implementation. There is often a need for cross-departmental dialogue as plans created by one part of the organization inevitably have implications for other parts.

Businesses rely on their operational plan to gain perspective on future occurrences in the organization. Milestones laid down in strategic and careful planning for growth and expansion, visions of where the company's headed, goals that should meet timelines, all these require a smart, prudent and calculated planning. An operational plan is a document that outlines the key objectives and goals of an organization and how to reach them. Iyer, (2022) defined an operational plan is a document that outlines the key objectives and goals of an organization and how to reach them. The document includes short-term or long-term goals in a clear way so that team members know their responsibilities and have a clear understanding of what needs to be done.The operational plan is reflective of the firms shared priorities, informed by organizational values, and dedicated to achieving equitable, sustainable outcomes for all individual.In order to successfully implement operational plan, organizations ought to adapt to meet current challenges.

Corporate Performance

Corporate performance refers to the extent to which an organisation achieves its predetermined objectives and desired outcomes through the effective and efficient use of its available resources. It reflects how well a company performs financially and operationally and may be assessed through indicators such as profitability, return on assets (ROA), return on equity (ROE), efficiency, productivity, growth and firm value. Omoregie and Olofin (2024) explain corporate performance in terms of the outcomes of firm-level decisions and economic conditions, while Mahanta et al. (2024) assess corporate financial performance using measures including ROA, market value and profit after tax. In the context of deposit money banks, corporate performance represents the extent to which banks achieve their financial and operational objectives through effective utilisation of human, financial, technological and other resources. Recent Nigerian banking research has similarly assessed bank performance using financial and risk-adjusted indicators, including return on assets and return on equity (Olowofela et al., 2025).

Competitive Advantage

Competitive advantage refers to factors that allow a company to produce goods or services better or more cheaply than its rivals. These factors allow the productive entity to generate more sales or superior margins compared to its market rivals. Competitive advantages are attributed to a variety of factors including cost structure, branding, and the quality of product offerings, the distribution network, intellectual property, and customer service (McGrath, 2013).

Cunningham and Harney (2012), upheld that an organization is said to have obtained a competitive advantage when it holds a unique advantage that is sustained even despite competitors' constant attempts at replication. The logic of competitive advantage has been useful in a number of respects.

First, it has a temporal dimension moving beyond narrow and short-term financial criteria to examine the ability of a firm to achieve differential performance over time. Second, understanding how competitive advantage may be achieved has directed attention inwards towards firm-level activities, thereby emphasizing the value of HRM. Third, the desire to achieve competitive advantage has become the ultimate overarching purpose for organizations. It follows that much research over the past three decades has been consumed with demonstrating how HRM can help in building and sustaining competitive advantage.

Theoretical Framework

The following theories guided the study

i. Goal-setting theory was proposed by Edwin Locke in the 1960s.

Goal-setting theory

Goal-setting theory was proposed by Edwin Locke in the 1960s. It states that goal setting has an effect on task performance. Goals provide direction to employees about what needs to be accomplished. The theory was advanced by Lotham and Locke (1979) when they argued that goals set for employees could motivate them and thus improve their performance. The theory states that employees align their target with organization goals where they assess themselves and change their behavior to attain the objectives. Setting of specific goals that are challenging but achievable motivates employees. According to Drummond, the core of the theory lies in the availability of a targeted action where workers set goals that enable them to achieve their needs (Muriuki, 2016). The set goals shape employees' behavior and spearhead their efforts towards achieving particular outcomes. Subsequently, individual drive and competence increases organizational employee productivity.

Goal Setting Theory (GST) postulated by Locke and Bryan in 1968. It is a technique used to raise incentives for employees to complete work quickly and effectively. It increases motivation and effort of employee which in turn leads to job satisfaction. Locke opined that his theory established a relationship between clearly identified goals and performance. He argued that individuals who set specific, difficult goals performed better than those set general and easy goals. Locke proposed five basic principles of goal setting; clarity, challenge, commitment, feedback and task complexity.

The theory was criticized due to its goal of conflict between employees and managers. In an organizational setting, the organization's goals and that of an individual may clash. Goal-setting theory attached importance on the monetary reward of course of action of an individual. Goal conflict can undermine the performance of an organization if it motivates incompatible action tendencies. This implies that organizational resources can be wasted if individuals are rewarded more for doing what is not in line with organizational goals; where that happens, performance is detrimental or worse off.

Empirical Review

Strategic Plan and Competitive Advantage in the Banking Industry

M'kuma (2015) conducted a study on Strategic Positioning and Competitive Advantage in Banking Industry in Kenya: A Descriptive Statistics of Private Sector Banks. The paper employed a survey research design. The sample size of this research was estimated at 250 executive bank managers. The data was analyzed using standard software. The variables were measured using correlation analysis. The most significant finding in this research is that strategic positioning and competitiveness of banking industry is affected by its ability to innovate and embrace technology so as to yield high results.

Emad, Yoshifumi and Idris (2017) conducted a study on Factors Influencing Competitive Advantage in Banking Sector: A Systematic Literature Review. The study employed Systematic Literature Review (SLR) as a research method. The SLR consists of review protocol which specifies the topic to be researched and the method customized in conducting the review. It is the main strategy of detecting relevant literature review and how information is obtained from the primary study. Planning the review, conducting the review and reporting the review are other phases of the SLR method. Results: The study found that quality of service or/and management, corporate social responsibility, strategy formulation, (electronic) marketing innovation and creativity, among others are factors influencing competitive advantage in the banking sector.

Asikhia, Makinde, Akinlabi and Ibhiedu (2019) carried out a study on Strategic Orientation and Competitive Advantage of Selected Deposit Money Banks in Lagos State, Nigeria. Survey research design was used. Ten major money deposit banks were selected in Lagos state who control about 80% of the total asset base of the entire deposit money banks in the industry. Stratified random and proportionate sampling were used for the study and the table of sample size determination developed by Krejcie and Morgan was used to determine the sample size of 988. A well-structured questionnaire was adapted and validated. The Cronbach's alpha reliability coefficients for the constructs ranged between 0.741 and 0.865. The response rate was81.47%. Data were analyzed using descriptive and inferential statistics. Finding revealed that strategic orientation measured by strategic leadership, strategic planning, strategy implementation, strategy evaluation and strategic control significantly affects competitive advantage of deposit money banks.

Abraham, Odobi & Enwuchola (2022) conducted a study on the Effect of Human Resources Accounting on Performance of Listed Deposit Money Bank in Nigeria. The study adopted the ex -post facto research design. Data were sourced from annual published accounts of Deposit Money Banks listed on the Nigerian Stock Exchange for the period 2015-2019. Descriptive statistics and correlation were used in the analysis of data. Multiple regression analysis was further used to test the hypotheses at 5% level of significance. Findings from the investigation revealed that; staff remuneration with cost of health care and safety have no significant effects on market value using TQ while cost of staff training has a significant effect on market value of a listed deposit money bank using TQ.

Gap in Empirical Review

The few studies done were carried outside Effect of strategic human resource management practices on the corporate performance of selected deposit money banks in Southeast, Nigeria. and did not focus to best of my knowledge on theperformance appraisal on the service quality, compensation on the employees' retention; recruitment on the placement, employees' training on organizational profitability; and operational plan on the competitive advantage of selected deposit money banks in Southeast, Nigeria. Most of the studies reviewed analysed their data through A purposeful sampling technique, Descriptive statistics and appropriate inferential statistics, Purposive Sampling technique, Pearson Moment Correlation Coefficient, Multiple sampling technique, Partial Least Square Structural Equation Modeling (PLS-SEM), Multiple Regression Analysis (MRA) method, Simple linear regression and Pearson correlation coefficient (r)while the present study made use of t- test to test the

hypotheses. Therefore, the study aimed at filling this research gap by evaluating theEffect of strategic human resource management practices on the corporate performance of selected deposit money banks in Southeast, Nigeria.

Methodology

The area of the study was Southeast, Nigeria. Southeast of Nigeria is one of the six geopolitical zones in the country. The region consists of the following states namely Abia, Anambra, Ebonyi, Enugu, Imo. The study focused on the branches of Stanbic IBTC Banks, UBA Banks, Guaranty Trust Banks, Zenith Banks and Access Banks in Southeast, Nigeria. The choice of these firms was due to high number of staff. The study used the descriptive survey design approach. The primary source of data was the administration of questionnaire. The population of the study consisted of nine hundred and seventy-eight (978) staff. The adequate sample size of three hundred and ninety-six (396) using the statistical formula devised by Cochran (1977) formula at 5 percent margin of error. Three hundred and fifty-eight (358) staff returned the questionnaire and accurately filled. That gave 90 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.860 which was also good. Data was presented and analyzed by mean score and standard deviation using Sprint Likert Scale.

Data Presentation and Analysis

Data Presentation

Question one: What is the magnitude of the relationship between strategic plans and competitive advantage of selected deposit money banks in Southeast, Nigeria?

Table 1: Mean rating of responses from respondents on the magnitude of the relationship between operational plans and competitive advantage of selected deposit money banks in Southeast, Nigeria.

S/N	Question Items	VGE (5)	GE (4)	ME (3)	LE (2)	VLE (1)	Total	Mean	SD
1	Bank planning to ensure listing, identifying, and classification of expenses and the revenue a company has or is in the process of being acquired.	780 156 44%	496 124 34%	174 58 16%	24 12 3%	8 8 2%	1475 358 100%	4.14	0.0029
2	Bank planning is crucial to keep the project funded as well as keeping it controlled.	620 124 35%	624 156 44%	144 48 13%	40 20 5%	10 10 2%	1438 358 100%	4.02	0.0027
3	Bank planning provide information that is needed to create a cost baseline and determine funding requirements and the timing required to complete that work.	1065 213 59%	364 91 25%	126 42 12%	18 9 2%	3 3 0.8%	1576 358 100%	4.40	0.0034
4	Bank planning gives the company's management an understanding of how funds will be utilized and expended over time for the project's implementation	985 197 55%	416 104 29%	111 37 10%	24 12 3%	8 8 2%	1544 358 100%	4.31	0.0032
	Grand Mean							**4.218**	**0.0031**

Source: Field Survey, 2026

This table showed the opinion of respondents on the degree of the relationship between recruitment and placement specialists on productivity of selected deposit money banks in Southeast, Nigeria. The outcome of the respondents' views to the question item which indicated that bank planning to ensure listing, identifying, and classification of expenses and the revenue a company has or is in the process of being acquired showed; the respondents who chose very great extent 124 (35%), the respondents who chose great extent 156 (44%), the respondents who chose moderate extent 48 (13%), the respondents who chose low extent 20 (5%) and the respondents who chose very low extent 10 (2%).

The outcome of the respondents' views to the question item which indicated that bank planning is crucial to keep the project funded as well as keeping it controlled showed; the respondents who chose very great extent 213 (59%), the respondents who chose great extent 91 (25%), the respondents who chose moderate extent 42 (12%), the respondents who chose low extent 9 (2%) and the respondents who chose very low extent 3 (1%).

The outcome of the respondents' views to the question item which indicated that bank planning provide information that is needed to create a cost baseline and determine funding requirements and the timing required to complete that work showed; the respondents who chose very great extent 197 (55%), the respondents who chose great extent 104 (29%), the respondents who chose moderate extent 37 (10%), the respondents who chose low extent 12 (3%) and the respondents who chose very low extent 8 (2%).

The outcome of the respondents' views to the question item which indicated that bank planning gives the company's management an understanding of how funds will be utilized and expended over time for the project's implementation showed; the respondents who chose very great extent 156 (44%), the respondents who chose great extent 124 (34%), the respondents who chose moderate extent 58 (16%), the respondents who chose low extent 12 (3%) and the respondents who chose very low extent 8 (2%).

The study thereby revealed that there is a significant relationship between strategic plans and competitive advantage of selected deposit money banks in Southeast, Nigeria since bank planning provide information that is needed to create a cost baseline and determine funding requirements and the timing required to complete that work (Grand-mean 4.218 was greater than the cutoff point 3).

Test of Hypotheses

Hypothesis Five: There is a significant effect of operational plan and competitive advantage of selected deposit money banks in Southeast, Nigeria

Table 2 Contingency table of cumulative responses of Research Question Five

Options	χ	F	$F\chi$	$\bar{\chi}-\chi = \chi_1$	$F(\chi_1)^2$	$\Sigma f(\chi_1)^2$
Strongly agree	5	687	3435	-.793	687 x $(-.793)^2$	432.019
Agree	4	475	1900	-.207	475 x $(-.207)^2$	20.353
Neutral	3	185	555	1.207	185 x $(1.207)^2$	269.517
Disagree	2	53	106	2.207	53 x $(2.207)^2$	258.155
Strongly Disagree	1	29	29	3.207	29 x $(3.207)^2$	93.003
	15	**1432**	**6025**			**1073.047**

Mean score

$$\overline{\chi} = \frac{F\chi}{N} = \frac{6025}{1432} = 4.207$$

Variance = $(S^2) = \frac{\varepsilon f(\chi_1)^2}{N-1} = \frac{107047}{1431} = .750$

Standard deviation = $\sqrt{S^2}$ = $\sqrt{.750}$ = .866

Level of confidence = 0.05

μ = Population mean = 3.0

Statistical tool used = t – test

$$t = \frac{\bar{X} - \mu}{\frac{s}{\sqrt{n}}}$$

Where;

μ = Population mean

s = Sample standard deviation

n = Sample size 396

Level of significance: α at 5%

Degree of freedom: $\frac{K-1}{N-K} = \frac{4-1}{396-4} =$ (392, 3) = 2.18

t - tabulated value = 2.18

Decision Rule:

If the t-calculated is greater than the t-tabulated {t-cal> t-tab} reject the null hypothesis {H_0} that the overall estimate is not significant and if otherwise conclude that the overall estimate is statistically significant.

Substituting $t = \frac{\bar{X} - \mu}{\frac{s}{\sqrt{n}}}$

$$t = \frac{4.207 - 3.0}{\frac{.705}{\sqrt{396}}}$$

$$= \frac{1.207}{\frac{.705}{19.90}}$$

$$= \frac{1.207 \ x \ 19.90}{.705}$$

t = 34.070

The computed t = 34.070 greater than the table value of 2.18, we reject the null hypothesis. Therefore, we concluded that there was significant positive effect of operational plan and competitive advantage of selected deposit money banks in Southeast, Nigeria, as reported in the probability value of (t= 34.070,p.>.05)

Discussion of Findings

Relationship between operational plan and competitive advantage

The study revealed that there is a significant relationship between strategic plans and competitive advantage of selected deposit money banks in Southeast, Nigeria since bank planning provide information that is needed to create a cost baseline and determine funding requirements and the timing required to complete that work (t-statistic = 34.070; P-value, 2.18< Sig-value (0.05). The outcome of the study is in line with the study of Mulyaningsih, Deni, Kokom, Taqwaty and Yuyun (2021), that studied the effect of strategic planning on competitive advantages of small and medium enterprises. The results of the study indicate that there is a significant influence of strategic planning on the competitive advantage of SMEs in Sukabumi, Indonesia. Strategic planning which consists of three

dimensions, namely: the desires of external stakeholder, the company's internal encouragement, and the company's database, significantly influences the competitive advantage of SMEs. Of the three dimensions of strategic planning, the dimensions of external stakeholder have the highest influence, while the company's database have the lowest effect. These results practically imply for SMEs to increase the consideration of company database in preparing the SME strategic planning.

Summary of Findings

The following was the major finding of the study**:**

i. The result showed that operational plan had significant positive effect on the competitive advantage of selected deposit money banks in Southeast, Nigeria since bank planning provide information that is needed to create a cost baseline and determine funding requirements and the timing required to complete that work t(95, n = 358), 34.070, P.> .05

Conclusion

The study concluded that deposit money banks in South-East Nigeria can strengthen their corporate performance by treating human resources as strategic assets and ensuring that their HRM practices are continuously aligned with changing technological, competitive and customer-service requirements. This supports the view that strategic investment in employees, particularly through relevant training, effective performance management and appropriate reward systems, is essential for achieving sustainable corporate performance in the banking sector.

Recommendations

Based on the findings of this study, the following recommendation is made:

i. Management in the banking industry should embrace and institutionalize a culture of strategic planning, as it provides a framework for achieving organizational goals, promoting business growth, and expanding market share amid intensifying competition. A well-developed and effectively implemented strategic plan can enhance organizational performance and provide banks with a competitive advantage in the industry.

References

Abraham, E. O., Odobi, O. D., & Enwuchola, R. O. (2022). Effect of human resources accounting on performance of listed deposit money bank in Nigeria. *Journal of Accounting and Financial Management, 8*(4), 2504–8856.

Adelodun, A. A., & Akanbi, P. A. (2025). Effects of human resource management practices on organizational performance in selected deposit money banks in Oyo Town, Nigeria. *ACU Journal of Social and Management Sciences*.

Aliyu, M. O. (2024). Strategic human resource management and performance of First Bank of Nigeria Plc. *Gusau Journal of Economics and Development Studies, 5*(1), 17–33. https://doi.org/10.57233/gujeds.v5i1.04

Asikhia, O., Makinde, G., Akinlabi, B., & Ibhiedu, A. O. (2019). Strategic orientation and competitive advantage of selected deposit money banks in Lagos State, Nigeria. *International Journal of Economics, Commerce and Management, 7*(4).

Chartered Institute of Personnel and Development. (2025). *Strategic human resource management*.

Cooke, F. L. (2025). From strategic HRM to sustainable HRM? Exploring a common good approach through a critical reflection on existing literature. *Human Resource Management, 64*(5), 1381–1399. https://doi.org/10.1002/hrm.22318

Cunningham, J., & Harney, B. (2012). *Strategy and strategists*. Oxford University Press.

Emad, A. K., Yoshifumi, H., & Idris, M. N. (2017). Factors influencing competitive advantage in banking sector: A systematic literature review. *Research Journal of Business Management, 11*, 67–73.

Isaac, L. (2016). *Purpose of an operational plan*. http://www.leoisaac.com/operations/top025.htm

Iyer, Y. (2022). *Operational planning: How to make an operation plan*. Wrike. https://www.wrike.com/blog/how-to-create-operational-plan/#What-is-an-operational-plan

Jonah, C. T. (2024). Human resource management practices and organisational performance of deposit money banks in Choba, Rivers State. *GPH-International Journal of Educational Research, 7*(3), 64–75. https://doi.org/10.5281/zenodo.14891831

Lotham, & Locke. (2018). *Locke's goal setting theory*. Expert Program Management. https://expertprogrammanagement.com/2018/10/lockesgoal-setting-theory/

McGrath, R. G. (2013). Transient advantage. *Harvard Business Review, 91*(6), 62–70.

M'kuma, E. K. (2015). Strategic positioning and competitive advantage in banking industry in Kenya: A descriptive statistics of private sector banks. *European Journal of Business and Management, 7*(32).

Mulyaningsih, R. D., Deni, M. D., Kokom, K., Taqwaty, F., & Yuyun, Y. (2021). The effect of strategic planning on competitive advantages of small and medium enterprises. *Management Science Letters, 11*, 411–416.

Ola, N. U., Ola, P. O., & Onoja, A. I. (2024). Human resource management practice and the efficiency of listed deposit money banks in Nigeria. *Bayero Business Review, 8*(2), 76–88.

Sule, O. E., Oshi, J., Abdulazzez, F., et al. (2024). High involvement of human resource management practices and corporate integrity of money deposit banks in Rivers State.

Sungwa, J. (2025). Strategic human resources management practices are key to small, medium and micro enterprises effectiveness in South Africa. *SA Journal of Human Resource Management, 23*. https://doi.org/10.4102/sajhrm.v23i0.2763

Zahoor, A., Sahaf, M. A., & Shah, M.-U.-D. (2025). Strategic human resource management: A framework-based review and research agenda. *South Asian Journal of Human Resources Management*. https://doi.org/10.1177/23220937251383262