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

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Abstract

This study examined the effect of strategic human resource management practices on the corporate performance of selected deposit money banks in Southeast, Nigeria. The specific objectives were to establish the extent to which recruitment and placement specialists affect productivity, investigate the influence of employees' training on organizational profitability, and examine the nature of the effect of operational plans on the competitive advantage of selected deposit money banks in Southeast, Nigeria. The population of the study comprised nine hundred and seventy-eight (978) staff members. A sample size of 396 was determined using Cochran's (1977) formula at a 5 percent margin of error. A survey research 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 recruitment had a significant positive effect on placement, $t(95, n = 358) = 25.622$, $p > .05$. Employees' training had a significant positive effect on organizational profitability, $t(95, n = 358) = 25.622$, $p > .05$. 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 appraisals by ensuring fairness and openness, which lead to quality service.

Keywords: *Corporate performance, employees' training, recruitment, strategic human resource management*.

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Introduction

The prevailing belief in management circles is that one of the most significant sources of an organization's assets today is its human resources. Human resource management is more important than other competitive actions because people use other assets within the organization to achieve its objectives (Orji, Olaniyi, Oladele, & Mhirna, 2022). This view is consistent with that of Okechukwu, Eze, and Udo (2016), who opined that employees, who constitute an organization's human resources, are regarded as some of the most important resources in business. Other organizational resources, such as money, products, technology, markets, economies of scale, and other factors, can still provide competitive leverage; however, an organization's human resources are more important for its long-term viability. Thus, to achieve the desired level of performance, firms must understand their employees' expectations.

Given its perceived impact on business success, cost savings and profitability are essential requirements for achieving higher service quality, which has become increasingly crucial to companies (Jogarao, 2018). In today's highly competitive marketplace, satisfying customers' needs and expectations while delivering high-quality services has proven difficult, particularly given the inherent intangibility of services. For instance, the banking industry has witnessed unprecedented changes in competition, technology, and customer preferences over the years. Consequently, investing in quality service delivery has become increasingly essential. This has led to a significant shift in the orientation of banking institutions from purely economic organizations to more socio-economic organizations.

Strategic Human Resource Management (SHRM) emphasizes the importance of integrating human resource management (HRM) policies and strategies with the overall organizational strategy (Altarawneh, 2016). Organizations aspire to recruit top talent by implementing various human resource (HR) techniques and strategies. SHRM combines strategic principles to ensure that human resources are utilized and developed to their full potential, enabling organizations to leverage their most talented employees to gain a competitive advantage (Gardia, 2018; Mhirna, 2019). In contrast to conventional HRM practices, SHRM focuses on implementing activities such as training and skills development, empowerment, performance appraisal, performance-based pay, leadership development, creativity, and innovation. These activities make change and transformation management inevitable. SHRM also aims to improve HRM-related activities, such as recruitment, selection, compensation, and labour relations, while implementing additional activities, including training and skills development, empowerment, performance appraisal, performance-based pay, leadership development, creativity, and innovation, thereby making change and transformation management essential.

It is noteworthy that strategy is essential in every organization because it enhances organizational effectiveness and competitiveness. Eze (2006) stated that strategy is used “to denote specific patterns of decisions and actions undertaken by the upper echelon of the organization so as to achieve organizational performance goals.” According to Eze (2006), this definition has replaced the more traditional use of the term, which referred to long-term planning.

The evolution of strategic human resource management (SHRM) corresponded with changes in organizations' management practices and their external environments (Ulrich & Dulebohn, 2015). The concept of SHRM has emerged, developed, and evolved to emphasize the importance of human resources in sustaining an organization's competitive advantage (Wright & Guest, 2013). SHRM is an approach to managing human resources that supports organizational goals and outcomes through a strategic framework (Okechukwu et al., 2016). It involves linking human resources with strategic goals and objectives to improve business performance and develop an organizational culture that fosters innovation, flexibility, and competitive advantage (Truss & Gratton, 2006). It also involves recognizing and incorporating the human resource function as a strategic partner in formulating and

implementing organizational strategies through HR activities such as recruiting, selecting, training, and rewarding personnel (Sinha, 2014).

In 2004, following the proposal of the National Economic Empowerment and Development Strategy (NEEDS), the Nigerian banking sector underwent bank consolidation to increase banks' asset bases in terms of capital size and reduce the number of banks. This was achieved mainly through mergers and acquisitions. The exercise required every bank operating in the system to maintain a minimum paid-up capital of twenty-five billion naira. Since many banks were already burdened with bad debts and high levels of non-performing loans, the Asset Management Corporation of Nigeria (AMCON) was established in 2010 to mitigate the effects of loan losses (Ekong & Ikot, 2012). Furthermore, the Nigerian banking industry has witnessed, and continues to experience, significant transformations in recent years as a result of restructuring programmes introduced to address existing industry challenges by the apex bank. One of the most recent major developments has been the recapitalization exercise, which has significantly reshaped the structure of the Nigerian banking industry. Banking sector reforms and recapitalization resulted from deliberate policy responses aimed at correcting perceived or impending banking sector crises and preventing subsequent failures (Adegbaju & Olokoyo, 2008).

Today, banks need SHRM to meet increasing business demands, comply with mandatory regulations, drive operational efficiency, and maintain a competitive advantage through innovation and the adoption of new technologies. Therefore, the adoption of strategic human resource management plays an important role in the survival of banks. It helps create business opportunities and address competitive pressures.

Statement of the Problem

Strategic Human Resource management practice ensures that organisations have the right people in place to achieve their company's goals and help companies retain top talent and keep their employees engaged in their work. Strategic human resource management is a process that helps the human resources department maximize the potential of its workforce through strategic planning, talent management, leadership development, organizational design, and performance management. In the past, strategic human resource management was an administrative function. Today, Human resource managers play a critical role in ensuring that the organization has the right people that help improve business performance and ensure that it delivers on its mission. It means that HR professionals need to understand its goals and objectives. How they can best help the organization achieve those goals, and what actions will allow them to do so. It cannot be overemphasized that the ability of a bank to withstand and effectively manage human resources is a strong determining factor in its preparedness for business.

Despite efforts by banks to enhance performance, many, including those in the Southeast, fall short of the high service quality industry benchmark, as seen by an increase in customer complaints and unhappiness, particularly with the quality of service received. The players in the banking sector are constantly challenged by the volatility in the business environment and SHRM seems to be a panacea through which banks can sail through the wind of change. Considering the fact that the Banking Sector in Nigeria is an important part of the Nigerian Economy, being unprepared and ineffectively managing human resources within this sector poses a grave threat to the stability of the Nigerian economy. However, there are a lot of problems banks have with human resources management, such as; unresolved HR issues by the ways of; skill deficiency/lack of training, rigid policies, poor promotion and financial benefits plans, low empowerment and career development plans especially for workers access at the lower level are principal factors. By implication, bank workers are being overworked and under-compensated leading to low passion and motivation.

These issues, if not addressed, have critical performance implications such as low customer satisfaction, high customer complaints, high employee turnover, and a low level of service quality delivery. The consequences of not taking action against the above factors will pose a grave danger to the banking sector; thus preventing those threats

from continuous manifestation informs this study. In response to the above situations, this study is geared towards ascertaining the effect of strategic human resources management practices on the corporate performance of selected deposit money banks in Southeast, Nigeria, by determining the possible causes and factors which are responsible for the inadequate application of strategic human resource management practices in the Nigerian banking sector.

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. Establish the extent of effect recruitment on the placement specialists on the productivity of selected deposit money banks in Southeast, Nigeria.

ii. Investigate the influence of employees' training on organizational profitability of selected deposit money banks in Southeast, Nigeria.

Research Questions

Following the statement of the research problem and the objectives of the study already stated, this research answered the following questions:

i. What is the degree of the effect of recruitment on placement specialists on the productivity of selected deposit money banks in Southeast, Nigeria?

ii. How does employees' training influence the organizational profitability of selected deposit money banks in Southeast, Nigeria?

Research Hypotheses

Consistent with the statement of problem, the research objectives and the research questions already stated above, the following alternate hypotheses were formulated for the study:

i. There is significant effect recruitment on placement of selected deposit money banks in Southeast, Nigeria.

ii. Employees' training has a significant effect on organizational profitability of selected deposit money banks in Southeast, Nigeria.

Scope of the Study

The 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.

Variables of strategic human resource management practicesused for the study includes; performance appraisal, compensation, recruitment, employees' training and operational plan against the corporate performance variables such as; service quality, employees' retention.

Review of Related Literature

Conceptual Review

Strategy

Strategy is a broad-based formula for how business is going to compete and what policies will be needed to carry out the goals in order to achieve success (Porter 1985). Strategy is a game plan, a pattern in a stream of decisions and actions that intended to outwit competitor who fulfill stakeholder's expectation in line with the organization scope of business (Tregoe et al., 1980). Planning is one of the management functions which is the process of setting goals and objectives in an organization and also determine how to achieve such goals and objectives (Alaka et al., 2011). Strategic planning is the method of formulating and implementing long-term plans in a broad and flexible manner in order to achieve the aspiration of the organization (Falilat, 2013 and Odanme, 2007). Strategic planning is designed to achieve the firms' vision and mission, which consist of four major steps: analysis, formulation; implementation and evaluation (Piffsand Lei, 2003).

Human Resource

Human resource is a management system consisting of many interdependent activities. This activity does not take place according to the apparent isolation of any action affecting other human resources. For example, bad decisions regarding staffing needs can lead to employment, placement, social compliance, trade union relations, management, and compensation issues (Mappamiring et al., 2020). If human resource activities are involved as a whole, then they help the human resource management system. Offices and people are open systems because their environment influences them. Human resource management is also an available system controlled by the outside environment. (Mappamiring & Putra, 2021; Nguyen & Pham, 2020) suggests that human resource management can be defined as the process of achieving organizational goals through obtaining, maintaining, stopping, developing, and using or utilizing human resources in an organization as best as possible.

Management

Henri Fayol (1841–1925) considers management to consist of five functions: planning (forecasting), organizing, commanding, coordinating and controlling. Management involves identifying the mission, objective, procedures, rules and manipulation (Deslandes, 2014) of the human capital of an enterprise to contribute to the success of the enterprise. Scholars have focused on the management of individual, organizational, and inter-organizational relationships. This implies effective communication: an enterprise environment (as opposed to a physical or mechanical mechanism) implies human motivation and implies some sort of successful progress or system outcome (Zink, 2017). As such, management is not the manipulation of a mechanism (machine or automated program), not the herding of animals, and can occur either in a legal or in an illegal enterprise or environment. From an individual's perspective, management does not need to be seen solely from an enterprise point of view, because management is an essential function in improving one's life and relationships.

Strategic Human Resource Management (SHRM)

Strategic HRM is a process that involves the use of overarching approaches to the development of HR strategies, which are integrated vertically with the business strategy and horizontally with one another. Strategic human resource management (SHRM) will continue to grow in importance in the success story of organizations, as the world of business becomes more complex and challenging. It is very certain that employees (human resources) continue to play pivotal roles as the creativity and innovative ideas reside in this vital resource management (Sohel-Uz-Zaman et al. 2022).

Strategic Human Resource Management Practices

Strategic Human Resources Management Practices SHRM practices are those decisions and actions which concern the management of employees at all levels in the business, and which are related to the implementation of strategies directed towards sustaining competitive advantage (Dimba, 2010). Even though advancement in the direction of identifying precisely which HR practices are linked with better organizational performance has been unsatisfactory, it is recognized that there are four main areas in which human resources strategies may be developed. These include recruitment, training, compensation, and performance management (Armstrong, 2002; Foot & Hook, 2009).

Components of Strategic Human Resource Management Practices that form Part of the Objectives of the Study

Recruitment and Placement

Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring and onboarding employees. In other words, it involves everything from the identification of a staffing need to filling it. Sepahvand & Bagherzadeh Khodashahri (2021), Recruitment refers to activities that an organization performs to identify and attract individuals that can help the organization achieve its strategic goals. These activities examine a set of suitable volunteers to increase their interest in the organization as well as to increase the likelihood that they accept the offered jobs. This definition specifies the difference between recruitment and selection functions and highlights the relationship between recruitment and strategy (Brandão et al., 2019).

Employee Training

Employee training is a program that helps employees learn specific knowledge or skills to improve performance in their current roles. Employee development is more expansive and focuses on employee growth and future performance, rather than an immediate job role. Employee training is one of the vital tools that help to enhance effective organizational performance and at the same time helps to promote the stability index of the organization. It is very important for the organization to exert extra efforts and invest much in employee training if it wants to achieve its objectives in the most economical way. Training enables employees to be competent and more effective in their work. Wright and Geroy (2001), effective training programmes change the competency level of an employee positively. It refers to the process of acquiring or transferring the needed knowledge, skills, and abilities to perform an activity. Training and career development provide employers and employees with strategic and extensive benefits (Hammond & Churchill, 2018).

Corporate Performance

Corporate performance refers to both objective performance outcomes such as profit, return on investment; productivity and growth as well as subjective performance outcomes such as quality of products and services, client satisfaction and innovativeness (Anwar & Abdullah, 2021). Corporate performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Anwar & Abdullah, 2021). Corporte performance involves analysing a company's performance against its objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs. The concept of organizational performance is the comparison of an organization's goals and objectives with its actual performance (Jameadows, 2018).

Components of Corporate Performance that form part of the Objectives of the Study

Productivity

Productivity refers to the ability of an organisation or its employees to convert available resources such as labour, time, capital and technology into goods or services efficiently. In deposit money banks, productivity reflects how

effectively employees and other resources are used to deliver banking services, process transactions, serve customers and generate income. Anga and Tamunomiebi (2025) found that effective performance planning is significantly related to employee productivity in deposit money banks, particularly through task accomplishment, timeliness and employee innovativeness.

Organizational Profitability

Organisational profitability refers to the ability of an organisation to generate sufficient income or profit from the resources and activities employed in its operations. For selected deposit money banks in South-East Nigeria, profitability indicates the extent to which banks can generate returns from their assets, investments and banking activities after accounting for operating costs and other expenses. Achema and Dauda (2024) identified asset quality, capital adequacy, liquidity management and management efficiency as significant determinants of the profitability of Nigerian deposit money banks. More recently, Iserameiya and Imuentinyan (2025) examined factors such as inflation, interest rates, GDP growth, capital adequacy and bank size in relation to corporate profitability in Nigerian money banks.

Theoretical Framework

The study was guided by the Human Capital theory formulated and further developed by Becker and Schultz in 1961 and 1964 respectively

Human Capital Theory

The Human Capital theory was formulated and further developed by Becker and Schultz in 1961 and 1964 respectively. Becker (1964) Human Capital Theory promotes the idea that investing in employees' education, whether formal or informal, will increase productivity. Decisions made by organizations are based on this theory. Theoretically, education or training boosts workers' productivity by transferring practical knowledge and skills, increasing an employee's lifetime earnings (Githinji, 2014). The human capital theory focuses on how employee skill variation affects performance. The application of the human capital theory places a strong emphasis on how well-rounded employees are in organisations. According to Özkoç and Çalışkan (2015), the economic importance of the human capital theory holds that "capital invested in people is the most valuable of all capital." Human capital used specifically for an organization is distinguished from general human capital. The difficult issues of the human capital theory are underemployment of credentialed knowledge, created as a result of the time people invest in obtaining advanced formal educational qualifications but are unable to find employment that is commensurate with the qualification, in light of Purcell's (2009) finding. A sizable and expanding body of research shows a positive relationship between organizational performance and the growth of human capital. The focus on human capital in organizations reflects the idea that market value is more dependent on intangible resources, particularly human resources, than it is on tangible ones. But finding and keeping the best employees is only one aspect of the puzzle. The company must also make the most of the abilities and skills of its workers by promoting both individual and organizational learning and cultivating a welcoming environment where knowledge can be produced, disseminated, and applied. In essence, the human resources must be worthwhile; they must be dormant with potential for productivity (Cardy, 2004).

Empirical Review

Recruitment and Placement and Productivity Specialists

Mohamad and Rokay (2020) conducted a study on the Effect of Strategic Human Resources Management (SHRM) on Organizational Excellence. Human resources at different levels are the executives of organizational tasks toward excellence. Missing the track of human resources will leave the organization behind. The objective of this research is to investigate the effect of SHRM components on organizational excellence. The study was applied to industrial

organizations in Industrial City in Northern Jordan. A quantitative approach was used to accomplish the objectives. A questionnaire was used to collect data. The questionnaire was composed of three parts: the first part designed to collect demographic data, the second part designed to collect information about SHRM (recruitment, training, development, and career development), the last part designed to collect information about organizational excellence. A simple random sample of 120 organizations' managers was studied. The results showed that the data collection tool was reliable. The results showed that training was of high concern by managers to reach excellence, followed by organizational development, then career development, and the least evaluation was for recruitment.

Sulaiman and Muhammad (2020) conducted a study on Evaluating the Impact of Man Power Training on Labour Productivity in the Nigerian Banking Sector. The research work was conducted mainly to evaluate the impact of man power training on labor productivity in the banking industry its significant objective is to find out the relationship between training and productivity in the banking industry. The research used primary and secondary data obtained from the issue of questionnaires and the interview. The research administered a self- designed 30 questionnaires to the staff of union bank out of which 25 were answered and returned, the result is based on the outcome from the questionnaires collected and the analyses as well is based on the impact of training on labor productivity. In other to analyzed some parameters and the variable relating to the role of training development, the research finds out that the training is very important in the banking industry.

Babarinde (2021) examined on Does Recruitment and Selection Process Determine Employees Productivity in Multinational Enterprises: Empirical Evidence from Nigeria. In the recent times, Nigeria economy has become more integrated than ever before and this increased integration of the economy has affected the whole country, among one of these effects is the increase in the number of multinational organizations. To achieve the spelt objectives, the study utilized survey design; and data was collected though a self-administered questionnaire from a number of 372 respondents who were staff of five purposively selected MNEs (P&G, Unilever, Nestle, 7up and Cadbury Plc) in Oyo and Ogun States, Nigeria. Having analyzed the data, the study found that merit system used in recruitment and selection positively affects the employees' performance of MNEs. T

Ibelegbu and Abanyam (2022) conducted a study on Human Resource Management: Impact of Employees' Relations and Training Practices of Listed Deposit Money Banks' (LDMB) Performance in Adamawa State, Nigeria. This study ascertained the impact of employees relations and training practices of Listed Deposit Money Bank LDMBs performance in Adamawa state, Nigeria. A survey research design was employed. The population of the study consisted of 120 employees of the entire 14 branches of LDMBs listed in the Nigerian Stock Exchange for the year 2019. Prior to the study, a sample size that provided a high effect size was ascertained through the use of GPower 3.1 software based on effect size d = 0.8, power (1b = .95). Hence, 112 employees were studied. A structured questionnaire, with 28 items was developed by the researcher. The questionnaire was structured on a 5-point scale. A pilot study was carried out to predict the power and moderation effect of the variables by conducting a test using mean, independent t-test, and Analysis of Variance statistics. The real limit of the mean values was used to make decisions on the entire item. Independent t-tests and analysis of variance were used for in-depth data analyses. It was concluded that employee relations, training and development practices have a positive impact on the performance of LDMBs in Adamawa State.

Minapu, Ogohi and Ibrahim (2023) conducted a study on Workplace Diversity and Employee Performance: An Empirical Analysis of Nigeria's Banking Sector. The study adopted a survey research design. While the study population consisted of all twenty-two Commercial Banks in Nigeria. A sample size of three hundred (300) respondents was selected. The internet mail survey had a 90% response rate. Data collection was by use of a questionnaire through the internet MS survey link. Analysis was done by use of descriptive and inferential statistics in SPSS version 25.0. The Regression analysis coefficient indicated the strength and direction of the relationship between each independent variable and the dependent variable and tested at a 5% significance level.

Employees' Training and Organizational Performance

Abdul and Bazgha (2016) carried out a study on the Impact of Training and Development on Employees Performance in Banking Sector of Pakistan.The objective of this paper is to explore the training & development practices in the banking sector of Pakistan. The banks continuously provide training to different levels of officers at different times to enhance their capability and knowledge. The banks have established staff training institutes where different courses are offered. In order to measure the impact of training on employees we have selected 22 branches of different banks located in Multan city and recorded the views of 200 employees (including manages, operational and non-operational staff. We used five point likert scale to measure the impact of training and development of the banks' employees. Our results show that, banks are providing training & development opportunities to their employees, but there is still gap which should be addressed. Training facilities is not sufficient and training methods are not up today. Most of the trainers belong to operational background and they are unable to provide the sufficient training to develop the good workers.

Anjum and Tahir (2018) conducted a study on the Impact of Training and Development on Individual &Organizational Performance in Banking Sector. The study aims to explore the impact of training and development on individual and organizational performance in banking sector of different countries. The definitions of training and development were highlighted followed by its influence on employees' performance and organizational profit. It was found that training and development positively influence employees' motivation level, job satisfaction, skills and performance at work. It was also found that training & development plays central role in improving organizational performance by helping in increasing profit and attaining competitive advantage.

Nawroz (2018) conducted a study on the influence of performance training and development on organizational performance: A case study of private banks in Kurdistan. Even everyday banks are promoting various employees training and development programs for their staffs, but still there is no certain or effective instrument to confirm how they influence to banks' performance. Therefore, this research planned to determine the relationship between training and development with banks performance and its comparison between training and development. The researcher distributed 250 questionnaires, but only 209 questionnaires were received from employees and been completed. The researcher used a quantitative research method to investigate the most of significance factor that affects banks performance, through measuring and comparing employee training and employee development at banks. The findings of multiple regression analysis revealed that the effect of employee training on banks performance is stronger than the effect of employee development on banks performance in Erbil.

Yusuf, Mohammed, Sani, Ale and Rasheed (2018) carried out a study on the Impact of Employees' Training on Organization Profitability: Implication for Business and Educational Managers. It is said that obstacle to employee pledge to organization arise from dearth of training to bring up-to-date skills and inspire a sense of belonging, thus lowering efficiency. In view of the preceding, this paper examined the impact of employees' training on organization profitability. Two sampling techniques (multistage and random) were used to select 269 employees out of total population of 874 employees drawn from 10 selected profit-making organizations (firms and schools) in Kwara State, Nigeria. An instrument tagged 'Training and Organization Profitability Questionnaire (TOPQ)' was adapted to collect relevant data. Statistical Package for Social Sciences (SPSS) was employed for data screening. Partial Least Square (PLS) was then used to assess the psychometric properties (i.e., to determine the measurement and structural model of the study). Finding indicates no connection between on-the-job training and organization profitability while significant link between specialized training and organization profitability was found. It is also revealed that variance explained in the exogenous model of the study is 24%, assessment of effect size show none and small size for on-the job and specialized training respectively while adequate predictive relevance was achieved.

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. The hypotheses were analyzed using t- test statistic tool.

Data Presentation and Analysis

Data Presentation

Question Three: What is the degree of the relationship between recruitment and placement specialists on productivity of selected deposit money banks in Southeast, Nigeria?

Table 1: Mean rating of responses from respondents on the degree of the relationship between recruitment and placement on productivity 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	The basic purpose of recruitment is to create a pool of suitably qualified candidates.	780 156 44%	496 124 34%	174 58 16%	24 12 3%	8 8 2%	1475 358 100%	4.14	0.0029
2	My bank selects applicants who meet job requirements and specifications.	620 124 35%	624 156 44%	144 48 13%	40 20 5%	10 10 2%	1438 358 100%	4.02	0.0027
3	The success of my bank relates directly to the people working within it.	1065 213 59%	364 91 25%	126 42 12%	18 9 2%	3 3 0.8%	1576 358 100%	4.40	0.0034

4	The success of my bank lies in selecting qualify employee that will fit in for the job.	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 basic purpose of recruitment is to create a pool of suitably qualified candidates 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 selects applicants who meet job requirements and specifications 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 the success of my bank relates directly to the people working within it 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 the success of my bank lies in selecting qualify employee that will fit in for the job 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 recruitment and placement specialists of selected deposit money banks in Southeast, Nigeria since the success of my bank relates directly to the people working within it (Grand-mean 4.218 was greater than the cutoff point 3).

Question Four: How does employees' training affect organizational profitability of selected deposit money banks in Southeast, Nigeria?

Table 2: Mean rating of responses from respondents on how employees' training influence organizational profitability 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	Induction training designed for newly engaged employees to get them acquainted with the overall requirement of the organization such as norms, ethics, goals, rules and regulations.	780 156 44%	496 124 34%	174 58 16%	24 12 3%	8 8 2%	1475 358 100%	4.14	0.0029
2	Job rotation enables management to discover employee's area of interest and to improve on his experiences especially in other area or tasks	620 124 35%	624 156 44%	144 48 13%	40 20 5%	10 10 2%	1438 358 100%	4.02	0.0027

3	Formal education provides opportunity for acquiring better skills and experiences resign for a job with higher pay.	1065 213 59%	364 91 25%	126 42 12%	18 9 2%	3 3 0.8%	1576 358 100%	4.40	0.0034
4	Programmed instruction creates confidence in an employee to enable him operates his tasks without obstacles and with efficiency and effectiveness.	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 how employees' training affect organizational profitability of selected deposit money banks in Southeast, Nigeria. The outcome of the respondents' views to the question item which indicated that induction training designed for newly engaged employees to get them acquainted with the overall requirement of the organization such as norms, ethics, goals, rules and regulations showed; the respondents who chose very great extent were 156 (44%), the respondents who chose great extent were 124 (34%), the respondents who chose moderate extent were 58 (16%), the respondents who chose low extent were 12 (3%) and the respondents who chose very low extent were 8 (2%).

The outcome of the respondents' views to the question item which indicated that job rotation enables management to discover employee's area of interest and to improve on his experiences especially in other area or tasks 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 formal education provides opportunity for acquiring better skills and experiences resign for a job with higher pay 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 programmed instruction creates confidence in an employee to enable him operates his tasks without obstacles and with efficiency and effectiveness 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 study thereby revealed that employees' training has a significant effect on organizational profitability of selected deposit money banks in Southeast, Nigeria since formal education provides opportunity for acquiring better skills and experiences resign for a job with higher pay (Grand-mean 4.218 was greater than the cutoff point 3).

Test of Hypotheses

Hypothesis Three: There is significant effect recruitment on placement of selected deposit money banks in Southeast, Nigeria

Table 3 Contingency table of cumulative responses of Research Question three

Options	χ	F	$F\chi$	$\bar{\chi}-\chi = \chi_1$	$F(\chi_1)^2$	$\Sigma f(\chi_1)^2$
Strongly agree	5	690	3450	-.782	690 x $(-.782)^2$	421.951
Agree	4	475	1900	-.218	475 x $(-.218)^2$	22.574
Neutral	3	185	555	1.218	185 x $(1.218)^2$	274.459
Disagree	2	53	106	2.218	53 x $(2.218)^2$	260.734
Strongly Disagree	1	29	29	3.218	29 x $(3.218)^2$	300.310
	15	**1432**	**6040**			**1280.028**

Mean score

$$\overline{\chi} = \frac{F\chi}{N} = \frac{6040}{1432} = 4.218$$

Variance = $(S^2) = \frac{\varepsilon f(\chi_1)^2}{N-1} = \frac{1289.028}{1431} = 0.894$

Standard deviation = $\sqrt{S^2} = \sqrt{.894} = .946$

Level of confidence = 0.05

μ = Population mean= 3.0

Statistical tool used = t – test

$$t = \frac{\chi - \overline{\mu}}{\frac{s}{\sqrt{n}}}$$

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

$$t = \frac{4.218-3.0}{\frac{.946}{\sqrt{396}}}$$

$$= \frac{1.218}{\frac{.946}{19.90}}$$

$$= \frac{1.218 \; x \; 19.90}{.946}$$

$t = 25.622$

The computed t = 25.622 greater than the table value of 2.18, we reject the null hypothesis. Therefore, we concluded that **there was significant positive effect recruitment on placement of selected deposit money banks in Southeast, Nigeria** as reported in the probability value of (t = 25.622,p<.05).

Hypothesis Four: Employees' training has a significant effect on organizational profitability of selected deposit money banks in Southeast, Nigeria.

Contingency Table 4 of Research Question Four

Table 4 Contingency table of cumulative responses of Research Question Four

Options	χ	F	$F\chi$	$\bar{\chi}-\chi = \chi_1$	$F(\chi_1)^2$	$\Sigma f(\chi_1)^2$
Strongly agree	5	690	3450	-1.087	1085 x $(-1.087)^2$	1282.002
Agree	4	475	1900	-.087	834 x $(-.087)^2$	6.313
Neutral	3	185	555	.913	464 x $(.913)^2$	386.776
Disagree	2	53	106	1.913	295 x $(1.913)^2$	1079.573
Strongly Disagree	1	29	29	2.913	868 x $(2.913)^2$	7365.474
	15	**1432**	**6040**			**10120.138**

Mean score

$\bar{\chi} = \frac{F\chi}{N} = \frac{6040}{1432} = 4.218$

Variance = $(S^2) = \frac{\varepsilon f(\chi_1)^2}{N-1} = \frac{1289.028}{1431} = 0.894$

Standard deviation = $\sqrt{S^2} = \sqrt{.894} = .946$

Level of confidence = 0.05

μ = Population mean= 3.0

Statistical tool used = t – test

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

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

$$t = \frac{4.218-3.0}{\frac{.946}{\sqrt{396}}}$$

$$= \frac{1.218}{\frac{.946}{19.90}}$$

$$= \frac{1.218\ x\ 19.90}{.946}$$

$$t = 25.622$$

The computed t = 25.622 greater than the table value of 2.18, we reject the null hypothesis. Therefore, we concluded that Employees' training has a significant effect on organizational profitability of selected deposit money banks in Southeast, Nigeria as reported in the probability value of (t = 25.622,p<.05).

Discussion of Findings

Relationship between recruitment and placement specialists on productivity

The study revealed that there is positive and significant relationship between recruitment and productivity of selected deposit money banks in Southeast, Nigeria since the success of my bank relates directly to the people working within it (t-statistic = 25.622; P-values (2.18), Sig-value (0.05). The study is not in line with the study of Kawara (2021) that conducted a study to examine effects of reward systems on employee productivity in The Catholic University of Eastern Africa, Kenya. The specific objectives of the study were: to determine the factors which increase employee motivation to better performance and critically evaluate and focus on the effects of reward systems on employee productivity. Purposive sampling was used to sample 80 respondents from all cadres of staff. Data was collected through self-administered questionnaires. Regression technique was used to analyze the data. The findings of this study revealed that different respondents had different motivational preferences but majority of the Institution's staff was more exposed to the use of non-financial rewards such as recognition, training, opportunities to handle greater responsibilities, employee promotion and participation in key decision making and challenging jobs to motivate exemplary performers.

The outcome of the study is not in line with the study of Okosi, (2020), that examined the effect of reward system on employee performance in sachet water companies in Anambra state. The specific objectives of this study were to; assess the effect of wages and salaries on employee performance, to determine the effects of recognition on employee performance, to investigate how staff training and development affect employee performance. Research design was cross-sectional survey research design. The instrument for data collection was questionnaire. The population of the study comprised of 525 employees of the selected sache water companies in Anambra state. A sample size of 150 employees was drawn from the population. Research hypotheses were tested using Multiple Regression Analysis (MRA). Findings from the study revealed that wages and salaries have a significant effect on employee performance in the selected sachet water companies in Anambra state. The study results also showed that staff recognition have a significant positive effect on employee performance in the selected sachet water companies in Anambra state. Staff training and development showed a significant positive impact on employee performance.

Influence of employees' training on organizational profitability

This study revealed that employees' training has a significant effect on organizational profitability of selected deposit money banks in Southeast, Nigeria since formal education provides opportunity for acquiring better skills and experiences resign for a job with higher pay (t – statistics (25.622); P-values (2.18) < Sig-value 0.05). The outcome of the study is in line with the study of Rida & Faiza, (2015), that investigated the effects of work-related training on direct measures of productivity, using a new panel of British industries. The authors argued that organization training process should be anchored and established on a well-defined training policy, drawn on manuals, which

should be made to continue to improve productivity in organization. In the past, the nature of manpower training in many organizations was determined by existing rules, customer service requests, and the issue of compliance in safety and health. Nevertheless, the study found that organizations are currently providing work- related training as an approach for increasing employee productivity.

The outcome of the study is in line with the study of Tahir, Yousafzai, Hashim and Jan, (2014) that analyzed the influence of training and development on employee performance and productivity using the United Bank Limited Peshawar City, Pakistan as a case study. The main objective was to investigate the effect of training and development on employees' performance and productivity, using descriptive statistic tools SPSS. The results of the research revealed that the employees of UBL in region Peshawar were in favor of manpower training as they considered it as the major factor that drives employees' performance and Productivity. This study established that bank administrators who are interested in employee's productivity and efficiency have no option but to embrace the idea of employee training and development as a blueprint for success. The study concluded that training and development would offer opportunities for promotion and better career life for employees in the organization. In doing so, organizations productivity would be accelerated.

Summary of Findings, Conclusion and Recommendations

Summary of Findings

The following were the major findings of the study**:**

i. The result showed that there recruitment had significant positive effect on productivity of selected deposit money banks in Southeast, Nigeria since the success of my bank relates directly to the people working within it, t(95, n = 358), 25.622, P. > .05.
ii. The result showed that employees' training had significant positive effect on organizational profitability of selected deposit money banks in Southeast, Nigeria since formal education provides opportunity for acquiring better skills and experiences resign for a job with higher pay t(95, n = 358), 25.622, P. > .05.

Conclusion

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 analysis indicated remuneration to be a major concern in the organization. The majority of the respondents stated that the organization lacked proper remuneration procedure and it was not based on performance. Also, the recruitment and selection processes were not properly followed in the organization which gave rise to lacked proper policies on the recruitment process. Training and development were not conducted on a regular basis and it affected organizational performance.

Recommendations

Based on the findings of this study, the following recommendations were made. They are;

i. The banking sector's management should adopt effective hiring practices, with personnel selection based on qualifications and experience. It enables them to discover the aptitude of workers, areas of interest and ensure the area of specialization for better placement of employees.

ii. The banking industry's management should pay close attention to the onboarding process especially the area of induction training since it helps new employees to become acquainted with their existing positions and helps them understand the industry's overall goals, policies, scope, and difficulties in order to attain organizational profitability.

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