

Assessing the Impact of Employee Resourcing Strategy on Nigerian Commercial Banks' Market Share in Nigeria

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Abstract

Original Research Article

This study examined the influence of employee resourcing strategy on market share of commercial banks in Nigeria, with particular focus on human resource planning and recruitment and selection as dimensions of employee resourcing strategy and market share as a measure of bank performance. The study adopted a cross-sectional survey research design. The target population comprised 521 permanent staff of six selected commercial banks operating in Akwa Ibom State, namely First Bank, United Bank for Africa, Zenith Bank, Access Bank, Ecobank and First City Monument Bank. Using the Taro Yamane sampling technique, a sample size of 226 employees was determined and proportionately allocated across the selected banks and senatorial districts. Data were collected through a structured questionnaire administered using a five-point Likert scale. Data were analysed using descriptive statistics and simple linear regression at a 5% level of significance. The findings revealed that human resource planning has a positive and significant influence on market share. Similarly, recruitment and selection exerted a positive and significant influence on market share. The study therefore concludes that effective employee resourcing practices are important determinants of commercial bank performance. It recommends that commercial banks strengthen strategic human resource planning, improve recruitment and selection procedures, and ensure that employee resourcing decisions are aligned with organisational objectives to enhance market penetration and competitive performance.

Keywords: Employee Resourcing Strategy, Human Resource Planning, Recruitment and Selection, Market Share, Commercial Banks, Nigeria.

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1.1 INTRODUCTION

Staff were seen as the primary organisational asset to produce goods and services and to meet the goals of the institution. Managers and researchers' increased focus on employees came about because they recognized that the quality, availability and use of people could be a key factor in the ability of an organization to maintain service quality and competitive advantage. Employee resourcing strategy thus served as the framework that enabled the structures for acquiring, placing, and keeping the employees with knowledge, skills, and attributes suitable for current and future needs (Sinha *et al.*, 2022; Ogunyomi and Ojikutu, 2024).

Employee resourcing strategy was defined as the range of employment activities the organisation employed to ensure that suitable staff were recruited to the appropriate roles, at the appropriate time and that they would be properly utilized. Armstrong (2014) has

related the concept to the recruitment and retention of the people an organization needs to operate, and Hanti (2022) has focused on the ability to hire, use and retain the workforce necessary for the organization. The strategy was explored in this study in three related areas, namely human resource planning, recruitment and selection, and employee retention. HRP determined the number and type of employees needed, recruitment and selection, identified and selected suitable employees and the retention strategy ensured the continued supply of valuable employees.

Failure to forecast needs for employee resourcing, taking staffing decisions too late, job description inadequacy, recruitment based on non-merit criteria, poor selection process, limited career progression potential, poor compensation and poor focus on employee development were the most common problems. Under these circumstances banks may suffer

from lack of skilled manpower in important departments, inappropriate staffing and unnecessary attrition as well as the loss of experienced manpower. Technological development, new service channels, increasing competition and evolving customer needs also raised the need for commercial banks to plan their staffing and replace staff members with those who are able to cope with new operational demands.

Some of the impacts of inadequate resourcing may be delayed service, inconsistent treatment of customers, unnecessary transaction mistakes, ineffective complaint handling, loss of institutional knowledge, recurrence of recruitment expenses, and unstable relations with customers. Such symptoms might harm customer satisfaction, diminish the bank's capacity to differentiate its services, and abate its market share growth possibilities. On the other hand, good HR planning, recruitment and selection and retention was expected to strengthen employee competence and continuity, leading to better organisational results (Van Dijk, 2023; Richardson *et al.*, 2020; Katou, 2021).

Previous research produced relevant relationships between the individual level of resourcing and organizational outcomes but the evidence was dispersed. Several of the studies focussed on one outcome, namely service quality or retention, and others focussed on more general organisational performance and/or on selecting a single composite outcome, with a minority conducted in sectors other than the Nigerian banking sector. As a result, there has not been much empirical interest in the simultaneous analysis of the three resourcing dimensions and different performance measures (capturing competitive advantage, customer satisfaction, and market share), especially in the commercial banks sector in Nigeria. Organisational culture has also been an area of limited study in this particular relationship.

Thus, the focus of the research undertaken was the triangulation of the variables. HRP, HRR and HRR strategy were each individually associated with CA, CS and MS and found to be related with each other in nine direct relationships, and organisational culture was tested as a moderator between the overall employee resourcing strategy and CS-PA relationship. The study was focused on selected commercial banks in three senatorial districts in the state of Akwa Ibom with the opinion of the permanent bank staff to establish the presence of the identified resourcing practices in a manner that explains the differences in the selected performance outcomes.

1.2 Statement of the Problem

Commercial banks were supposed to have a conscious employee resourcing system where manpower needs were projected, applications from suitable candidates were invited and selected on merit and the high performers were kept on. Such a system should have ensured that employees were appointed to jobs where

they had the relevant knowledge, experience, service orientation and adaptability for competitive advantage, customer service and market share development of the bank.

But the fact of the matter is that employee resourcing could turn from a strategic to a reactive approach, particularly if staffing requirements were only met when staff left or when services failed. Poor planning may lead to shortages and/or to inappropriate deployment; poor recruitment and selection may lead to poor person-job fit; poor retention may lead to the loss of experienced persons. In the commercial banking sector, these shortcomings might be noticed in the form of delays in service, inconsistent service, mistakes, exhaustion of staff time, loss of customer-facing experience and failure to maintain service quality at times of high operational volume.

Empirical research has confirmed that employee resourcing practices were linked to organisational performance, but there were significant gaps in previous studies. Some studies focused on specific practices (e.g., recruitment and selection, or retention); others were carried out in foreign countries or in public organisations, or in the hospitality sector. In banking, even such studies as they were often looked at broadly and performance was not explicitly linked to each of the three primary resourcing practices individually with respect to competitive advantage, customer satisfaction, and market share. Organisational culture was also little explored within the same frame of reference.

The current condition thus had some concerns about the direct impact of HRP, HRR and RSR on the various dimensions of commercial banks in Nigeria. It was not clear enough that the practices had a similar impact on competitive advantage, customer satisfaction and market share and that organisational culture had a reinforcing or weakening effect on the aggregate of the relationships. This study investigated the problem by testing the nine direct relationships established by the triangulation of the variables and also moderating the variables organisational culture of selected commercial banks in Akwa Ibom State.

1.3 Objectives of the Study

This study sought to investigate the effect of the employee resourcing strategy on market share of commercial banks in Nigeria. In particular, the following specific research goals were set:

- i. examine how Human Resource Planning affects the market share of commercial bank in Nigeria.
- ii. Assess the effect of recruitment on the market share of commercial bank in Nigeria.

1.4 Research Questions

In line with the objectives of the study, the following research questions were developed;

- i. How does human resource planning affect market share of commercial banks in Nigeria?
- ii. How does recruitment and selection affect the commercial banks' market share in Nigeria?

1.5 Hypotheses of the Study

Ho₁: Commercial banks' market share in Nigeria is not significantly affected by human resource planning.

Ho₂: Recruitment and selection does not have a significant influence on market share of commercial banks in Nigeria.

REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

2.1.1 Employee Resourcing Strategy

Employee resourcing strategy refers to the systematic approach through which an organisation determines its human resource requirements and acquires, deploys and retains the right number and quality of employees needed to achieve its strategic objectives. It encompasses activities such as human resource planning, recruitment, selection, placement and, in some contexts, employee retention. Armstrong and Taylor (2023) describe resourcing as the process of ensuring that an organisation obtains and retains the people it needs and makes effective use of them. Thus, employee resourcing strategy goes beyond simply filling vacant positions; it involves aligning the organisation's workforce with its present and future business requirements.

Employee resourcing strategy also involves retaining competent employees. Organisations invest substantial resources in recruiting and developing employees, making employee retention an important component of strategic resourcing. Retention strategies may include competitive compensation, career development opportunities, supportive working conditions, recognition, employee participation and opportunities for advancement. Armstrong and Taylor (2023) maintain that effective people management should focus not only on attracting employees but also on retaining talented individuals whose knowledge and skills contribute to organisational success.

From a strategic perspective, employee resourcing should be aligned with the broader objectives of the organisation. Strategic human resource management emphasises the integration of human resource practices with organisational strategy so that employees contribute effectively to competitive advantage. Becker and Huselid (2006) argue that human resource systems can create value when they are strategically aligned with organisational objectives and implemented consistently. Consequently, organisations should not treat recruitment and staffing as isolated

administrative activities. Rather, workforce decisions should be based on the organisation's strategic direction, expected growth, technological requirements and competitive environment.

Employee resourcing strategy is particularly important in the banking sector, where service quality, technological competence, risk management and customer relationships depend heavily on employee capabilities. Commercial banks require employees with appropriate financial knowledge, digital skills, customer-service capabilities and ethical standards. Effective resourcing can therefore assist banks in ensuring that the right employees occupy positions where their competencies can be effectively utilised. Strategic recruitment and selection may also help banks reduce employee turnover, improve service delivery and strengthen organisational performance.

2.1.2 Human Resource Planning

Business organizations plan in order to achieve their set goals and objectives so as to survive and remain in business (Efi *et al.*, 2017). One major area that requires planning is human resource planning. Human Resource Planning (HRP) is a systematic process through which an organisation assesses its current and future human resource requirements and develops strategies to ensure that the right number of employees, with the right skills and competencies, are available at the right time and in the right positions. Work environment is usually made up of people from various ethnic backgrounds, morals, beliefs, profiles and so on. Thus, the difference between one employee and others (Imagha and Ebieme, 2024). It is an important component of strategic human resource management because the achievement of organisational objectives depends substantially on the availability and effective utilisation of competent employees. Armstrong and Taylor (2023) explain that human resource planning is concerned with ensuring that an organisation has the people it needs to achieve its strategic objectives. Therefore, HRP links an organisation's workforce requirements with its overall business strategy.

Human resource planning involves forecasting future workforce demand and supply. Workforce demand refers to the number and types of employees that an organisation will require in the future, while workforce supply concerns the availability of employees with the required skills, both internally and externally. According to Dessler (2020), HR planning enables organisations to anticipate the future demand for employees and determine how such demand can be satisfied. Effective forecasting allows organisations to identify potential labour shortages or surpluses before they become serious problems. For instance, an organisation anticipating expansion may need to recruit additional employees, whereas technological changes may reduce the need for certain categories of labour while increasing demand for employees with digital competencies.

The importance of HRP is particularly evident in organisations operating in dynamic and competitive environments. Changes in technology, customer expectations, economic conditions, government regulations and industry competition can significantly influence workforce requirements. Becker and Huselid (2006) argue that human resource systems create greater value when they are strategically aligned with organisational objectives. HR planning therefore enables organisations to anticipate changes and adjust their workforce accordingly rather than merely responding to workforce problems after they occur.

In the banking industry, human resource planning is especially important because banking operations require employees with specialised financial, technological, analytical and interpersonal competencies. The rapid growth of electronic banking, mobile banking, fintech services and automated financial processes has changed the skills required by commercial banks. Banks therefore need to continuously assess their workforce requirements and determine whether existing employees possess the competencies necessary to operate in an increasingly digital environment. Effective HRP can help banks determine when to recruit new employees, when to retrain existing staff and when to redeploy employees to areas of greater strategic importance.

2.1.3 Recruitment

Recruitment is the process through which an organisation identifies, attracts and encourages qualified individuals to apply for available job positions. It is an important component of employee resourcing and human resource management because the quality of employees entering an organisation can influence its productivity, service quality and long-term performance. According to Dessler (2020), recruitment involves finding and attracting applicants for positions that are either currently vacant or expected to become vacant. Similarly, Armstrong and Taylor (2023) view recruitment as the process of finding and engaging the people an organisation needs. Recruitment therefore serves as a bridge between an organisation's human resource requirements and the labour market.

Recruitment begins with the identification of workforce requirements. Before an organisation starts recruiting, it needs to determine the number of employees required, the positions to be filled and the qualifications, skills and competencies necessary for effective performance. This requirement is normally informed by human resource planning and job analysis. A clear understanding of the job enables the organisation to develop an appropriate job description and person specification. Breugh (2017) argues that recruitment is more effective when organisations clearly understand the characteristics of the employees they seek and design recruitment strategies around those requirements.

Recruitment may be conducted through internal or external sources. Internal recruitment involves filling vacancies from within the organisation through promotions, transfers, employee referrals or other internal mobility arrangements. One advantage of internal recruitment is that the organisation already has information about the employee's capabilities and performance. It can also motivate employees by providing opportunities for career advancement. External recruitment, on the other hand, involves attracting candidates from outside the organisation. External sources may include online job portals, social media, recruitment agencies, professional associations, educational institutions, career fairs and advertisements. According to Noe *et al.* (2022), organisations may use both internal and external recruitment depending on the nature of the vacancy and the skills required.

In the banking sector, recruitment is particularly important because banks depend heavily on employees to provide financial services, manage risks, interact with customers and operate increasingly sophisticated digital systems. Commercial banks require employees with competencies in banking operations, accounting, finance, information technology, data analysis, customer relationship management and risk management. Consequently, recruitment practices must be responsive to changing technological and regulatory requirements. Banks that attract employees with appropriate technical and interpersonal competencies are better positioned to provide efficient services and respond to changing customer needs.

Empirical research supports the broader importance of recruitment and selection practices. Schmidt and Hunter (1998), in their extensive review of personnel selection research, demonstrated that appropriately designed recruitment and selection processes can contribute to predicting employee performance. Jiang *et al.* (2012) also found that human resource management systems can influence organisational outcomes through employee skills, motivation and opportunities to contribute. These findings reinforce the argument that attracting and obtaining competent employees is an important mechanism through which human resource practices can contribute to organisational effectiveness.

2.1.5 Organizational Performance

As a concept, organizational performance has been defined by various authors. Katou (2021) considers organizational performance as the capacity of organizations to meet its performance goals. Performance is an aggregated property of multiple, discrete behaviour that occur overtime (Ebieme *et al.*, 2024). Other researchers defined organizational performance traditionally as financial and non-financial output of organizations operations in a given period of

time (Hussain, and Rehman, 2021; Walgagio,2020; Ogounyomi and Ojikutu,2024).

Organizational performance is about giving assessment of the accomplishment of the organization's objective that has already been set up in advance (Ugadhaya *et. al.*, 2021). The authors argue that performance of an organization is highly dependent on how well they have in their employee the quality of the employees. According to Jing (2018), the performance of the organisation can be evaluated in various ways such as profitability, results, effectiveness of working processes, staff attitudes and customers satisfaction.

In addition, Falola *et. al.*, (2020) view organizational performance as the way through which an organization achieves its goals. Evaluation of organizational performance gives direction to improve the performance of an organization (Robson, 2024). Furthermore, organizational performance is seen as the fulfillment of managerial objectives as set by a business for a specific time (Michel *et.al.*, 2023). According to Salam (2021) organizational performance is the output of an organization for a certain time frame of operation. Some authors have recommended that only actions or objects which are measurable are part of performance (Boohene and Asuinura, 2023; John,2016). In this study three variables of banking that are related to organizational performance are discussed. The key answers is: Market share.

i. Market Share

In justifying amount invested to enter a new market, it is essential having a good understanding of how large the market opportunity is. Market size refers to the overall size of a particular market. This is a measure of the number of buyers and sellers in a particular market. This is especially important for firms interested in launching a new product or service as small markets may not be able to support a high production volume. There might be more competition in the large markets. Competition is dependent on the size of the market. This, in turn, affects the selection of the heterogeneous producers and exporters in the affected market. Aggregate productivity and average mark-ups would then be sensitive to the size of the market, (Ottaviano *et. al.*, 2021).

Business organizations' capacity to grab the opportunities in the market is highly associated with their level of awareness about this issue. In the social sciences, awareness is a fusion of the human mind's relation to the self and to the world in the light of human actions and intuitions. In other words, it means creatures' being aware and awake of themselves and the events around them (Tulving, 2021). It is important for business organizations to perceive the opportunities that come from the daily changes that take place in the international market, so that they can take advantage of such opportunities and make the best use of them. Knowledge

of size of a market is an important first step to knowing the market share commanded by a business and also of its competitors.

2.1.6 The Nexus between Employee Resourcing Practices and Organizational Performance

Some authors have held that employee resourcing strategy has implications on organizations performance in the literature. For example, when an organization embraces the concept of employee resourcing and hires the employees who have talents and productive skills, these workers have an impact on the productivity and performance of the organization as mentioned by Jing (2018). Similarly, Earle (2023) asserts that employee's knowledge, skills, and innovativeness are outstanding characteristics needed in a modern economy because of its earning capacity, competitiveness and other economic performances of the organization.

Moreover, Hanti (2022) has believed that the quality of employee used by the organization is largely dependent on employee resourcing system used by the organization itself for which it is expected that the employees used are appropriate for achieving the set performance targets of the organization at low costs. Taylor (2022) observes that through its effectiveness in employee resourcing strategy, organizations can have the best hands which are essential in addressing labour turn over as well as improved performance of employees which determines organizational performance. The author claims that employee resourcing strategy can be a catalyst for turning an organization into one that is effective and efficient and can achieve business objectives. The author went on to say that with the right utilization of a variety of employees, organizations can achieve competitive advantage. Some authors have warned that ineffective or poor employee resourcing may result in the organization performing poorly (Gupta, 2016; Ubeku, 2020; Mondy,2022).

In another development Ogounyomi and Ojikutu (2024) asserted that by combing human resource planning, recruitment and selection and employee retention practices which represent the key employee resourcing practice that the performance of business organizations can be positively influenced. The authors stated that these can be monetary and non-monetary, and said it is important that the employee resourcing strategy is embraced by all organizations. According to Taylor (2022) employee resourcing has an impact on the performance of an organisation.

2.2 Theoretical Framework

The study is anchored on Resource Based View (RBV).

2.2.1 Resources Based View (RBV)

The Resource Based View (RBV) was thought to have been introduced by Penrose 1959 and

subsequently refined by Barney (2021). The RBV claim is that the competitive advantage of firms is due to having unique and distinctive resources as an organization. Barney (2021) takes the view that if the resources are rare, inimitable, valuable or non-substitutable, they will bring about sustainable competitive advantage to the organization. Tangible resources of an organization are physical, financial, human and technological. The intangible resource of an organization includes its knowhow, reputation and brand name. Values are created by resources like natural resource, technology, financial resources and economies of scale. It cautions however that these resources are easily copied (Katua, *et al.*, 2020), and highlights the importance of having quality human resources in the organization, that is, people who can collaborate well together and adapt faster. Experience intelligence, training and judgements (Katua *et al.*, 2020) may be considered as one of the sources of human resources. Katua *et al.* (2020) suggested that the resources mentioned are not replaceable and provide the advantage to the organization. The RVB add value to an organisation's SWOT analysis by examining the various categories of resources and capabilities that the organisation has and how successful those resources have been in providing sustained competitive advantage in the industry and against the standards that the organisation operates within.

The application of RBV in the present study which focuses on employee resourcing strategy and performance is appropriate. This is based on the premise that the quality of their employees can be an important source of competitive advantage. An effective and robust organization "employee resourcing practices" contribute greatly to the quality of the employees in the organization. Where the organization has a reliable system that is merit based in recruitment and selection, an effective human resource planning system and a retention strategy that can motivate and keep high performances from leaving the service of an organization, it is possible to experience and record sustained competitive advantage in the organization. If concepts of this theory are followed then recruitment, selection, efficient planning of human resource effort in the organisation and getting best hands in the house means performance is guaranteed.

2.3 Empirical Review

Etuk *et al.* (2023) carried out a study to assess the influence of working conditions on human capital flight intention of medical doctors in federal tertiary healthcare institutions, south-south, Nigeria. This was premised on the fact that medical doctors are leaving the country in droves while others may be harboring the intention of leaving. Push-Pull theory was used in supporting this study. Survey research design was adopted for this study and the study population was 2,337 medical doctors in the employ of the various tertiary healthcare institutions within the study area from which

a sample of 342 was selected. Primary data, which were collected through a structured questionnaire, was used for the study. Data obtained were analyzed using descriptive statistics and inferential techniques. Results of data analysis revealed that physical work environment explains 7.3% of variance to human capital flight; work burden contributes 3.9% while supervisor support explained 3.7%. Conclusively, the heavy loss of medical doctors including the ones that intend to migrate, poses threat of collapse in the healthcare sector and present major risks to the lives of Nigerians.

Yakubu, *et al* (2023) examined the effect of human resource management practices on employee performance in quoted commercial banks in Nigeria. The study covered 13 quoted commercial banks and involved a sample of 481 respondents. Data were collected through a structured questionnaire and analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM). The study examined performance appraisal, work-life balance variation and succession planning as HRM practices. The findings showed that performance appraisal and succession planning had positive and significant effects on employee performance, while work-life balance variation had a positive but statistically insignificant effect. Succession planning is closely related to employee resourcing because it enables organisations to identify and prepare employees for future positions. The positive effect reported by the study suggests that banks can improve employee performance by deliberately developing internal talent and ensuring continuity in critical positions. The study therefore extends employee resourcing beyond recruitment to include the strategic development of an internal talent pipeline.

A study was made by Falola *et al* (2020) about the employee resourcing strategies and corporate image. The researchers were interested to study the impact of employees' resourcing strategies on corporate image of selected private universities in South West of Nigeria. Six Universities were targeted for study while 500 academic staff of the universities were administered with the questionnaire. The data obtained from the research were analysed using regression method. The results indicated that employee resourcing strategies (employee attraction, manpower planning, employee deployment, employee retention) had significant impact on predicting the corporate image of the universities studied. The researchers drew the conclusion that the employee resourcing strategies can be used as the predictor of the private university image in the company. It was recommended that management of private universities the South West of Nigeria should leverage its employee resourcing strategies to employ and keep employees that would make significant contributions to its image. The study of Falola *et al.* (2020) was on employee resourcing and corporate image. In the present study, the focus was on employee resourcing strategy and performance of banks. In this study, Falola *et al.* (2020) used the

variables of the employee resourcing as variables used for attracting employees, manpower planning, deployment and retention. In the present study, the core variable namely human resource planning, recruitment selection and employee retention. Regression method of data analysis was used in both studies.

Imagha *et al.*, (2023) conducted a study to assess the influence of economic factors on brain flight intention of medical doctors in federal tertiary healthcare institutions, south-south, Nigeria. This was premised on the fact that medical doctor are leaving the country at droves while others may be harboring the intention of leaving. Push-Pull theory was used in supporting this study. Survey research design was adapted. Population of the study was 2,337 medical doctors in the employ of the various tertiary healthcare institutions within the study area. Sample size was determined using Taro Yamene's formulae and it was given as 342. Proportionate formulae was employed to ensure that each institution under study was fairly represented. Data for the study was sourced from primary source involving structured questionnaire administered to the respondents in their respective offices. Data obtained were analyzed using descriptive and inferential involving percentages, mean, standard deviation, standardized coefficients, t-statistics and p-values. Results revealed that standard of living explains 3.7% of variance of brain flight and a standardized coefficient of $\beta=0.629$ with a p-value of 0.000. Rising wage gap explained 7.3% of variance of brain flight intent with a standardized coefficient of $\beta=0.923$ and p-value of 0.000. Conclusively, the heavy loss of healthcare professionals including the ones that intend to migrate, poses threat of collapsed healthcare services and major risks to the lives of Nigerians. This calls for intensive consultation and consensus building between the developing and developed countries. As recommendations, there is need to increase the funding of public healthcare sector to enable hospitals purchase necessary equipment and for improvement of doctors' welfare packages.

Imagha *et al.*, (2021) conducted a study to access the relationship between career management practices and organizational citizenship behaviour amongst non-teaching staff of the Federal University, Otuoke. Anchored on the Social Exchange theory, the study adopted the survey research design as its approach. Although the population for the study was one thousand, one hundred and fifteen (1,115) non-teaching staff of the university, the Taro Yamene's formulae was used in determining the sample size which was given as 294. Sources of data was from both primary and secondary sources. Secondary source was from textbooks, journals and internets while primary source was from the research instrument. A modified Likert scale questionnaire was the research instrument. Convenience sampling technique was used in administering the research instrument and they were personally administered by the researchers. Pearson product moment correlation

statistical tool was used in analysing the hypotheses of the study. Findings revealed that career counselling, succession planning is significantly related to organization citizenship behavior amongst non-teaching staff in federal university, Otuoke, Bayelsa State. In conclusion, achieving a high level of positive organisational citizenship behaviour in an organisation depends on the type of assistance organisations offer individual workers in their career management effort. It was recommended that there is need to further deepen the level of organisational citizenship behaviour of non-teaching staff of the Federal University, Otuoke by adding career-counselling and succession planning unit with trained counsellors to their human resource management functions.

Ottaviano *et al* (2021) studied and investigated the impact of recruitment and selection strategy on employee performance in Nigeria. The aim of this study is to determine the effect of recruitment and selected on work performance in manufacturing industries in Nigeria. Descriptive survey design was the design adopted for the investigation. The study had five manufacturing firms while 116 employees responded to the research questionnaire. Correlation method was used to analyse research data. It was found that using recruitment agency and internal employee referrals enabled an organization to recruit candidates who would be committed and productive. Recruitment and selection was recommended as one of the areas where organizations should use the services of employment agencies since they are sources of skilled and effective employees that can contribute to the organizational performance. In the study conducted by Ottaviano *et al.* (2021), only recruitment and selection strategy and its impact on employee performance was investigated. Moreso, the study centred on manufacturing companies. This study also used correlation method of data analysis. The present study has a broader breadth and scope encompassing employee resourcing strategy and organizational performance. The present study is carried out in the banking industry and data analysis technique used is regression analysis.

Zirra *et al.* (2024) carried on a study on recruitment and selection strategy and employee performance in Nigeria. This study is aimed at examining the effect of recruitment and selection strategy on the performance of the employees of manufacturing companies in Nigeria. The researchers used the survey research design as the main research design. Data obtained were analyzed with one sample t-test. The researcher found that use recruitment and selection strategy significantly related with employee performance. It was concluded that recruitment and selected impacted the performance of employee in manufacturing companies in Nigeria. Thus, the researchers recommended that production companies in Nigeria should ensure that their recruitment and selection process should be conducted on the basis of the

capability of the candidates to ensure that the candidates are added value to the companies goal. The study by Zirra *et al.*, (2024) focused on the manufacturing companies only dwelt on recruitment and selection strategy which is only one aspect of employee resourcing. The method used for data analysis as reviewed was T-test, besides, the researcher did not study organizational performance, but employee performance. This is a broader study than the study conducted by Zirra *et al.* (2024) since the focus was on employee strategy rather than a specific strategy. The focus of the present study is on banks. The data analysis techniques used in the study are regression analysis. Furthermore, this study was particularly interested in organizational performance and not employee performance.

METHODOLOGY

3.1 Research Design

The research design used was cross sectional survey research. The selected respondents were sampled

Table 3.1: Permanent Staff Distribution of Selected Banks in Uyo, Eket and Ikot Ekpene

Bank	Number of permanent staff Uyo	Eket	Ikot Ekpene	Total
First Bank	69	21	10	100
First City, Monument Bank	48	13	15	76
Zenith Bank	63	14	12	89
Access Bank	57	11	13	81
Ecobank	44	21	8	73
United Bank for Africa	65	23	14	102
total	346	103	72	521

Source: Respective Banks' nominal roll (2026)

3.3 Sample Size Determination

In order to determine the appropriate sample size for the study, the Taro Yamane's sampling size determination technique was applied as shown:

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

Where:

n = Sample size

N = Population

e = Sampling error (0.05)

at a single point in time to investigate the statistical relationships of employee resourcing strategy with the dimensions of performance of commercial banks in Nigeria. The design was suitable because it allowed the researcher to gather the first-hand information from the employees of the selected banks in the same way without changing any of the study variables.

3.2 Population of the Study

Five hundred and twenty-one (521) permanent staff of the six selected commercial banks, licensed in Akwa Ibom State at the time of the study were the target population of the study. The population consisted of 346 employees in Uyo Senatorial District, 103 employees in Eket Senatorial District and 72 employees in Ikot Ekpene Senatorial District. The banks that were chosen are the First Bank, the United Bank for Africa, the Zenith Bank, the Access Bank, the Ecobank and the First City Monument Bank. The population figures are from respective banks' nominal rolls and are given in Table 3.1.

1 = Constant

Applying the formular the sample size for the study =

$$= \frac{521}{1+521(0.05)^2} = \frac{521}{1+1.3025} = \frac{521}{2.3025} = 226.27 \text{ taken at approximately } 226.$$

Two hundred and twenty-six employees of the selected banks served as sample size for this study.

Table 3.2: Apportionment of sample size in the banks surveyed

Bank	Number of permanent staff Uyo	Eket	Ikot Ekpene	Total
First Bank	29	8	6	43
First City, Monument Bank	20	7	6	33
Zenith Bank	27	7	5	39
Access Bank	24	6	5	35
Ecobank	19	7	6	32
United Bank for Africa	28	9	7	44
total	147	44	35	226

Source: Researcher's compilation, 2026

3.5 Sampling Technique

Simple random sampling was employed to provide the opportunity for selection to eligible

permanent employees while convenience sampling was used when administering the questionnaires to obtain employees who were available and willing to cooperate

at the selected branch locations. Table 3.2 shows that the 226 employees sampled were proportionately allocated to the six banks and three senatorial districts.

3.6 Sources of Data

Primary and secondary sources were used for the information for the study. A structured questionnaire was used to collect primary data from permanent staff members of the selected commercial banks and the filled questionnaire was used for the statistical analysis.

3.7 Data Collection Instrument

The researcher had used a structured questionnaire with close-ended questions designed under

the title 'employee resourcing strategy and performance of banks' to obtain data from the respondents. Responses were obtained on a five-point Likert-type scale with ordinal level of measurement: Strongly Agree (5), Agree (4), Disagree (3), Strongly Disagree (2) and Undecided (1).

3.8 Reliability Test of Research Instrument

Cronbach's Alpha was used to determine the reliability of research instrument. The study variables' coefficient used in the study ranges from 0.626 to 0.693 (see Table 3.3). All the coefficient were greater than minimum benchmark recommended by Sekaran and Bougie (2016) of 0.60, therefore it was believed that the instrument was reliable enough for the study.

Table 3.3: Reliability Table

Variable	Number of Items	(Cronbach Alpha)
Human Resource Planning	4	0.672
Recruitment	4	0.654

Source: Researcher's Computation, 2026

3.9 Specification of Model

$$MS = \beta_0 + \beta_1 HRP + e_1 \quad \text{Equation 3.1}$$

$$MS = \beta_0 + \beta_2 REC + e_2 \quad \text{Equation 3.2}$$

Where:

MS = Market Share

HRP = Human Resource Planning

REC = Recruitment and Selection

β_0 = Regression constant

β_1 - β_2 = direct-effect regression coefficient

e_1 - e_2 = Stochastic error terms.

3.11 Data Analysis

The answers of the questionnaires were summarised using descriptive statistics (frequency, mean, standard deviation, and percentage). Simple linear regression testing was appropriate for the hypotheses one and two. The hypotheses were tested at 5% level of

significance. If $p < 0.05$, rejected the null hypothesis; if $p \geq 0.05$, retain the null hypothesis. The analyses were carried out using the Statistical Package for Social Sciences (SPSS).

DATA PRESENTATION, ANALYSIS AND FINDINGS

Data obtained from the field were presented and analysed in this chapter while the findings in the chapter were also presented. The presentation helped to either accept or reject the formulated hypotheses.

4.1 Presentation of Data

This section presented, analysed and interpreted data obtained through the questionnaire which was based on convenience sampling technique.

Table 4.1: Descriptive Analysis of Human Resource Planning on Performance of commercial banks

Human Resource Planning	SA	A	D	SD	UN
Our organization engages in comprehensive human resource planning	84 (45.9%)	65 (35.5%)	21 (11.5%)	9 (4.9%)	4 (2.2%)
Forecasting is key in determining the human resource needs in our organization	76 (41.5%)	74 (40.4%)	14 (7.7%)	17 (9.3%)	2 (1.1%)
Our organization's human resource planning effort reflects the organization's corporate strategy	88 (48.1%)	67 (36.6%)	16 (8.7%)	12 (6.6%)	0 (0.0%)
A pool of relevant skills required in the organization is achievable through human resource planning	70 (38.3%)	85 (46.4%)	19 (10.4%)	6 (3.3%)	3 (1.6%)
Total	318	291	70	44	9
Mean	79.5 (43.4%)	72.75 (39.7%)	17.5 (9.6%)	11 (6.0%)	2.25 (1.2%)

Source: Field Survey, 2026

The results of the descriptive analysis of human resource planning on the performance of the commercial banks in Akwa Ibom State are presented in table 4.3. It

showed that 84 (45.9%) respondents strongly agreed that their organisation is involved in effective human resource planning; 65 (35.5%) agreed; 21 (11.5%)

disagreed; 9 (4.9%) strongly disagreed and 4 (2.2%) were undecided. Furthermore, it was found that 76 (41.5%) respondents strongly agreed that forecasting is key in determining the human resource needs in their organization; 74 (40.4%) agreed; 14 (7.7%) disagreed; 17 (9.3%) strongly disagreed, while 2 (1.1%) were undecided. Again, 88 (48.1%) respondents strongly agreed that their organization's human resource planning is in line with corporate strategy; 67 (36.6%) agreed; 12 (6.6%) disagreed; and none was undecided; and 12 (6.6%) strongly disagreed that human resource planning is in line with corporate strategy. Furthermore, 70

(38.3%) strongly agreed that they could have a pool of relevant skills with human resource planning, 85 (46.4%) agreed, 19 (10.4%) disagreed, 6 (3.3%) strongly disagreed, and 3 (1.6%) were undecided. The findings in Table 4.3 clearly showed that human resource planning has a great influence on the performance of the commercial banks in Akwa Ibom State because majority of the respondents 609 (83.1%) strongly agreed and agreed. This means that HR planning will improve organizational performance and lead to improvement in the provision of services.

Table 4.2: Descriptive Analysis of recruitment and selection on the performance of commercial banks in Akwa Ibom State

Recruitment	SA	A	D	SD	UN
Our organization has a policy which guides it on recruitment and selection	84 (45.9%)	67 (36.6%)	24 (13.1%)	5 (2.7%)	3 (1.6%)
Our organization has effective criteria for selecting qualified applicants for various vacancies	71 (38.8%)	82 (44.8%)	17 (9.3%)	11 (6.0%)	2 (1.1%)
Selection techniques and procedure are always validated before use in the recruitment process	86 (47.0%)	71 (38.8%)	12 (6.6%)	12 (6.6%)	2 (1.1%)
Our Organization has a clear and unbiased recruitment process	87 (47.5%)	74 (40.4%)	11 (6.0%)	8 (4.4%)	3 (1.6%)
Total	328	294	64	36	10
Mean	82 (44.8%)	73.5 (40.2%)	16 (8.7%)	9 (4.9%)	2.5 (1.4%)

Source: Field Survey, 2026

The descriptive analysis of the recruitment and selection on the performance of commercial banks in Akwa Ibom State is presented in table 4.4. It was found that 84 (45.9%) agreed that their organization had a policy in place guiding recruitment and selection, 67 (36.6%) agreed, 24 (13.1%) disagreed and 5 (2.7%) strongly disagreed, with 3 (1.6%) undecideds. Additionally, 71 (38.8%) respondents strongly agreed that their organization had effective criteria for selecting qualified applicants, 82 (44.8%) agreed, 17 (9.3%) disagreed, 11 (6.0%) strongly disagreed and 2 (1.1%) were undecided. Again, 86 (47.0%) strongly agreed that selection techniques and procedures are validated prior

to use, 71 (38.8%) agreed, 12 (6.6%) disagreed, 12 (6.6%) strongly disagreed and 2 (1.1%) were undecided. Additionally, 87 (47.5%) respondents strongly agreed that their organization has a recruitment process that is clear and not biased, 74 (40.4%) agreed, 11 (6.0%) disagreed, 8 (4.4%) strongly disagreed and 3 (1.6%) were undecided. The results from Table 4.4 show that there is a relationship between recruitment and selection with performance of commercial banks because majority (622) out of 731 respondents strongly agreed and agreed to the study. This means that good recruitment and selection procedures contribute to the improvement of organisational performance.

Table 4.3: Descriptive Analysis of Market Share

Market Share	SA	A	D	SD	UN
Our bank has experienced growth in the number of customers over the past few years.	91 (49.7%)	64 (35.0%)	19 (10.4%)	5 (2.7%)	4 (2.2%)
Our bank's customer base is expanding faster than that of many competing banks.	87 (47.5%)	77 (42.1%)	13 (7.1%)	6 (3.3%)	0 (0.0%)
Our bank has maintained or increased its share of deposits/transactions within our operating market.	84 (45.9%)	75 (41.0%)	19 (10.4%)	4 (2.2%)	1 (0.5%)
Our bank's branch network and service channels contribute to improved market penetration and patronage.	81 (44.3%)	81 (44.3%)	13 (7.1%)	6 (3.3%)	2 (1.1%)
Total	343	297	64	21	7
Mean	85.75 (46.9%)	74.25 (40.6%)	16 (8.7%)	5.25 (2.9%)	1.75 (1.0%)

Source: Field Survey, 2026

Table 4.8 shows the descriptive analysis of market share of commercial banks in Akwa Ibom state. It showed that 91 (49.7%) respondents strongly agreed that their bank had seen an increase in its customers; 64

(35.0%) agreed; 19 (10.4%) disagreed; 5 (2.7%) strongly disagreed and 4 (2.2%) were undecided. In addition 87 (47.5%) strongly agreed that their customer base was growing faster than their competitors, 77 (42.1%) agreed,

13 (7.1%) disagreed, 6 (3.3%) strongly disagreed and no one was undecided. Again, 84 (45.9%) respondents strongly agreed, 75 (41.0%) agreed, 19 (10.4%) disagreed, 4 (2.2%) strongly disagreed and 1 (0.5%) was undecided about their bank's market share being maintained or extended. Additionally, 81 (44.3%) respondents strongly agreed that having branch networks helps to increase market penetration, 81 (44.3%) agreed, 13 (7.1%) disagreed, 6 (3.3%) strongly disagreed, and 2 (1.1%) were undecided. It can be seen in Table 4.8 that the market share is significantly improved with 640 respondents (87.5%) strongly agreed and agreed. An

increase in market penetration is correlated with bank performance improvement.

4.2 Test of Hypotheses

Hypothesis One

Ho₁: Human resource planning has no significant influence on the market share of commercial banks in Nigeria.

Hi₁: Human resource planning has a significant influence on the market share of commercial banks in Nigeria.

Table 4.4: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.835 ^a	.698	.696	.26495	1.872
a. Predictors: (Constant), HRP					
b. Dependent Variable: MS					

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.301	1	29.301	417.414	.000 ^b
	Residual	12.706	181	.070		
	Total	42.007	182			
a. Dependent Variable: MS						
b. Predictors: (Constant), HRP						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.242	.147		8.451	.000
	HRP	.701	.034	.835	20.431	.000
a. Dependent Variable: MS						

Source: Researcher's Computation (2026)

Table 4.4 shows the regression analysis of the impact of human resource planning on market share of commercial banks in Nigeria. The model summary showed a very high R² of 0.698, so that human resource planning can explain about 69.8% of the variance in market share. The results of the ANOVA table indicated that the regression model was highly significant (F = 417.414, p = 0.000), which meant that the model has a very good fit at the 95% confidence level. The analysis on the coefficients of human resource planning to market share showed very high positive and significant influence ($\beta = 0.835$, $t = 20.431$, $p = 0.000$). Based on these impressive results, the null hypothesis (Ho₁) which suggested that human resource planning does not have

significant impact on the market share of commercial banks in Nigeria was rejected and the alternative hypothesis (Hi₁) accepted. The result corroborates the importance and power of human resource planning as one of the factors that determine the performance of commercial banks in Nigeria.

Hypothesis Two

Ho₂: Recruitment and selection have no significant influence on the market share of commercial banks in Nigeria.

Hi₂: Recruitment and selection have a significant influence on the market share of commercial banks in Nigeria.

Table 4.5: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.707 ^a	.500	.497	.34071	2.038
a. Predictors: (Constant), RE					
b. Dependent Variable: MS					

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.996	1	20.996	180.868	.000 ^b
	Residual	21.011	181	.116		

Total	42.007	182			
a. Dependent Variable: MS					
b. Predictors: (Constant), RE					

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.137	.230		4.935	.000
	RE	.729	.054	.707	13.449	.000
a. Dependent Variable: MS						

Source: Researcher's Computation (2026)

The regression analysis results of the effect of recruitment and selection on market share of commercial banks in Nigeria are presented in table 4.17. The R^2 value for the model was 0.500, representing the fact that about 50.0% of the variance in market share can be explained by the model of recruitment and selection. The ANOVA results proved that the regression model was very significant ($F = 180.868$, $p = 0.000$) and there was an excellent model fit at 95% confidence level. The result showed that beta value of recruitment and selection was 0.707 with t value 13.449 and p value 0.000 which means that there was significant and positive influence between recruitment and selection with market share. The results therefore revealed that the null hypothesis (H_02) that there is no significant difference between the recruitment and selection practices and market share of commercial banks in Nigeria was rejected while the alternative hypothesis (H_{i2}) was accepted. This finding puts it on record that recruitment and selection is one of the key factors influencing the performance of the market share of commercial banks in Nigeria.

4.3 Discussion of Findings

The first objective was to study the effect of human resource planning on market share of commercial banks in Nigeria. Human resource planning showed a very significant and positive effect on market share ($\beta = 0.835$, $p < 0.001$) with an explanation of 69.8% of the variance. The 7th null hypothesis was not accepted. The conclusion was that there was a close link between workforce forecasts and staffing plans, and the ability to increase the number of branches and service channels, support branch marketing efforts, and maintain service coverage and absorb growth in the customer base. This finding is confirmed by Ngui and Gichunga (2024) who reported that the employee resourcing strategies significantly influenced commercial bank performance in Kenya, and Danity *et al.* (2019) who reported that HRP and related resourcing practices improved organisational competitiveness. Similarly, Hanti (2022) also demonstrated the influence of human resource planning on the performance of the organisation. The agreement acknowledged the strategic importance of workforce readiness to the growth. The high explanatory value compared to several previous studies might be due to the use of employee perceptions as a measure of market share instead of audited data on market share, the

use of multiple measures from the same questionnaire for both the predictors and the outcome, and the structure of the selected banks. This meant that the outcome of the result has shown a high correlation among the study samples rather than only manpower planning alone affecting market share.

The second objectives was to determine the effect of recruitment and selection on the market share of commercial banks in Nigeria. The outcome indicated that there was strong positive and significant relationship between the two variables ($\beta = 0.707$, $p < 0.001$) and recruitment and selection accounted for 50.0% of the variance in market share. The eighth null hypothesis was accepted. The discovery suggested that hiring the right marketing, relationship-management, operations and customer-service staff would bolster the acquisition of customers, service reliability and the bank's capacity to keep on expanding the market. These findings agreed with Ogunsola *et al.* (2023) in their study on the banking sector that there was significant relationship between selection process and organizational performance. Constantine (2023) also observed that there was a direct relationship between recruitment and the organisational performance. The agreement was reasonable because the ability of employees to convert products and service channels into customers' patronage was the key to the ability of a bank in doing so. The higher degree of correlation found in the present study may have been the result of the number of respondents evaluating customer growth, deposits, transactions and market penetration for market share. Variations in the programmes used for recruitment, in market competition, in sample size and in the form of measurement used (financial, operational or perceptual) may also account for differences when compared to studies with less powerful effects.

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

This study examined the impact of employee resourcing strategy on the performance of commercial banks in Nigeria and it was determined that each of the employee resourcing strategies (HRP and HRR) has a significant positive effect on the key performance indicators (KPIs) examined in this study namely market

share. The research thus suggests that resourcing practices directly affect bank performance.

5.2 Recommendation

- i. Human resource planning should be linked to branch expansion, digital service rollouts, and market coverage plans to support market share growth.
- ii. Banks should improve recruitment speed and quality (time-to-fill and quality-of-hire) to reduce staffing gaps that weaken market penetration.

5.3 Business Implications of the Findings

- i. Market share gains depend partly on workforce readiness to support growth—planning links people capacity to market expansion.
- ii. Recruitment effectiveness influences how quickly banks can build market presence, open new service channels, and sustain outreach.

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