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Original Research Article

Examining the Influence of Employee Resourcing Strategy on the Performance of Commercial Banks in Nigeria

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Abstract: This study was conducted to examined the influence of employee resourcing strategy on the performance of some selected commercial banks in Akwa Ibom State, Nigeria. The study specifically examined the influence of human resource planning and recruitment on the competitive advantage of commercial banks. A cross-sectional survey research design was adopted for the study. The population comprised 521 permanent employees of six selected commercial banks operating across Uyo, Eket and Ikot Ekpene Senatorial Districts of Akwa Ibom State. Using the Taro Yamane formula at a 5% sampling error, a sample size of 226 employees was determined and proportionately allocated to the selected banks. Simple random sampling technique was employed in selecting respondents. Primary data were collected using a structured questionnaire designed on a five-point Likert scale. Data were analysed using descriptive statistics and simple linear regression with the aid of SPSS, while hypotheses were tested at the 5% level of significance. The findings revealed that human resource planning had a positive and significant influence on competitive advantage. Similarly, recruitment had a positive and significant influence on competitive advantage. The study therefore concluded that effective employee resourcing practices are important determinants of competitive advantage in commercial banks. As recommended, management of the selected commercial banks should strengthen human resource forecasting and planning, establish transparent and merit-based recruitment and selection procedures. This will ensure that employees recruited possess the skills and competencies required to enhance service delivery and sustain competitive advantage.

Keywords: Employee Resourcing Strategy, Human Resource Planning, Recruitment and Selection, Competitive Advantage, Commercial Banks, Akwa Ibom State.

INTRODUCTION

The banking sector occupies a strategic position in the Nigerian economy because of its role in financial intermediation, mobilization of savings, provision of credit, payment services, investment financing, and support for economic activities. Commercial banks depend heavily on human resources to perform these functions effectively because employees are responsible for delivering banking services, managing customer relationships, processing transactions, controlling risks, and implementing organizational strategies. Consequently, the effectiveness of commercial banks is influenced not only by financial and technological resources but also by how effectively employees are managed and positioned within the organization. In a highly competitive banking environment characterized by technological advancement, changing customer expectations, regulatory requirements, and increasing competition, placing employees in positions that correspond with their skills, qualifications, experience, and competencies has become increasingly important.

Employee resourcing strategy refers to the process of assigning employees to jobs or positions that are considered appropriate based on their qualifications, competencies, experience, interests, and the requirements of the organization. It is an important human resource management practice that follows recruitment and selection and seeks to ensure that the right employee is assigned to the right job at the right time. Effective resourcing enables organizations to make optimum use of employees' capabilities while reducing the likelihood of poor performance, dissatisfaction, turnover, and job mismatch. Dessler (2020) notes that human resource management involves acquiring, developing, appraising, and managing employees in ways that enable organizations to achieve their objectives. Within this framework, employee placement is particularly important because the value obtained from recruitment and selection can be undermined when employees are subsequently assigned to positions that do not correspond with their competencies.

Business organizations plan in order to achieve their set goals and objectives so as to survive and remain in business (Efi *et al.,* 2017). Hence, the principle of placing the right person on the right job. The principle of placing the right person on the right job is particularly relevant to commercial banking because banking operations require employees with specialized knowledge and competencies. Employees may be required to perform tasks involving accounting, financial analysis, customer service, credit assessment, information technology, risk management, marketing, compliance, and relationship management. When employees are appropriately matched with their jobs, they are more likely to understand their responsibilities, utilize their competencies effectively, perform tasks efficiently, and contribute to organizational objectives. Conversely, inappropriate placement may result in underutilization of employee skills, errors, low motivation, poor customer service, work-related frustration, and reduced productivity. Armstrong and Taylor (2023) emphasize that effective human resource management involves aligning people and their capabilities with organizational requirements in order to improve individual and organizational performance.

Human resource planning is an important foundation for effective employee placement. It involves systematically determining the organization's current and future human resource requirements and developing strategies to ensure that the right number and types of employees are available when and where they are needed. According to Armstrong and Taylor (2023), human resource planning involves anticipating future people requirements and developing plans to ensure that organizations have the necessary human resources to achieve their objectives. Human resource planning enables organizations to identify staffing gaps, forecast employee requirements, determine the competencies needed for particular jobs, and align human resources with organizational strategies. In commercial banks, effective human resource planning is particularly important because changes in banking technology, customer preferences, regulatory requirements, branch operations, and financial products continually influence the type and number of employees required.

Another important dimension of employee placement is recruitment and selection practices. Recruitment involves activities undertaken by an organization to identify and attract individuals who may be qualified and willing to fill available positions, while selection involves evaluating applicants and choosing individuals who best meet the requirements of the job. Recruitment and selection are therefore closely connected to employee placement because the quality of employees available for placement depends substantially on the effectiveness of the recruitment and selection process. Breaugh (2023) argues that recruitment is an important organizational process because the methods organizations use to attract applicants can influence the quality and characteristics of the applicant pool. Similarly, Schmidt and Hunter (2022) demonstrate the importance of valid personnel selection methods in predicting employee performance.

Organisational performance in the banking industry encompasses both financial and non-financial outcomes. Financial indicators may include profitability, return on assets, return on equity, revenue growth, and cost efficiency, while non-financial indicators may include customer satisfaction, service quality, productivity, innovation, market share, employee effectiveness, operational efficiency and possessing competitive advantage. For this study, competitive advantage was used as a measure of organisational performance. Richard *et al.,* (2019) note that organizational performance involves outcomes that reflect how effectively an organization achieves its objectives and creates value for stakeholders. Performance relates to how individuals perform in their assigned dutie (Ebieme *et al*., 2024). Since employees are directly or indirectly responsible for many of these outcomes, the processes through which banks plan, recruit, select, and place employees can have important implications for organizational performance.

Therefore, human resource planning and recruitment and selection practices are important antecedents of employee placement and may have significant implications for the organizational performance of commercial banks in Nigeria. Human resource planning determines the type and number of employees required; recruitment provides access to potential candidates; selection identifies candidates who best satisfy job requirements; and placement ensures that selected employees are deployed to positions where their competencies can be effectively utilized. The effectiveness of this sequence may determine whether commercial banks are able to maximize their human capital and translate employee capabilities into improved organizational outcomes.

Against this background, examining employee placement on organisational performance of commercial banks in Nigeria, with particular attention to human resource planning and recruitment and selection practices, is important.

Statement of the Problem

The performance of commercial banks is critical to the stability and development of the Nigerian economy because banks perform essential functions such as financial intermediation, mobilization of savings, provision of credit, payment services, investment financing, and support for business activities. To perform these functions effectively, commercial banks require competent employees who possess the appropriate knowledge, skills, experience, and competencies. However, having qualified employees alone may not be sufficient to guarantee improved organizational performance. Employees must also be appropriately deployed to positions where their capabilities correspond with the requirements of the jobs assigned to them. This makes employee placement an important human resource management practice that may influence the performance of commercial banks.

The problem is compounded by weaknesses that may occur in human resource planning. Effective human resource planning should enable banks to determine the number and categories of employees required and the competencies necessary for various positions. However, inadequate workforce forecasting may result in situations where some departments are understaffed while others have excess employees. In addition, failure to anticipate emerging competency requirements arising from digital banking, financial technology, cybersecurity, regulatory changes, and changing customer expectations may result in inappropriate deployment of employees. When the human resource needs of a bank are not accurately determined, subsequent recruitment, selection, and placement decisions may fail to adequately support organizational objectives.

Recruitment and selection practices also constitute an important aspect of the problem. Recruitment is expected to attract candidates who possess the qualifications and competencies required by the organization, while selection should identify applicants who are most suitable for available positions. However, where recruitment and selection are influenced by considerations other than merit, competence, job requirements, and organizational needs, the bank may employ individuals whose capabilities do not adequately correspond with available positions. Consequently, even when employees possess formal academic qualifications, they may lack the practical, technical, interpersonal, analytical, or digital competencies required for particular banking roles. Such a situation can make subsequent employee placement difficult and may negatively affect employee and organizational performance.

Although considerable attention has been given to human resource management practices such as recruitment, selection, training, compensation, and performance appraisal, employee placement has received comparatively less attention as an independent factor influencing the performance of commercial banks in Nigeria. Existing discussions often focus on whether banks recruit qualified personnel or provide adequate employee development, without sufficiently examining whether employees are ultimately deployed to positions that correspond with their qualifications and competencies. This creates an empirical concern regarding the extent to which employee placement contributes to the performance of commercial banks.

The central problem, therefore, is that despite the strategic importance of human resources to commercial banking operations, inappropriate employee placement may continue to hinder the effective utilization of employee capabilities and consequently affect organizational performance. Issues relating to human resource planning, recruitment and selection, competency-job matching, and deployment of employees raise questions about whether commercial banks in Nigeria are effectively placing employees in positions where their abilities can contribute optimally to organizational objectives. It is against this background that this study seeks to examine employee placement and performance of commercial banks in Nigeria, with particular attention to the extent to which effective placement practices contribute to improved organizational performance.

1.3 Objectives of the Study

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

i. To investigate the effect of human resource planning on the competitive advantage of commercial banks in Nigeria.
ii. To find out the effect of recruitment on the competitive advantage of commercial banks in Nigeria.

Research Questions

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

i. How does human resource planning contribute to the competitive advantage of commercial banks in Nigeria?
ii. What influence has recruitment on the competitive advantage of commercial banks in Nigeria?

Hypotheses of the Study

The following hypotheses were developed and formulated in the form of null statements:

Ho_1: Human resource planning has no significant influence on the competitive advantage of commercial banks in Nigeria.

Ho$_2$: Recruitment practices has no significant influence on the competitive advantage of commercial banks in Nigeria.

Scope of the Study

This study focused on employee resourcing strategy and performance of commercial banks in Nigeria. The independent variable for the current study was employee placement. It was decomposed by human resource planning, and recruitment strategy. Performance of commercial banks in Nigeria was the dependent variable and it was measured by competitive advantage. The senatorial districts in the Akwa Ibom State are three which are Uyo, Eket and Ikot Ekpene senatorial districts respectively. The study focused on six (6) selected commercial banks in Nigeria whose presence is in the three senatorial districts of the state. They are; First Bank, Zenith Bank, Guaranty Trust Bank, Access Bank, United Bank for Africa and Ecobank plc. These are top tier banks in Nigeria.

LITERATURE REVIEW

Conceptual Review

Employee Resourcing Strategy

Usually, work environment is made up of people from various ethnic backgrounds, morals, beliefs, profiles and etc. As such, the difference between one employee and others (Imagha and Ebieme, 2024). This calls for efficient employee resourcing strategy. Armstrong (2014) states that the term employee resourcing strategy goes beyond recruiting and retaining people, it also includes selecting and promoting people that are aligned with the strategic requirements and culture of the organization.

The concept of employee resourcing strategy as proposed by Ogunyomi and Ojikutu (2024) entails an action policy for the realization of the needs of organizations in the areas of manpower planning, acquisition of qualified individuals using recruitment and selection and employee retention using appropriate motivation and using of employees to attain higher level of production or effectiveness. In addition to the tasks performed, Armstrong (2014) explained that employee resourcing strategy is a response to two basic questions. These are: What kind of people does the organisation currently and/or for the future require in order to situate itself strategically? How to recruit, develop, engage and retain talent in times of critical need?

Employee resourcing strategy is the focus on resourcing the individuals and competencies required to support corporate and business strategy (Katua, *et al*., 2020) and the resourcing of targets are those designed to address the needs of the firm in the area of particular competencies and behaviour (Armstrong, 2014). The authors noted that the organisations have opportunities to take three actions in implementing employee resourcing strategy, which include reallocating tasks between its employees so as to enable the existing employees to perform different duties; where job functions; rotating individuals organisation –wide as well as recruitment from the labour market. Employee resourcing strategy was important in attracting and retaining highquality employee whose high performance would certainly become the main pillar of building the organization in a more competitive and uncertain business environment (Paltanayak, 2021). Moreover, Hitt *et. al*., (2015) state that individuals should be put in jobs where they can make the best contribution to the organization so as to not lose the competition.

Again, Ally (2019) defined employee resourcing strategy as the human resource practice which ensures that organizations are able to obtain and keep the human capital which it requires and maximizes its use. Employee resourcing strategy is concerned with the process, techniques and practices which are used to bring in new employees and the development of current ones in organizations. Kavoo Linge and Kirui (2023) considered employee resourcing strategy as a key component of organization’s success because it ensures that qualified and appropriate persons fit the jobs they have been assigned to do. For Karemu and Veronese (2024), employee resourcing strategy deals with the organizational process deployed in hiring and retaining those employees with vital capabilities, altitudes, values, ethics and knowledge. To have effective resourcing practices, they must be backed by evidence – based tools in their selection process to employ candidates who meet the job specification (Boohene and Asuinura, 2023). Similarly, some authors observe that by being effective in its employee resourcing practices, organizations can be in a position to maximize the probability that its new staff will be in possession of the requisite capabilities to successfully deliver on the jobs they were recruited to perform (Davidson,2025).

Human Resource Planning

HR planning is an important aspect of employee resourcing strategy. According to Hanti (2022), Human Resource planning is a process which is used by organizations to avoid overstaffing and the lack of skilled workers in the organization by adopting a balanced approach. An effective human resource planning practice is an integral part of a firm's strategic plan, as it helps work groups to execute short-term and long-term plans, Gupta (2016) reasons. Likewise, Sinha and Thaly (2016) say HRP increases the organization's ability to plan for its workforce and predict and prepare for employee transitions. Organizations apply human resource planning with the aim of guaranteeing optimal utilization of its human resources as well as making provision for the requirements on human resources in terms of quality, experience and age bracket in the future (Mondy, 2022). Human resource planning is a process that ensures that the organization has the right employees, in the right number, at the right time, performing in right roles and performing right functions, to achieve the firms ' goals' as mentioned by Ubeku (2020). Thus, human resource planning aims at ensuring the there is a fit between available jobs and employees and a balance between demand and supply of organizations; human resources (Liao *et. al*., 2017).

Ubeku (2020) identified the following key elements of human resource planning: Prediction of human labour requirement, Analysis of existing human labour supply and matching the predictable supply and demand of human labour. According to Lengnick- Hall (2018), there are numerous stages in the human resource planning process. These steps include, setting goals, environmental analysis, conducting human resource auditing, making predictions, reconciliation of the human resource demands and supply and an assessment of its implementation. Nevertheless, Decenzo *et al*., (2016) note that the HRP process is crucial in bridging the gap between employee performance and the firms 'strategic goals' and that failure of the HRP process leads to inefficiencies in service and production, conflicts, legal issues etc. Moreover, Ubeku (2017) argue that if an effective human resource planning process is adopted by the firm then they can outperform their rivals.

Recruitment

One of the important steps involved in employee resourcing strategy is recruitment and it leads to the identification of staffing requirement by the organisation and attract the suitable applicants for the available jobs in the organisation. It is mainly about creating a sufficient talent pool of qualified candidates for an organization to hire from the pool later, thus enhancing the chances to get the optimum candidate for the job (Rogelberg, 2023). Regarding recruitment, it is the action through which organisations inform the public about their vacancies and actively seek out the attention of the candidate who can be suitable to fill the position, in particular when the skills and experience demanded by the vacancy they are advertising are needed by the organisation (Florean and Mihai, 2020). According to this, recruitment is not the only problem but it is the willingness of the people to apply for the advertised job position (Jain and Saakshi, 2015).

There are typically planned stages in recruitment that the organisation will go through from need to recognition of a need to recruitment of applicants. These are normally the stages of looking at recruitment needs, analysing jobs, creating job descriptions, and developing an implementation and targeting recruitment campaign (Carrol, 2019). Various methods of advertising are cited, such as campus recruitment, recruitment agency, employee referral, media advertising, social media advertising and corporate website advertising (Sinha and Thaly, 2016). There are a number of organisations who employ a multi-channel recruitment mix to ensure that they are able to reach as many people as possible, have a greater chance of attracting better candidates and making successful hires. However, the best recruitment strategy will greatly depend on the nature of the organisation, the nature of the job opening and the grade, the employer brand (Sinha and Thaly, 2016). Despite these decisions, each recruitment strategy has its pros and cons, and therefore, their effectiveness will differ from industry to industry, company to company and job to job.

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. 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). In another instance, Richardson (2020) explains that organizational performance covers three specific areas of companies' business outcomes. These are the financial performance comprising, return on investment, profits, return on asset among others; product market performance, such as market share and sale; and shareholders return, examples total shareholder return, economic value added among others.

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).

Theoretical Framework

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.

Empirical Review

A review of relevant studies in the study area is conducted in this part.

Mutongorenia *et al*., (2024) have carried out a study on the employee resourcing strategies used in local authorities in Zimbabwe. The key aim was to understand the impact of employee resourcing strategies on effective systems in local governments in Zimbabwe. A mixed methods methodology was employed by the researchers. In other words, an exploratory sequential mixed method approach was used, with a pragmatic approach as the theoretical basis. The study was limited to the local authorities in Manicaland Province, Zimbabwe. Initially quantitative data was gathered through questionnaire surveys and analysed through SPSS. The results of the quantitative data were then used to develop questions for the qualitative data. Focus Groups Discussions (FGDs), interviews and content analysis were used to collect the qualitative data. 200 questionnaires were sent out and 77 were returned (39%). Data from questionnaires was analysed using SPSS while data gathered by means of interviews, FGDs and primary data was analysed by thematic analysis. The researchers validated the presence of people resourcing strategies in local authorities. However, there was some lack of resources to fully actualise the people resourcing strategies. In addition, the researchers found out that local authorities were 'theatres' for national politics, and hence, this militated against successful implementation of people resourcing strategies.

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.

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.

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, Otueke. 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, Otueke, 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, Otueke by adding career-counselling and succession planning unit with trained counsellors to their human resource management functions.

Ombui *et al*., (2020) studied the relationship between recruitment and selection and employee performance in Kenya. This study aimed at determining the impact of recruitment and selection to employee performance in research institutions. The total number of people in the two research institutions investigated is 326. A sample of 100 respondents was selected and administered of the questionnaire. According to the research published, the response rate was 76%. Correlation method was used in the data analysis. The study findings indicated that there was a significant relationship between the recruitment and selections and employee performance in the research institutions in Kenya. The researchers concluded that recruitment and selection are the core of the employee performance which consequently affects the performance of the organization. Research institutes in Kenya were recommended to establish a better recruitment and selection programme to strengthen the recruitment of competent and experienced personnel to perform the mandate of the research institutes. The study by Ombui *et al*., (2020) focused on research institute and only an aspect of employee resourcing practice was studied employee performance served as dependent variable. In the study correlation method of data analysis was used. The present study has a broader research scope as it explores employee resource practices in general, whereas its focused was the banking sector. Organizational performance served as dependent variable. Likewise, it uses regression data analysis, as opposed to the use of correlation data analysis by Ombui *et al*., (2020).

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.

METHODOLOGY

The research design used was cross sectional survey research. 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. 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 1.1.

Table 1.1: Permanent Staff Distribution of Selected Banks in Uyo, Eket and Ikot Ekpene

Bank	**Number of permanent staff Uyo, Eket, Ikot Ekpene. 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)

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)

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 1.2: Apportionment of sample size in the banks surveyed

Bank	**Number of permanent staff Uyo, Eket, Ikot Ekpene 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

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 1.2 shows that the 226 employees sampled were proportionately allocated to the six banks and three senatorial districts. 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. 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).

Empirical Specification of Model

$CA = \beta_0 + \beta_1 HRP + e_1$ Equation 1.1

$CA = \beta_0 + \beta_2 REC + e_2$ Equation 1.2

Where:

CA = Competitive Advantage

HRP = Human Resource Planning

REC = Recruitment

β_0 = Regression constant; β_1- β_2 = direct-effect regression coefficients

e_1-e_2 = Stochastic error terms.

Responses from copies of the questionnaire were summarised using descriptive statistics. Simple linear regression testing was appropriate for the hypotheses. The hypotheses were tested at 5% level of significance. If $p < 0.05$, rejected the null hypothesis; if $p >= 0.05$, retain the null hypothesis. The analyses were carried out using the Statistical Package for Social Sciences (SPSS).

DATA PRESENTATION, ANALYSIS AND FINDINGS

Table 1.3: Analysis of Questionnaire Administration and Response Rate

Bank	**Copies of Questionnaire Administered**	**Copies of Questionnaire duly filled and returned**	**Percentage (%)**
First Bank	43	35	81.40
First City Monument Bank	33	27	81.82
Zenith Bank	39	30	76.92
Access Bank	35	28	80.00
EcoBank	32	26	81.25
United Bank for Africa	44	37	84.09
Total	**226**	**183**	**80.97**

Source: Questionnaire administration and response rate (2026)

Two hundred and twenty-six (226) questionnaires were administered on employees of selected deposit money banks in Akwa Ibom State as shown in Table 1.3. One hundred and eighty- three (183) copies were completed and returned. This resulted in approximately 81% return rate. The analysis in this study was based on this response rate. The number of complete and correct questionnaire returns will, however, be used for further analysis as 183 (91%) were correctly filled and returned.

Analysis of Respondents Opinions

The section presents the result of the frequency interpretation of the responses of the participating respondents of selected banks surveyed with respect to employee resourcing strategy and performance of Commercial banks in Akwa Ibom State.

Table 1.4: 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 1.4. 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 1.5: 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 1.5. 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%) undecided. 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 1.6: Descriptive Analysis of Competitive Advantage

Completive Advantage	**SA**	**A**	**D**	**SD**	**UN**
Our bank delivers services that differentiate us from competitors in the industry.	73 (39.9%)	74 (40.4%)	25 (13.7%)	10 (5.5%)	1 (0.5%)
Our bank responds quickly to market changes and customer needs compared to competitors	89 (48.6%)	71 (38.8%)	17 (9.3%)	6 (3.3%)	0 (0.0%)
Our bank's employee knowledge and competence contribute significantly to superior service delivery	81 (44.3%)	74 (40.4%)	22 (12.0%)	6 (3.3%)	0 (0.0%)
Our bank's internal processes and teamwork enable us to achieve better results than competing banks	82 (44.8%)	76 (41.5%)	15 (8.2%)	9 (4.9%)	1 (0.5%)
Total	325	295	79	31	2
Mean	81.25 (44.4%)	73.75 (40.3%)	19.75 (10.8%)	7.75 (4.2%)	0.5 (0.3%)

Source: Field Survey, 2026

The descriptive analysis of competitive advantage of commercial banks in Akwa Ibom State is presented in table 1.6. It found that 73 (39.9%) strongly agreed that their bank provides differentiated services, 74 (40.4%) agreed, 25 (13.7%)

disagreed, 10 (5.5%) strongly disagreed and 1 (0.5%) was undecided. In addition, 89 (48.6%) respondents strongly agreed that their bank was quick to adapt to market changes and 71 (38.8%) agreed, 17 (9.3%) disagreed, 6 (3.3%) strongly disagreed, and none were undecided. Again, 81 (44.3%) respondents strongly agreed that employee competence is a factor that leads to better service delivery, 74 (40.4%) agreed while 22 (12.0%) disagreed, 6 (3.3%) strongly disagreed with it, and none of the respondents was undecided. Additionally, 82 of the respondents (44.8%) agreed that internal processes and teamwork improves performance; 76 of the respondents (41.5%) agreed and 15 respondents (8.2%) disagreed, 9 respondents (4.9%) strongly disagreed, and 1 respondent (0.5%) was undecided. Table 4.6 shows that competitive advantage is greatly determined by the organizational practices with 620 (84.7%) respondents strongly agreeing and agreeing. This means that commercial banks' performance benefits with competitive strength.

Test of Hypotheses

Ho1: Human resource planning has no significant influence on the competitive advantage of commercial banks in Nigeria.
Hi1: Human resource planning has a significant influence on the competitive advantage of commercial banks in Nigeria.

Model Summary[b]					
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Durbin-Watson**
1	.208[a]	.043	.038	.46330	1.830
a. Predictors: (Constant), HRP					
b. Dependent Variable: CA					

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	1.762	1	1.762	8.207	.005[b]
	Residual	38.852	181	.215		
	Total	40.613	182			
a. Dependent Variable: CA						
b. Predictors: (Constant), HRP						

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	3.464	.257		13.478	.000
	HRP	.172	.060	.208	2.865	.005
a. Dependent Variable: CA						

Source: Researcher's Computation (2026)

The regression analysis results in relation to the influence of human resource planning on the competitive advantage of commercial banks in Nigeria is presented above. The model summary showed that the R^2 value of the model was 0.043, which means that the human resource planning can explain around 4.3% of the variance in competitive advantage. The ANOVA table showed that the regression model was statistically significant at 95% confidence level ($F = 8.207$, $p = 0.005$). The human resource planning positively significantly affected the competitive advantage as revealed by the coefficient ($\beta = 0.208$, $t = 2.865$, and $p = 0.005$) in the coefficient table. The null hypothesis (Ho1) which postulates that human resource planning has no significant influence on the competitive advantage of the commercial banks in Nigeria was rejected and the alternative hypothesis (Hi1) was accepted based on the above findings. Based on this, it could be concluded that HRP has a significant impact on the competitive advantage of commercial banks in Nigeria.

Hypothesis II

Ho2: Recruitment have no significant influence on the competitive advantage of commercial banks in Nigeria.
Hi2: Recruitment have a significant influence on the competitive advantage of commercial banks in Nigeria.

Model Summary[b]					
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Durbin-Watson**
1	.297[a]	.088	.083	.45232	1.836
a. Predictors: (Constant), RE					
b. Dependent Variable: CA					

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.582	1	3.582	17.509	.000[b]
	Residual	37.031	181	.205		
	Total	40.613	182			
a. Dependent Variable: CA						
b. Predictors: (Constant), RE						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.921	.306		9.547	.000
	RE	.301	.072	.297	4.184	.000
a. Dependent Variable: CA						

Source: Researcher's Computation (2025)

The model summary showed that the R^2 was 0.088 which means that the recruitment accounts for only 8.8% of the variance in the competitive advantage. The results of the ANOVA showed that the regression model was statistically significant ($F = 17.509$, $p = 0.000$), thus having a good fit at a 95% confidence level. The results of the coefficients table indicate that recruitment positively and significantly affects competitive advantage ($\beta = 0.297$, $t = 4.184$, $p = 0.000$). Therefore, the null hypothesis (Ho2) that recruitment have no significant effect on the competitive advantage of commercial banks in Nigeria is rejected while the alternative hypothesis (Hi2) is accepted. This finding confirms the contribution of recruitment to competitive advantage of commercial banks in Nigeria.

DISCUSSION OF FINDINGS

The first objective was to study the effect of human resource planning on the competitive advantage of commercial banks in Nigeria. The findings revealed that there was a positive and statistically significant relationship of competitive advantage with HRP (beta = 0.208, p = 0.005) and HRP captured the variance in competitive advantage of 4.3%. This meant that the null hypothesis was rejected. The discovery led banks that had projected their staffing requirements, matched their workforce to the business plans, and ensured that the skill sets were appropriate to be more likely to distinguish their services and adapt to competitive challenges. The relatively low R2 value also meant that other factors, such as technology, capital strength, brand reputation and service innovation, were also crucial for competitive advantages. This finding confirmed the findings of Hanti (2022) which showed human resource planning and other resourcing practices influenced organisational performance, and Danity *et al*., (2019) which reported that human resource planning positively influenced organisational competitiveness. It also helped to support Muzanenhamo (2021) whose study found strategic roles in HRM and competitive advantage. The agreement came about because workforce alignment was considered a strategic capability in the studies. Variations in the intensity of reported effects may be attributed to sectoral conditions, country differences and the fact that in the present cross-sectional study, perceived rather than audited performance measures were used.

The second objective was to determine the effect of recruitment on the competitive advantage of commercial Banks in Nigeria. The second null hypothesis was rejected, as with regards to recruitment, it had positive and significant influence on competitive advantage (Beta = 0.297, $p < 0.001$), and explained 8.8% of the variance. The outcome suggested that the transparent recruitment policy, appropriate selection processes, and the hiring of candidates who possessed the skills and knowledge required for a specific job bolstered the ability of banks to provide better and unique services. This is in line with the finding of Ogunsola *et al.,* (2023) who had discovered that the applicant interview, cognitive test and personality assessment had significant predictive power on the organisational performance of banks in Lagos. It also corroborated the findings of Opayemi and Oyesola (2023) which showed that employee performance could be predicted by selection interviews and tests, and Constantine (2023) who reported that recruitment was directly related to organising performance. These studies were in partial agreement as merit-based selection enhanced the quality of human capital within the organisation. The differences in the size of the relationships may have been due to different numbers of organisations studied, to the different composition of the respondents, or to the different outcome measured. The competitive advantage was more than just the performance of individual employees and was influenced by other factors other than those related to recruitment.

CONCLUSION

This study examined the influence 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 RRS) has a significant positive effect on the key performance indicators (KPIs) examined in this study namely competitive advantage. Based on the outcomes of this findings, the following recommendations are made:

i. Commercial banks should institutionalise forward-looking manpower plans to ensure staffing levels and competencies support sustained competitive positioning.
ii. Banks should strengthen recruitment systems with competency-based tools to improve the quality of hires that drive competitive advantage.

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