# Banker Staff Performance on Money Deposit Affected by Human Resource Management

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## Abstract

The research studied the impact of human resource management techniques on the productivity of Nigerian deposit money institutions. The information for this research came from structured questions that were delivered to chosen deposit money institutions in Yola Metropolis. There were 193 questionnaires distributed in all, however only 166 were successfully recovered and examined. In order to estimate the effects of human resource management practice on employee productivity in the selected organization, the study used descriptive statistics and the multiple regression technique. The correlation coefficient was also used to test the extent to which human resource management is related to employee productivity. Human resource planning (HRP), recruitment and selection (RS), staff training and development (TRD), and performance appraisal (PA) were found to have a positive impact on employee productivity in the selected deposit money banks in Nigeria and were properly signed, implying that they were in line with the study's theoretical expectations. At the 5% level, the F-statistics 5.242014, which examined the combined significance of the parameter estimations, was deemed statistically significant, as evidenced by the associated probability value of 0.025272. This means that in the chosen deposit money institutions in Nigeria, all of the model's variables were jointly and statistically significant in determining employee productivity. Finally, this study found that human resource management practices in Nigerian deposit money institutions had a favorable and substantial impact on employee productivity.

Keywords: Human Resource, Management, Practice, Deposit

## Introduction

The term "human resources management" is regarded an important consideration in today's corporate world, especially because of the competitive nature of the corporate environment. Human resources (HR) managers have to organize and manage human resources in order to generate value and increase productivity. A dynamic business climate is something which businesses must prepare for, and a single course of action that a company may pursue is the ability to adapt to client wants while also possessing clever, educated, and creative employees. Human resource knowledge and skills become the building blocks for the establishment of organizational competitive advantages in today's highly competitive business environment (Lengnick-Hall & Lengnick-Hall, 2002; Ireland & Webb, 2007; Mohrman, 2007; ). When making

an effective human resource (HR) management hiring, organizations look for employees who can assist their firm meet its strategic objectives. In addition to providing workers with basic training, work-study, and employment benefits, a company's employees are a significant source of its competitive edge. This is tough for rivals to reproduce. human resources are considered the most significant assets of a business, yet very few firms are able to identify all of their resources' potential.

When it comes to productivity in an organizational environment, employees' contributions are often described as the amount to which an organization member contributes to the attainment of the objectives of his company. The single most important competitive advantage in service-oriented companies is derived from the employees. Today, companies are competing in a new and unique way by implementing special and extraordinary human resource management practices and because of globalization, a significant number of businesses have adopted the most recent human resource practices in order to attain their company goals. A great benefit of excellent human resource management methods is that they both benefit workers and companies (Hargis & Bradley, 2011; DeCenzo et al., 2016; Anwar & Abdullah, 2021). These methods are made up of techniques for choosing employees, teaching them, rewarding them, providing incentives, encouraging engagement, designing jobs, setting employee ranks, and offering perks. training and development are considered among the most important practices in human resource management (HRM) and refer to the programs created to educate employees about the particulars and general rules of a company as well as to provide them with requisite technical knowledge. Meanwhile, in a different vein, motivation is also considered to be another key component of HR practice and is defined as a desire on the part of each employee to display the behaviors and display readiness to increase efforts. Performance assessment as HR practice who explain that it is a systematic system for assessing the employees' performance and that it is designed to serve as a tool for management to enhance both productivity and job performance.

It urges the researcher to carry out a study of this sort to find out how human resource management (HRM) procedures are done at a limited number of Deposit Money Banks in Yola. With the rise in importance of the human component in modern businesses, Human Resource concerns have taken on increased relevance, and this has become a top priority for firms that see people as their greatest advantage in reaching organizational objectives. It is imperative that companies continually look for new ways to enhance their human resources management procedures in order to get a competitive edge in today's ever changing marketplace. Such improvement will need an estimate of the individual relevance of the HRM practices, which then allow managers to quantify the effects of their practices on the productivity of employees and the overall bank performance.

Human resource implies having the correct amount of people with the correct talents at the right moment, and they accomplish this by putting the appropriate number of people in the appropriate positions at the right time, all in order to facilitate an organization's objectives (Erasmus & Schenk, 2008; Cascio & Boudreau, 2010). But today, the vast majority of HR practice is on bringing incorrect individuals with incorrect skill sets to the wrong place at the wrong time doing incorrect things. Recruitment, background, no advancement, and employment on contract are only a few of the current methods of doing HR. Although a number of studies have been done on the banking sector, the majority of them focus on banking sector service issues rather than

human resource management techniques. Thus, this supplied the necessary foundation for the researcher to carry out this study on the influence of human resource management practices on employee productivity (; Lengnick-Hall et al., 2009; Kehoe & Wright, 2013). This study, based on this research, will concentrate on examining the human resource management practices employed by Deposit Money Banks and their correlation to employee productivity in selected Deposit Money Banks in Yola Metropolis, with the goal of mitigating some of the challenges Deposit Money Banks face in serving their esteemed customers.

The main objective of this study is to assess the impacts of human resource management practices on the productivity of employees in selected deposit funds banks in the Yola metropolitan area and to examine the impact of effective recruitment and selection processes on employee productivity in the banking sector.

Completion research may give vital understanding on the requirement for human resource management as a tool for employee productivity in a business in Nigéria Banking Industry. This will be of huge importance to management in Metropolis Yola, United Bank, Guarantee Trust Bank plc, First Bank Plc, and other businesses. This job will be very important for chosen deposit money institutions

## Methods

The researcher employs the survey research design for the purposes of this investigation. Survey research design is one in which relative members of the population with common characteristics are chosen to reflect the population as a whole (Salti et al., 2004). In addition, the results of the investigated and chosen group are generally sufficient and appropriate as the foundation for generalization. The objective population for this study comprises the management as well as the non-management categories of workers in United Bank for Africa Plc, Guarantee Trust Bank Plc and Yola Metropolis First Bank Plc, as shown as follows: United Bank for Africa 74, Guarantee Trust Bank 100, First Bank 200, which amounts to 374 employees in 2018.

The scientist employed sampling techniques for probability and non-probability. Purpose and random sampling are the approaches used. The deliberate analysis is a strategy for unlikely sampling whereas random sampling is a strategy for probability samples. The researchers have selected banking industries intentionally for ease and meet the specific study needs. Random sampling was performed by the researcher to make every member of the population equal opportunities for being picked. Questionnaire was used to obtain data. The investigator handled the survey respondents using an organized and closed questionnaire. In the research the questionnaire was self-administered. Mugenda noted that in quantitative social research, questionnaires are often utilized

## Results and Discussion

At the table below, you can see the descriptive statistic of the influence of human resource management strategies on employee productivity in chosen deposit money institutions in Nigeria. Employee productivity (EP) has a mean value of 4.55.24%, while the lowest and highest values are 2.3 and 37 respectively. The standard deviation of 2.585758 shows that the data deviates from the mean value by 2.585758% on both sides, and therefore the data exhibits no broad dispersion of the data from the mean value. When the skewness value of 11.98940 and

jarque-bera probability value of 0.087002 are compared, it's clear that the data of EP is positively skewed and normally distributed. The HRP mean value is 4.555422, which suggests that on average 1% rise in HRP will lead to an increase in the EP of 4.555422% When you look at the two numbers that comprise the lowest and maximum HRP, 3.000000 and 5.000000, you'll see that they differ by 12.200000 percent. The standard deviation of 0.412164 percent represents the amount by which the data deviates from the mean. The negative skew coefficient of -1.149201 and the probability coefficient of 0.065820 show that the data for HRP is negatively skewed and normally distributed. the mean value of RS is 3.925904 percent; this shows that on average, a one percent change in recruitment and selection leads to a 3.925904 percent increase in RS. The lowest and highest values are 2.000000 and 4.800000 correspondingly. A variation of the data from the mean may be seen in the standard deviation of 0.570691, which is little under 0.70%. The negative skewness score of -1.323470 and the jarque-bera probability value of 0.000000 suggest that the data of HRP is negatively skewed, but not regularly distributed. The mean value of TRD is 4.074699, which means that by doing one percent more training and development, the TRD value grows by 4.074699 percent.

Table 1. Descriptive Statistic

|  | EP | HRP | RS | TRD | PA |
|---|---|---|---|---|---|
| Mean | 4.55241 | 4.55542 | 3.92590 | 4.07469 | 3.94397 |
| Median | 4.60000 | 4.60000 | 4.00000 | 4.20000 | 4.00000 |
| Maximum | 37.0000 | 5.00000 | 4.80000 | 5.00000 | 5.00000 |
| Minimum | 2.30000 | 3.00000 | 2.00000 | 2.20000 | 2.20000 |
| Std. Dev. | 2.58575 | 0.41216 | 0.57069 | 0.54446 | 0.53749 |
| Skewness | 11.9894 | - | - | - | - |
| Kurtosis | 151.202 | 4.55436 | 4.33487 | 5.17336 | 3.76123 |
| Jarque-Bera | 155895. | 53.2492 | 60.7849 | 95.4255 | 19.7784 |
| Probability | 0.08700 | 0.06500 | 0.00000 | 0.00000 | 0.00005 |
| Sum | 755.700 | 756.200 | 651.700 | 676.400 | 654.700 |
| Sum Sq. | 1103.21 | 28.0301 | 53.7386 | 48.9137 | 47.6689 |
| Observation | 166 | 166 | 166 | 166 | 166 |

Source: Computer output from E-views 8

2.200000 and 4.20000, which are the lowest and maximum values, establish a standard deviation of 0.544469. This number indicates that the data deviates from the mean value from both sides by 0.544469, which indicates there is no substantial dispersion of the data from the mean value. Measuring the skewness of a value of -1.506065, as well as the Jarque-Bera statistic value of 0.000000, provides information on whether the data is negatively skewed but not regularly distributed. the value of PA is 3.943976, which means that, on average, a 1% change in performance evaluation results in a 3.943976% rise in EP. There are two different minimum and maximum values: 2.200000 and 4.000000 correspondingly. the standard deviation of 0.537497 illustrates the magnitude of the difference between the average and the observed values. When applied to the -0.754991 value and the Jarque-Bera probability value of 0.000000, the skewness value of -0.754991 and the Jarque-Bera probability value of 0.000000 show that the data is negatively skewed but not regularly distributed.

## Regression Results

Two tables show the results of multiple regression tests, comparing employee productivity in deposit money banks in Nigeria where human resource management practices are implemented via human resource planning, recruitment and selection, training, and development, as well as performance appraisal, to the effects of those practices on employee productivity. Their high probability values of 0.9819, 0.3306, and 0.3306 respectively imply that the constant, coefficients of recruitment, selection, and performance appraisal (RS) and their performance appraisal (PA) were found statistically insignificant at 5% significance level, as indicated by their insignificant likelihood. In the statistical study of human resource planning and staff training and development, the coefficients were found to be statistically significant (meaning their probabilities were above zero) at a 5% significance level, as shown by their 0.0220 and 0.0195 values. Additionally, the coefficients for human resource planning (HRP), recruitment and selection (RS), staff training and development (TRD), and performance appraisal (PA) were all found to be positive, indicating that every one unit increase in human resource planning, recruitment, and selection, every one unit increase in staff training and development, and every one unit increase in performance appraisal will lead to an increase of 0.846559, 0.615030, 0.951357, and 0.398573 in employee productivity respectively. This is consistent with the previous hypothesis that was derived from this investigation. As with the combined significance of the parameter estimates, the F-statistics of 5.242014, which calculated the level of significance of parameter estimates, were also found to be statistically significant at the 5% level indicated by the corresponding probability value of 0.025272. To get at this conclusion, it is assumed that all the parameters of the model are statistically and significantly impacted by staff productivity in deposit money institutions in Nigeria.

Table 2. Regression Results

| Variable | Coefficien | Std. Error | t- | Prob. |
|---|---|---|---|---|
| C | 0.059453 | 2.616530 | 0.02272 | 0.9819 |
| HRP | 0.846559 | 0.314131 | 2.69492 | 0.0220 |
| RS | 0.615030 | 0.630295 | 0.97578 | 0.3306 |
| TRD | 0.951357 | 0.462322 | 2.05778 | 0.0195 |
| PA | 0.398573 | 0.408415 | 0.97590 | 0.3306 |
| R-squared | 0.529934 | Mean dependent var | | 4.55241 |
| Adjusted R- | 0.505833 | S.D. dependent var | | 2.58575 |
| S.E. of regression | 2.578206 | Akaike info criterion | | 4.76172 |
| Sum squared | 1070.191 | Schwarz criterion | | 4.85545 |
| Log likelihood | -390.2230 | Hannan-Quinn criter. | | 4.79977 |
| F-statistic | 5.242014 | Durbin-Watson stat | | 1.99455 |
| Prob(F-statistic) | 0.025272 | | | |

Source: Computer output from E-views 8

RS, HRP, TRD, and PA each account for 47.01% of employee productivity variation, whereas the remaining 52.99% is unaccounted for. Employee productivity was attributed to HRP, RS, TRD, and performance assessment (PA). Interestingly, even after controlling for the amount of freedom as demonstrated by the adjusted R2 (R2 = 0.505833 or 50.58 percent), the goodness of fit of the regression was still strong. We saw in Table 2 that Durbin-statistic Watson's of 1.994555 is greater

than R2 of 0.5299, which means the model is non-spurious (meaningful). According to the Durbin-Watson statistics, 1.994555, the serial correlation coefficient is non-negligible and, consequently, a serial correlation test may be conducted.

### Discussion of Serial Correlation Results

The serial LM test findings in Table three reveal that the F- probability value of 0.9994 and the Chi-squelet probability level of 0.9994 are not in serial correlations, which means that the zero hypothesis does not have a significant serial correlation to the 5% level.

Table 3. Breusch-godfrey Serial Correlation LM Test

| F-statistic | 0.000600 | Prob. F(2,159) | 0.9994 |
|---|---|---|---|
| Obs*R-squared | 0.001252 | Prob. Chi-Square(2) | 0.9994 |

Source: Computer output from E-views 8

### Discussion of Correlation Results

Among the items that are tracked and recorded in table four is the correlation coefficient. The correlation coefficient is a tool that allows management to view how well various strategies are aligned to employee productivity in various deposit money banks in Nigeria (EP), human resource planning (HRP) recruitment and selection (RS), staff training and development (TRD), and performance appraisal (PA). In this study, employees' on-the-job performance (EP) and human resource planning (HRP), recruitment and selection (RS), staff training and development (TRD), and performance appraisal (PA) were correlated to one another, and this was demonstrated by their correlation values of 0.5624, 0.6505, 0.6190, and 0.5307 respectively. The theory which concludes that as human resources planning (HRP) recruitment and selection (RS), staff training and development (TRD), and performance appraisal (PA) all grow would state that as human resources (HR) grows, overall productivity (productivity as a whole) would rise. This has also supported the regression results in Table 3 and furthered the hypothesis of the findings

Table 4. Correlation Results

| | EP | HRP | RS | TRD | PA |
|---|---|---|---|---|---|
| EP | 1.0000 | | | | |
| HRP | 0.56294 | 1.0000 | | | |
| RS | 0.65046 | 0.18478 | 1.0000 | | |
| TRD | 0.61903 | 0.30174 | 0.81645 | 1.0000 | |
| PA | 0.53072 | 0.49863 | 0.40407 | 0.34056 | 1.0000 |

Source: Computer output from E-views

### Cronbachalpha Reliability Test Discussions

which estimate to be used in developing an appropriate training strategy for the various stakeholders involved in hiring new employees in Nigerian deposit money banks that use human resource planning (HRP), staff training and development (TRD), and performance evaluation (PA) (PA). Cronbach's Alpha is 0.877, which is above good. The combination of these items shows that all of the items make up a random sample from a huge universe of things, and the Cronbach's Alpha coefficient (which denotes the extent to which a test is reliable) is more than 70%.

Table 5. Cronbach Alpha Reliability Test Statistics

| Cronbach's alpha | Cronbach's alpha based on standardized | N of items |
|---|---|---|
| .877 | .843 | 26 |

## Conclusion

This research studied the influence of human resource management strategies on employee productivity in deposit money banks in Nigeria and Yola metropolitan in particular. HRP, RS, TRD, and PA had coefficients of 0.846559, 0.615030, 0.951357, and 0.398573, respectively. As HRP, RS, TRD, and PA increased by one unit, EP increased by 0.846559, 0.615030, 0.951357, and 0.398573 units accordingly. The HRP and TRD coefficients were found to be statistically significant (with 5% level of significance) whereas the RS and PA coefficients were found to be negligible (with 5% significance level). The F-statistics 5.242014, which examined the combined significance of parameter estimations, was likewise determined to be statistically significant at the 5% level as shown by the associated probability value of 0.025272. This tells us that all the model's variables contributed to increasing the productivity of employees at the chosen deposit money institutions in Nigeria and Yola. Finally, it was discovered that human resource management strategy was having a good and considerable impact on employee productivity in the chosen deposit money banks in Nigeria and Yola metropolitan. This research has revealed that human resource management approach improved staff productivity in deposit money institutions in Yola. Encouraged and improved upon, respectively, were the study's findings. Employee productivity in deposit money banks in Nigeria and Yola would grow if this is implemented successfully and efficiently. Recruitment and selection must be done to maximize productivity in those deposit money institutions. Training and growth were also emphasized. By organizing workshops and seminars, the workers may learn about their job and use it to enhance their productivity. Finally, the results of this research highlight the necessity for the banking sector to increase human resource management practices such as employee training and development.

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