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## Human Resource Management Practices and Employees' Professional Development in Selected Money Deposit Banks in Osun State, Nigeria

**Tejumade Omowumi Siyanbola**

Associate Professor, Department of Management & Accounting,  
Obafemi Awolowo University, Nigeria

**Olusola A. Ologunde**

Professor, Department of Management & Accounting  
Obafemi Awolowo University, Nigeria

**Oluwasegun J. Ajibike**

Lecturer, Department of Banking and Finance  
The Polytechnic, Ibadan, Oyo State, Nigeria

### **Abstract:**

*The broad objective of this study was to examine the influence that Human Resource Management Practices (HRMPs) have on the performance and overall development of selected money deposit banks' employees in Osun State, Nigeria. Primary data was quantitatively collected from 125 employees of the banks with the aid of a structured questionnaire and analysed using SPSS 21; specific analyses carried out include percentages, means, standard deviations (SD) and ANOVA.*

*Results showed a high-level correlation between HRMP adoption and the development of banks' employees studied ( $r = .720$ ). The model indicated that substantial total variance in the banks' employees' performance (51.8%), culminating in their personal and professional development, was explained by the human resource management practices the banks engage in ( $R^2 = .518, p < .05$ ). Of all the HRMPs considered, performance appraisal, training and development, and job security in descending order were the most significant HRMPs (all at  $p < .05$ ).*

*In conclusion, appropriate and effective HRMPs were found to be fundamental to developing the needed human resources within the banks for enhanced employee overall performance and organisational continuity.*

**Keywords:** *Employees, professional development, HRMPs, money deposit banks, Nigeria*

### **1. Introduction**

Vuong & Sid (2019) define Human Resource Management Practices (HRMPs) as comprising all Human Resource Management (HRM) activities designed to develop and manage people in organisations, as well as overseeing the employment relationship between employers and employees on the one hand, and the general relationship between employees and their supervisors on the other. In line with Vuong and Sid's opinion, Juhdi *et al.* (2013) argue that organisations can achieve their main goals and objectives if the human capital can be developed by the HR manager to make employees' actions, behaviours and thoughts align with the organisations for a focused vision for the firm. Activities covered by HRMPs include but are not limited to recruitment and selection, training support, performance appraisal, career advancement, rewards and recognition (Rubel, 2018; Ueno, 2014; Chand, 2010). Similar to previous descriptions, HRMPs comprise the promotion of workforce engagement, evaluation, application of knowledge, capacity preparation, training, and staff retention (Singh *et al.*, 2020). Vuong and Sid (2019) reckon that the components listed in the previous sentence appear to be commonly adopted in recent studies, particularly in studies that are bank-related. However, the current study introduced some other constructs into the analytical model, such as *development, paired with training, job description, employee information communication, job security and engagement*, as suggested by researchers such as Boxall (2007) and Hornsby and Kuratko (2003). Essentially, this narrative indicates that from training and supporting employees, there is the potential to develop them both personally and professionally for the enhancement of organisations' bottom line.

Broadly, this paper evaluated how human resource management practices (HRMPs) are designed to improve the performance of employees in Osun State's money deposit banks, which, in turn, develops such employees personally and professionally. The original study set out to examine the effects of HRMPs on the performance of employees in the sampled sub-sector of the Nigerian banking industry and the overall performance of the money deposit banks. However, based on the study's secondary findings, this paper argues that developing employees' performance could, in turn, develop them personally and professionally too.

As a concept, effective Professional Development (PD) is described as "... a cycle of continuous improvement..." (Wei *et al.*, 2010, pgs. 2-3) with emphasis on employees engaging in day-to-day learning. With this continuous learning, such employees could enhance their professional lives with a higher value addition. In the context of this paper, the learning, development, and performance appraisal aspects of HRMPs are argued to improve the performance of the banks' employees studied. O'Sullivan and Deglau (2006) describe PD as a collection of deliberately structured experiences meant to benefit an employee or a set of employees, culminating in improving the quality outcomes for the overall organisation. In their discussion of the Principles of Professional Development, O'Sullivan and Deglau (2006) encourage active learning on the part of employees and advise employers to empower their employees while treating them as professionals and leaders in their own right.

Researchers and professionals have argued about the role of human resource management (HRM) in creating value for the implementation of firms' strategic objectives and improved performance (Podgorodnichenko *et al.*, 2020; Karman, 2020). However, studies have shown that one of the distinctive features of HRM is that better performance is actually achieved through the *people* in the organisation (Aldamoe *et al.*, 2013), not the organisation by itself. Essentially, one can argue that the money deposit banks' overall performance is connected to the performance of their employees. In light of this apparent nexus between HRMPs and employees' growth and performance, this paper assesses how training, which is meant to assist employees in their bid to help organisations achieve their goals, results in developing them professionally and personally too.

### 1.1. Study Hypotheses

- *HO<sub>1</sub>: Human resource management practices and employee performance are not significantly correlated.*
- *HO<sub>2</sub>: Human resource management practices and the banks' overall performance are not connected.*

### 1.2. Problem Statement

Most extant literature on employee professional development has focused on the teaching profession to the detriment of other sectors of the economy within which employees are also trained and learn (whether organised in-house, attended outside of the organisation, or even on-the-job). The training can boost their existing skills while learning new ones with a view to developing themselves personally and professionally; the latent value addition is arguably unquantifiable. Searching the literature for studies on employees' professional development during this study kept throwing up voluminous studies on teachers' professional development studies (e.g. Yang *et al.*, 2020; Qian *et al.*, 2018; Trust & Pektas, 2018; Redman *et al.*, 2018; Skerrett *et al.*, 2018; Morelli *et al.*, 2014; Roth *et al.*, 2017; Gregory & Salmon, 2013; Pitsoe & Maila, 2012) to list a few. There are, however, some studies on professional development in other disciplines, such as Scott *et al.* (2017) on health professionals, Filipe *et al.* (2014) on general Continuing Professional Development (CPD) and Yoder and Terhorst (2012) on nursing. Overall, though, and as previously indicated, the majority of the accessible studies favoured the teaching profession, a clear indication that much of the existing studies in this area are particularly biased towards teaching; this is one of the apparent gaps this study stands to fill.

In addition to the already identified gap, a relevant study by MacPhail and Ulvik (2019) reveals that despite many dedicated studies on teachers' professional development, many aspects, like professional learning opportunities for teacher educators, were not covered. More significantly, the few related studies accessed on Nigeria also focused mainly on teachers (e.g. Ezeugbor, 2015; Aderibigbe & Ajasa, 2013). Moreover, although the original study set out to assess the influence of HRMPs on the performance of employees of money deposit banks in Osun state, Nigeria, and the overall performance of the banks, this paper contends that from the research's secondary findings, employees personal and professional development are enhanced alongside improved performance.

### 1.3. Objectives of the Study

Broadly, this paper examines whether any connection exists between Human Resource Management Practices (HRMPs) in Money Deposit Banks and perceived professional development among employees of those organisations. By proxy, the original study had two specific foci:

- To assess the connection between HRMPs and employees' performance and
- To evaluate whether HRMPs affect the banks' overall performance.

### 1.4. Framework for the Research

In their *model of workplace inclusiveness*, Shore *et al.* (2018) opine that when employers provide an inclusive workplace where employees are made to participate, feel involved, and provided the opportunity to advance to middle and upper levels of the organisation, the whole organisation, including its people, is better for it as it encourages employees' involvement and contribution. It could also improve *discretionary behaviour* amongst the workforce. In the same vein, Rigby and Ryan (2018), in their evaluation of the *Self-Determination Theory* in Human Resource Development, argue that 21<sup>st</sup>-century organisations' survival is no longer about how management can motivate employees extrinsically, rather their successes would rely more on how much the former can foster and support high-quality *intrinsic motivation* (from within the employees themselves). The authors are of the opinion that this motivation type, combined with an affective commitment to the organisation, will cause employees to be better satisfied and the organisations to succeed.

In line with the two approaches in the previous paragraph, this paper assumes that when employees are adequately trained in relevant areas, management of contemporary organisations practice inclusiveness, and employees are assisted to be self-determined in their work life, the situation can be potentially a win-win for all concerned.

Essentially, the organisation achieves its main goal and objectives while employees also achieve their goals of joining the organisation by developing themselves professionally and personally.

## 2. Methodology

Primary data was quantitatively collected from 125 employees of selected Money Deposit banks (*adequately named in the project*) in Osun state with the aid of a structured questionnaire. The questionnaire items were structured in a Likert scale format. The reliability of the questionnaire items was assessed by calculating Cronbach's Alpha Coefficient for the questionnaire items; this resulted in a value of .923 for the standardised questionnaire items, indicating a coefficient much higher than the commonly acceptable minimum level of .7 as suggested by George & Mallery (2003). Data analysis was carried out with the aid of SPSS, using percentages, means, standard deviations, correlations and ANOVA.

## 3. Results and Discussion

Prior to carrying out further analyses, the research instrument used was tested for reliability purposes to ensure it measured what it purported to measure. Findings presented in table 1 show that the instrument (a structured questionnaire) was reliable, with a Cronbach's Alpha coefficient of .898 and .923 for non-standardised and standardised items, respectively. This Cronbach's Alpha coefficient was carried out, particularly on the 29 items adopted for the associated objectives for the original research. As earlier indicated in the methodology section, the coefficients determining the internal consistency of the questionnaire were indicators of a reliable instrument based on George & Mallery's (2003) recommendation of .7 minimum.

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	N of Items
.898	.923	29

Table 1: Reliability Statistics of the Research Instrument  
Source: Extracted from SPSS Output for the Analysed Data

Out of a number of HRMPs listed in the research instrument for comparison on the extent to which they were adopted in the banks sampled, *training and development, recruitment and selection, performance appraisal, and jobs' task description* in that reverting order (table 2) were the most commonly adopted practices in the banks with 17.3%, 17.15, 15.6% and 14.3% of respondents indicating this respectively. This result means that for the two banks (Bank A and Bank B) in question to continue to add value to themselves and their employees, they are required to pay particular attention to those practices for their sustainability.

HRM Practices	Percentage
<i>Training and development</i>	17.3
<i>Recruitment and Selection</i>	17.1
<i>Performance Appraisal</i>	15.6
<i>Job description</i>	14.3
Compensation and reward	14.0
Employee information communication and engagement	13.6
Job security	8.0
Total	100

Table 2: Forms of HRM Practices in the Sampled Nigerian Banks  
Source: Extracted from SPSS Output for the Analysed Data

### 3.1. Test of Hypotheses

The sections that follow explicate the results from the tested hypotheses for the study.

#### 3.1.1. Hypothesis 1

This hypothesis delved into the link between HRMPs and the performance of employees and is stated thus:

- $H_{01}$ : *Human resource management practices and employee performance are not significantly correlated.*

With regards to hypothesis 1, which assessed the relationship between HRMPs and employee performance in the banks, findings in table 3 show a strong and significant connection between both constructs at  $R = .720$ . In addition, the adjusted  $R^2$  of .518 indicates that compared to the null model, the whole model with independent variables added explained 51.8% of any variation that occurred in employees' performance. Moreover, the overall model was significant at  $F = 13.826, p < .05$ , indicating a model-data fit.

R	R <sup>2</sup>		Adjusted R <sup>2</sup>	Std. Error of the Estimate	
.720	.518		.481	.17366	
ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2.919	7	.417	13.826	.000
Residual	2.714	90	.030		
Total	5.633	97			

Table 3: Regression Analysis of the Effect of HRM Practices on Employees' Performance

Source: Extracted from SPSS Output for the Analysed Data

### 3.1.1.1. Effects of HRMPs on Employees' Performance

As a follow-up to the overall significance of the HRMPs and employees' performance model, a disaggregated analysis of the effects of the independent variables (HRMPs) on employee performance was carried out. Results in table 4 show that *three HRMPs* were the most influential in improving employee performance, thereby developing them personally and professionally. In descending order of importance based on the *p values* and standardised  $\beta$  coefficient, these HRM-linked important practices are: *performance appraisal* ( $p \leq .05$ ,  $\beta=.505$ ), *training and development* ( $p \leq .05$ ,  $\beta=.322$ ), and *job security* ( $p \leq .05$ ,  $\beta=.177$ ). The indication is that all three practices are the most critical in improving employees' performance and enhancing their development.

By implication, when employee *performance appraisal, training, and development* are adequate, and *job security* is assured, the probability of improved performance is higher than would normally be expected. Similarly, employees would also perceive that they are being developed personally and professionally for their own overall good and that of the organisation.

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.652	.171		9.685	.000
Recruitment and selection	-.025	.018	-.113	-1.358	.178
Training and development	.121	.032	.322	3.816	.000
Job security	.037	.017	.177	2.130	.036
Employee information communication and engagement	.014	.028	.047	.507	.614
Compensation and reward	-.010	.024	-.036	-.435	.665
Performance Appraisal	.162	.032	.505	5.036	.000
Job description	-.003	.030	-.009	-.092	.927

a. Dependent Variable: Employees performance

Table 4: Coefficient of the Combined Influence of HRM Practices on Employees Performance

Source: Extracted from SPSS Output for the Analysed Data

### 3.1.2. Test of Hypothesis 2

Hypothesis two probed the connection between HRMPs and the overall performance of the two Money Deposit Banks investigated; it states that:

- $H_{02}$ : *Human resource management practices and the banks' overall performance are not connected.*

Table 5 presents some HRMP-related issues to help people comprehend those that are crucial to business organisations. Based on the Standard Deviation (SD) and arithmetic Mean of the constructs, the table reveals that appropriate HRMPs are linked to *absenteeism reduction, employee turnover reduction, cost-effectiveness in task performance and improved customer relations* culminating in decreased customer complaints. Others are *improved skills, increased productivity, and enhanced organisational goal attainment*. This basically means that if any of the banks handle valuable HRMPs cost-effectively, many of the challenges that plague similar organisations, such as the culture of being absent from the workplace, high employee turnover, cost-ineffectiveness in resource usage and customer-linked issues, could be largely resolved for organisational sustainability.

Human Resource Practices Would	Strongly Agreed	Agreed	Undecided	Disagree	Strongly Disagree	Mean	SD
Reduce absenteeism at work.	47.0	44.0	4.0	3.0	2.0	4.3	0.8
Reduce employee turnover	53.1	25.5	10.2	8.2	3.1	4.3	1.1
Increase my effectiveness and efficiency in task performance	42.2	46.5	9.1	0.0	2.0	4.3	0.8
Improve my customer relations and reduce employee complaints	48.0	34.7	14.3	1.0	2.0	4.3	0.9
Help improve my skills	51.0	39.8	5.1	2.0	2.0	4.3	0.8
Help increase the productivity level of an organisation.	52.0	40.0	5.0	1.0	2.0	4.3	0.8
Aid the attainment of organisational goals and objectives.	54.0	37.0	7.0	0.0	2.0	4.3	0.8

Table 5: Human Resources Management Practices and Organisational Performance

Source: Extracted from SPSS Output for the Analysed Data

With regards to the link between HRMPs and the banks' performance, the results presented in table 6 show a significant but weak relationship at  $R^2 = .151$ ,  $p < .05$ . The adjusted  $R^2 = .151$  means that the model as a whole explained just over 15% of the changes that occurred in the banks' overall performance, contrary to employees' data with a higher adjusted  $R^2$ . Therefore, it may not be cost-effective for such banks to prioritise some HRM-related practices that are of little value addition to such banks.

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate		
.389 <sup>a</sup>	.151	.081	.39841		
ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2.400	7	.343	2.160	.046
Residual	13.492	85	.159		
Total	15.892	92			

Table 6: Regression Analysis of HRM Practices on

Organisational Performance of Commercial Banks

Source: Extracted from SPSS Output for the Analysed Data

### 3.2. Disaggregated Effects of Each Independent Variable (HRMPs) on the Banks' Performance

When the combined effects of all independent variables on the banks' performance were disaggregated, as seen in table 7, only two HRMPs were found dominant within the model. The practices in descending order are *employee information, communication and engagement* ( $p \leq .05$ ;  $\beta = .333$ ), and *training and development* ( $p \leq .05$ ;  $\beta = .278$ ), indicating their significance within the model. By implication, when employees perceive that they are furnished with timely information, are communicated with, and then get involved and engaged, they would, more often than not, contribute to enhancing the banks' performance. Additionally, just as is the case for employees' data communication and engagement, appropriate training could boost employees' overall development; in turn, an engaged employee is likely to exhibit *discretionary behaviour* by putting more effort into helping the bank succeed in the medium to long term. Hence, it is imperative that banks attend to such germane issues.

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.991	.399		4.987	.000
Recruitment and selection	-.033	.043	-.087	-.768	.445
Training and development	.178	.075	.278	2.387	.019
Job security	-.020	.041	-.055	-.479	.633
Employee Information communication and engagement	.178	.066	.333	2.687	.009
Compensation and reward	.029	.056	.059	.510	.611
Performance Appraisal	-.066	.076	-.122	-.869	.387
Job description	-.077	.071	-.151	-1.083	.282

Table 7: The Coefficient of the Influence of HRM Practices on Organisational Performance of Commercial Banks

Source: Extracted from SPSS Output for the Analysed Data  
Dependent Variable: Organisational Performance

#### 4. Summary

The research examined the nexus between Human Resource Management Practices (HRMPs) engaged in by the Money Deposit banks studied and the performance of their employees, which potentially culminates in developing such employees personally and professionally. Adopting the quantitative research methodology with the aid of a survey questionnaire, the findings revealed a strong link between the HRMPs and how both the employees and the organisation itself perform.

In more specific terms, the trio of *performance appraisal, training and development*, and *job security* combined to influence employees' performance and, subsequently, their personal and professional development. With regard to HRMPs and the performance of the whole organisation, the results indicate that all the HRMPs the banks engaged in, including *employee information, communication and engagement*, and *training and development*, impact the bottom line of the money deposit banks.

#### 5. Implications for Practice

By implication, business organisation managers, particularly within the banking sector, need to be mindful of the applications of *performance evaluation* in their organisation, first to ensure it is fit for purpose while also ensuring that its application is just and fair to the employees. Moreover, employees need to be trained to engender their personal and professional growth. There is a need for adequate communication with the workforce so that employees are furnished with all the "need to know" to prevent them from overly thinking of and acting the unknown. Effective communication could cause employees to engage more and feel more secure. These are beneficial for the banks' sustainability in the medium to long term.

#### 6. Conclusion

The study concluded that appropriate and effective HRMPs are fundamental to developing the needed human resources within the banks for enhanced overall performance and organisational continuity. By so doing, employees' personal and professional development is advanced, particularly through continued *training and development* that the study found to be germane to improving both employees' and the banks' overall performance.

#### 7. Suggestions for Further Studies

Given that this study was limited to the banking sector, future studies would be enriched if, within a single study, the collected data can be better widened to accommodate other sectors with a view to having a comparative analysis of what operates in other climes that are similar to the ones studied.

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