

Sustainable Competitive Advantage Amongst Commercial Banks in Nigeria: Employee Resourcing Strategy as a Panacea

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Abstract

Original Research Article

This study examined the effect of employee resourcing strategy on the competitive advantage of commercial banks in Nigeria. The study adopted a cross-sectional survey research design. The population comprised 521 permanent employees of six selected commercial banks, namely First Bank, First City Monument Bank, Zenith Bank, Access Bank, Ecobank and United Bank for Africa, across Uyo, Eket and Ikot Ekpene Senatorial Districts. Taro Yamane formula was used in determining the sample size for the study. A sample size of 226 employees was determined. Simple random sampling techniques was used. Primary data were collected through a structured questionnaire using a five-point Likert scale. Data were analysed using descriptive statistics and inferential statistical tool. The findings showed that retention strategy and human resource planning were positively and significantly related to competitive advantage. It was concluded that effective retention practices and human resource planning are important for enhancing competitive advantage of commercial banks in Nigeria. As such, it was recommended among other things that management of commercial banks in Nigeria should prioritise retention programmes that keep high-performing employees, thereby supporting stable service quality and superior advantage.

Keywords: Competitive Advantage, Employee Resourcing Strategy, Human Resource Planning, Employee Retention, Employee Resourcing Strategy Commercial Banks.

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BACKGROUND TO THE STUDY

The success of commercial banks in Nigeria depends substantially on their ability to acquire, deploy, develop and retain employees whose knowledge, skills and commitment support the achievement of organisational objectives. In a highly competitive banking environment characterised by technological advancement, changing customer expectations, regulatory requirements and increasing competition for skilled personnel, human resources have become an important source of organisational advantage. Consequently, employee resourcing strategy has become a critical component of strategic human resource management because it enables organisations to ensure that the right number of employees with the appropriate competencies are available in the right positions at the right time. In the Nigerian banking sector, effective employee resourcing is particularly important because weaknesses in staffing decisions can result in skill shortages, employee overload, poor service delivery and reduced organisational performance. Evidence from Nigerian banks indicates that employee resourcing is

associated with non-financial performance dimensions such as market share, employee satisfaction, efficiency, productivity and service quality (Abosede, *et al.*, 2018).

Some important dimensions of employee resourcing strategy is employee retention strategy and human resource planning. Human resource planning involves systematically forecasting an organisation's future human resource requirements and developing appropriate strategies to ensure that the required employees and competencies are available when needed. It enables organisations to anticipate shortages and surpluses of labour, identify skills gaps, plan succession, and align workforce requirements with organisational objectives. For commercial banks, effective human resource planning is essential because banking operations require employees with specialised competencies in areas such as financial analysis, risk management, digital banking, customer relationship management and regulatory compliance. Recent evidence from First Bank of Nigeria Plc indicates that effective human resource planning has a significant positive relationship with employee performance and

that systematic manpower forecasting, succession planning and employee profiling can contribute to lower labour turnover and improved retention. Employee retention strategy, represents the deliberate organisational policies and practices designed to encourage competent employees to remain with the organisation. Retention is particularly significant in the banking industry because the loss of experienced employees can result in increased recruitment and training costs, disruption of organisational knowledge, reduced employee morale and possible deterioration in service quality. In Nigeria, studies have established a connection between employee retention practices and bank performance. Gbirevbie (2010), for instance, found that retention practices such as competitive salary packages, employee participation in decision-making, a positive organisational image and humane treatment of employees were associated with organisational performance in Zenith Bank Nigeria. Similarly, Ajike and Chukwujama (2023) reported a positive relationship between employee retention and the performance of selected money deposit banks, particularly through employee compensation and job security.

The relationship between employee resourcing and organisational performance is particularly important in the Nigerian banking industry because employees are directly involved in service delivery, customer relationship management, financial transactions, credit administration and the implementation of technological innovations. Poor staffing decisions or persistent employee turnover can therefore affect operational efficiency, service quality, employee productivity and ultimately the competitiveness of banks. Existing Nigerian evidence supports this relationship: human resource planning has been found to have a positive effect on productivity and financial performance in the banking industry, while employee retention strategies have also been associated with improved organisational performance. Against this background, employee resourcing strategy provides an important framework for examining how commercial banks in Nigeria acquire, plan for and retain the human resources required to achieve superior performance.

The Nigerian banking industry plays a significant role in economic development by mobilising savings, providing credit, facilitating payments and supporting investment activities. The ability of commercial banks to perform these functions effectively depends not only on their financial resources and technological infrastructure but also on the quality, availability and stability of their human resources. Employees are responsible for implementing banking policies, serving customers, managing financial transactions, controlling risks and operating increasingly sophisticated digital banking systems. Consequently, effective employee resourcing strategy is essential for ensuring that commercial banks have the right number of employees with the appropriate skills, competencies and

commitment to achieve their organisational objectives. However, despite the importance of human resources, commercial banks in Nigeria continue to face challenges associated with staffing, employee turnover, skill shortages, ineffective workforce planning and the retention of competent employees.

Business environment is largely volatile, unstable and very dynamic (Efi et al., 2017). Besides this established challenge facing businesses, a major problem is the difficulty of adequately aligning human resource planning with the changing workforce requirements of commercial banks. The banking environment is rapidly changing as a result of digital transformation, regulatory reforms, increased competition, changing customer expectations and the introduction of new financial technologies. These developments require banks to continuously forecast their human resource needs and acquire employees with relevant technical, managerial and digital competencies. Where human resource planning is inadequate, banks may experience understaffing in critical areas, overstaffing in others, excessive workloads, skill gaps and inefficient utilisation of employees. Such conditions may negatively affect employee productivity, customer service and the overall performance of commercial banks.

Another major concern is employee retention. Commercial banks invest substantial resources in recruiting, training and developing employees. However, when experienced and competent employees leave the organisation, banks may lose valuable institutional knowledge and incur additional costs associated with recruitment, selection, induction and training of replacements. Persistent employee turnover may also place additional pressure on existing employees, reduce morale and disrupt service delivery. Although banks have introduced various retention mechanisms, including compensation, career development, training opportunities, recognition and employee welfare programmes, concerns about employee turnover and the ability of banks to retain highly skilled personnel remain relevant. The inability to retain competent employees may weaken the effectiveness of employee resourcing efforts and ultimately undermine organisational performance.

The problem also lies in the inadequate integration of human resource planning and retention strategies. Human resource planning may identify the number and type of employees required by a bank, but the benefits of such planning can be undermined if competent employees cannot be retained. Similarly, retention initiatives may be ineffective where the bank does not adequately determine its future workforce requirements. Thus, employee resourcing should be approached as an integrated process involving workforce planning, recruitment, appropriate employee placement, development and retention. A failure to integrate these components may result in inefficient use of human

resources and increased labour costs, thereby affecting organisational performance.

Therefore, the central problem of this study is that, despite the strategic importance of human resources to commercial banking operations, commercial banks in Nigeria continue to experience challenges relating to workforce planning, employee retention, effective utilisation of human resources and performance outcomes.

Objectives of the Study

The major objective of this study was to assess the effect of the employee resourcing strategy on the performance of commercial banks in Nigeria. The specific objectives include to:

- i. assess the effect of retention strategy on the competitive advantage of commercial banks in Akwa Ibom State, Nigeria.
- ii. examine the effect of human resource planning on the competitive advantage of commercial banks in Akwa Ibom State, Nigeria.

Research Questions

The following research questions were developed to guide the study;

- i. What is the effect of retention strategy on the competitive advantage of commercial banks in Akwa Ibom State, Nigeria?
- ii. To what extent does human resource planning affect the competitive advantage of commercial banks in Akwa Ibom State, Nigeria?

1.5 Hypotheses of the Study

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

H01: There is no significant effect of the retention strategy on the competitive advantage of commercial banks in Akwa Ibom State, Nigeria.

H02: There is no significant effect of human resource planning on the competitive advantage of commercial banks in Akwa Ibom State, Nigeria.

REVIEW OF RELATED LITERATURE

Employee Resourcing Strategy

Work environment is usually made up of people from various ethnic backgrounds, morals, beliefs, profiles and so on. Thus, the difference between one employee and others. (Imagha and Ebieme, 2024). This necessitates effective employee resourcing strategy. 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).

Employee Retention

Employee retention is an organization's efforts to minimize labour turnover (Julia, 2025; Fukofuka, 2024). It can also be interpreted as the firm's capability to hold employees, which is one of the challenges encountered in the field of human resource management that hampers the firm while it opens (Mulugeta, 2018).

Employee retention also be defined as embodying those voluntary actions taken by firms to induce employees' satisfaction and decision to stay long with the firm(Ildris,2024); similarly, employee retention can also be seen as initiatives or efforts that organizations make in order to maintain the quality and quantity of workers it intends to keep for the sake of meeting its business goals (Frank,2024).Likewise, Vasanthan and Swarnalatha (2020) think that employee retention is action plan and scheme taken by organisation to keep its employees. Kossivi *et. al.*, (2016) explain that employee retention deals with encouraging or retaining the services of employees for a maximum time frame in support of organizations' operational programmes and performance goals. It is therefore an organized and well-rounded program which aims to develop and enhance the organizational climate to motivate employees to remain in the organization through employee-friendly policies/practices (Mathiamaran and Kumar, 2020).

Organizational Performance

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.

Falola *et. al.*, (2020) view organizational performance as the way through which an organization achieves its goals. Performance is an aggregated property of multiple, discrete behaviour that occur overtime (Ebieme *et al.*, 2024). 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).

The Nexus between Employee Resourcing Practices and Organizational Performance

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

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

2.2 Theoretical Framework

2.2.1 Guest model

The Guest model can be traced back to 1997 when David Gest did his work. The theory is that HRM

needs to be designed in such a way that it will help to create the quality of employees that it can be expected to deliver a high level of performance to the business of their employer. The theory suggests that managers need to be aware of how the basic bundle of interconnected HRM practices affects employees and the employers' business performance. Guest model proposes that managers should use a different set of human resource management practices in combination that foster excellent performance for the employee and the organization. Armstrong (2014) agrees with the Guest model in that an organisation's 'human resources management approach should be a one that results in greater employee commitment, greater quality of service delivery and flexibility. Guest believes that improving human resources management would lead to improvement in behaviour and performance outcomes only if quality, commitment of employees, and flexibility are the outcomes of the human resources management.

The Guest model as presented is important to this study. Thus, links between employee resourcing strategy which encompasses human resources planning, recruitment and selection, and employee retention strategy, and employee performance of commercial banks are established by the model. Therefore, the theory provides some insight on how the employee resourcing strategy might be strategic for the performance of commercial banks. Therefore, the model plays an important role in offering the needed theoretical backing in testing the likely influence of independent variables, human resources planning, recruitment and selection, and employee retention on performance of commercial banks.

Empirical Review

Husna (2016) studied the relationship between Human resource planning and organizational performance in Tanzania. The overall aim of this study was to investigate the influence of HRP on the performance of National institute of transportation in Mbeya, Tanzania. This study had a target population of 292 while 63 sector management staff administered with the questionnaire instrument. The results of the data collected were analysed using the correlation method of data analysis. Based on analysis, it was found that human resource planning was one of the critical factors that affected the performance of the organization. Given this finding, the researcher was then inclined to suggest that human resource planning could affect the performance at the National institute of transportation Mbeya, Tanzania. The researcher recommended that the case organization should give top priority to human resource planning in order to ensure that it delivers of its mission effectively.

Imagha *et al.* (2021) conducted a study to access the relationship between career management practices and organizational citizenship behaviour amongst non-teaching staff of the Federal University, Otuoke. Anchored on the Social Exchange theory, the study

adopted the survey research design as its approach. Although the population for the study was one thousand, one hundred and fifteen (1,115) non-teaching staff of the university, the Taro Yamene's formulae was used in determining the sample size which was given as 294. Sources of data was from both primary and secondary sources. Secondary source was from textbooks, journals and internets while primary source was from the research instrument. A modified Likert scale questionnaire was the research instrument. Convenience sampling technique was used in administering the research instrument and they were personally administered by the researchers. Pearson product moment correlation statistical tool was used in analysing the hypotheses of the study. Findings revealed that career counselling, succession planning is significantly related to organization citizenship behavior amongst non-teaching staff in federal university, 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.

Rawashdeh (2023) carried out a study about human resource planning and performance of organizations in Guatemala. The main objective of this study was to explore the possibility of a link and organizational performance in the manufacturing section. For the investigation, the researcher used the survey research design. Copies of the questionnaire were administered to a sample of 140 employees of manufacturing companies. Chi square test method was used for the data analysis. The outcome of their study indicated that there was a strong link between human resourcing planning and organizational performance. Consequently, it was concluded that human resource planning can be used as a means to predict the organizational performance in the manufacturing sector in Guatemala. It was recommended that management in manufacturing firms in Guatemala should improve its human resource planning function to guarantee improved performance of their organizations.

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.

Obasi and Wokoma (2023) examined training and development for employees' optimal job performance in institutions of higher education in Nigeria. It established that employee's performance impact greatly on the success of every organisation and for that it is the responsibility of institutions to be aware of employees training and development. Institutions need to have well trained and experienced people to perform the activities that has to be done, hence, regular training and development will assist both the institution and employee to achieve diverse goals and objective and also improves productivity in work place. The paper therefore concluded that training and development is a vital tool used to not only maximize the performance of employees, but also to help them in becoming more efficient, productive, satisfied, motivated, and innovative in the workplace. It suggests amongst others, in order to improve employee's performance and service delivery, management should increase the number of employees taking part in training and development.

Riikka (2023) focused on managing retention by engaging employees in a case company. In the theoretical part the concepts of employee engagement and retention were studied and the data used was gathered from literature written about the field. Furthermore, the drivers of employee engagement were presented, and the link between retention and engagement was studied. In the empirical part of the thesis, the engagement of the case company's employees was studied. The method of the data collection was a self-completed online questionnaire, which was sent to all employees, of whom 72 employees completed the questionnaire. The results of the questionnaire show that there is a link between employee engagement and retention, even though it could not be stated that engagement alone would help to retain the employees.

The results of the employee questionnaire showed that the situation in the case company in quite good, but there were still some areas where further actions were needed.

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

For this study, cross sectional survey research was employed. The design was appropriate as it enabled the researcher to gather the first-hand information from the employees of the studied banks. 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	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 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	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 Model Specification

$$CA = \beta_0 + \beta_1 HRP + e_1 \quad \text{Equation 1.1}$$

$$CA = \beta_0 + \beta_2 ETN + e_2 \quad \text{Equation 1.2}$$

Where:

CA = Competitive Advantage

HRP = Human Resource Planning

RTN = Retention

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.

DATA PRESENTATION, ANALYSIS AND FINDINGS

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 competitive advantage of Commercial banks in Akwa Ibom State.

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.

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.

Descriptive Analysis of influence employee retention on the performance commercial banks in Akwa Ibom State

Retention Strategy	SA	A	D	SD	UN
Our organization is conscious of talents needed for its operations	75 (41.0%)	70 (38.3%)	25 (13.7%)	7 (3.8%)	6 (3.3%)
Our organization has demonstrated its resolve to retain its performing team members	78 (42.6%)	79 (43.2%)	16 (8.7%)	9 (4.9%)	1 (0.5%)
Appropriate investment are made to improve the skill set of employees	83 (45.4%)	66 (36.1%)	19 (10.4%)	14 (7.7%)	1 (0.5%)
In various ways, employees have been motivated to continually stay with our organization	89 (48.6%)	63 (34.4%)	14 (7.7%)	14 (7.7%)	3 (1.6%)
Total	325	278	74	44	11
Mean	81.25 (44.4%)	69.5 (38.0%)	18.5 (10.1%)	11 (6.0%)	2.75 (1.5%)

Source: Field Survey, 2026

The employee retention in commercial banks in Akwa Ibom State, is presented descriptively as shown above. It revealed that 75 (41.0%) respondents strongly agreed that their organization was aware of the talents required for operation while 70 (38.3%) agreed, 25 (13.7%) disagreed, 7 (3.8%) strongly disagreed and 6 (3.3%) were undecided. In addition, 78 (42.6%) respondents strongly agreed, 79 (43.2%) agreed, 16 (8.7%) disagreed, 9 (4.9%) strongly disagreed and 1 (0.5%) was undecided regarding the commitment of their organization to retaining performing staff. Again, 83 (45.4%) respondents strongly agreed that appropriate investments are made to improve employee skills; 66

(36.1%) agreed; 19 (10.4%) disagreed; 14 (7.7%) strongly disagreed, while 1 (0.5%) was undecided. Moreover, 89 (48.6%) agreed that the employee is motivated to stay in the organization and 63 (34.4%) strongly agreed, 14 (7.7%) disagreed, 14 (7.7%) strongly disagreed and 3 (1.6%) were undecided. The result of the analysis presented in Table 4.5 clearly shows that employee retention is positively related to the performance of commercial banks, with the majority of respondents (603; 82.4%) strongly agreeing and agreeing respectively. This indicates that retention strategies have a huge impact on the performance of an organization.

Descriptive Analysis of Competitive Advantage

Competitive 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

From the analysis above, it was 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

Hypothesis One

H₀₁: Retention strategy has no significant influence on the competitive advantage of commercial banks in Nigeria.

H₁₁: Retention strategy 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	.310 ^a	.096	.091	.45035	1.870
a. Predictors: (Constant), RS					
b. Dependent Variable: CA					

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.904	1	3.904	19.249	.000 ^b
	Residual	36.709	181	.203		
	Total	40.613	182			
a. Dependent Variable: CA						
b. Predictors: (Constant), RS						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.846	.309		9.209	.000
	RS	.322	.073	.310	4.387	.000
a. Dependent Variable: CA						

Source: Researcher's Computation (2026)

The model summary indicated an R² of 0.096, which means that the Strategy for retaining the competitive advantage explains about 9.6% of the variance of the model. The ANOVA table showed that the model was statistically significant at 0.05 level (F = 19.249, p = 0.000), thus accepted overall the goodness of the model. From the coefficients analysis, it was found that retention strategy had positive and significant effect on competitive advantage with the coefficient value of $\beta = 0.310$, $t = 4.387$, $p = 0.000$. From the findings, the null hypothesis which posited that there was no significant effect of retention strategy on the competitive advantage of commercial banks in Nigeria was rejected and the

alternative hypothesis that there was a significant effect was accepted. It can thus be concluded that the retention strategy is very important in the determination of the competitive advantage of commercial banks in Nigeria.

Hypothesis Two

H₀₂: Human resource planning has no significant influence on the competitive advantage of commercial banks in Nigeria.

H₁₂: 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	.526 ^a	.276	.272	.37821	1.800
a. Predictors: (Constant), HRP					
b. Dependent Variable: CA					

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.885	1	9.885	69.107	.000 ^b
	Residual	25.890	181	.143		

Total	35.775	182			
a. Dependent Variable: CS					
b. Predictors: (Constant), HRP					

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.482	.210		11.827	.000
	HRP	.407	.049	.526	8.313	.000
a. Dependent Variable: CA						

Source: Researcher's Computation (2026)

The model summary showed that R² value of the model was 0.276 which means the model explains around 27.6% of the variation in competitive advantage. The results of the ANOVA revealed that the regression model was highly significant ($F = 69.107$, $p = 0.000$) at the 95% confidence level, indicating an excellent model fit. The results of the regression showed that there was a strong positive and significant relationship between human resource planning and competitive advantage ($\beta = 0.526$, $t = 8.313$, and $p = 0.000$). Based on this, the null hypothesis that human resource planning do not significantly affect the competitive advantage of commercial banks in Nigeria was rejected while the alternative hypothesis was accepted. This finding supports the fact that human resource planning is an important factor influencing competitive advantage in commercial banks in Nigeria.

DISCUSSION OF FINDINGS

The first aim was to assess the impact of retention strategy on competitive advantage of commercial banks in Nigeria. The analysis yielded a positive and significant coefficient ($\beta = 0.310$, $p < 0.001$) and retention strategy accounted for 9.6% of the variance in competitive advantage. The third null hypothesis was rejected. It showed that keeping good, productive staff members kept the knowledge in the institution and lessened disruptions caused by turnover and maintained customer and operational relationships that competitors could not match. This interpretation aligns with Opeyemi *et al.* (2024) who noted that employee retention strategies were closely related with organisational performance and Sinha *et al.* (2022) who reported that employee retention initiatives, such as recognition, incentives, communication and organizational support, leading to enhanced employee retention and performance. It also confirmed with Wahyudi *et al.* (2023) that talent development, work-life balance and supportive organisation culture are effective retention strategies. The agreement showed that the general belief was that the continuity of competent staff provided a stable capability. Even though this was not a full explanation of the competitive advantage, the moderate explanatory power could be explained by the influence of pricing, technology, branch coverage, regulation and corporate reputation. There may also be industry-specific differences in labour mobility and the economic context of the different studies that could also

contribute to the discrepancies between studies reporting higher retention rates.

The second goal was to study the effect of HRP on competitive advantage in commercial banks. The fourth null hypothesis was rejected because the human resource planning positively and significantly influenced the competitive advantage ($\beta = 0.526$, $p < 0.001$) as it accounted for 27.6% of the variance in customer satisfaction. The finding was in line with the finding of Hanti (2022) who found that human resource planning has a positive impact on organisational performance and the study of Papando and Nzulwa (2020) which related resourcing strategies with service delivery.

Conclusion and Recommendations

This study examined the impact of employee resourcing strategy on the performance of commercial banks in Nigeria and it was determined that each of the employee resourcing strategies (HRP, RTN) has a significant positive effect on the competitive advantage. The research thus suggests that resourcing practices directly affect bank performance. Based on the outcomes of this study, the following recommendations are made:

- Management should prioritise retention programmes that keep high-performing employees, thereby supporting stable service quality and superior advantage.
- Banks should align human resource planning to customer-facing service standards so staffing adequacy and role clarity translate into improved competitive advantage.

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