

# The Effect of Strategic Human Resource Development on Employees' Productivity of Deposit Money Banks in Delta State, Nigeria.

<sup>1</sup>Ohwojero, K. O., <sup>2</sup>Eromafuru, E.G., <sup>3</sup>Orishede, F.

<sup>1, 2, 3</sup> Department of Business Administration, Faculty of Management Sciences, Delta State University, Abraka, Delta State, Nigeria.

Corresponding Author: OHWOJERO, Kelvin Obaro

Date of Submission: 15-09-2024

Date of Acceptance: 25-09-2024

## ABSTRACT

The study examined the effect of strategic human resource development on employees' productivity of money deposit banks in Delta State, Nigeria. The objectives of the study were to ascertain the effect of Strategic Training, Strategic Career Planning and Strategic Succession Planning on Employees' Productivity of selected Deposit Money Banks in Delta State, Nigeria. The study made use of cross-sectional research design. The target population of this study comprised of 24 Deposit Money Banks licensed by the CBN. The study made use of a sample of 135 respondents made up of managers and employees of the selected DMBs. The major instrument of data collection is the questionnaire. Collected data were analyzed using descriptive and inferential statistics. The results of the findings indicated that there is a significant and positive effect of strategic training, strategic career planning and strategic succession planning on employees' productivity of selected DMBs in Delta State, Nigeria. The study concluded that strategic human resources development has positive and significant effects on employees' productivity of selected Deposit Money Banks (DMBs) in Delta State, Nigeria. The study recommended that the Managers of the Deposit Money Banks should invest in comprehensive training programs, implement a robust career planning framework and identify and nurture high-potential employees for leadership roles.

**Keywords:** Strategic human resource, Employee productivity, Deposit Money Banks, Delta State.

## I. INTRODUCTION

Globalization, liberalization, market and technological changes have over time, generated various challenges and opportunities for organizations, thus compelling them to modify their operations in different ways. This has led to more organizations investing in the human resource as a means to increase their competitiveness. Strategic Human Resource Development entails a set of systematic and planned activities designed by an organisation to provide its members with the necessary skills, knowledge, and capabilities to meet current and future job demands, in order to enable them provide better services and create good relations with customers and customer satisfaction (Ashmond, Opoku-Danso & Owusu, 2022). Strategic Human Resource Development is simply the process of investing in people to ensure that they are equipped to perform efficiently. Strategic Human Resource Development is considered an important variable for enhancing productivity especially in organizations that provides financial services like the Banking Industry (Al Shobaki, Naser, Amuna & El Talla, 2019).

Over the years, there have been increased expectations about the services that the Strategic Human Resource Development (SHRD) function provides in organizations. The SHRD function is expected to be an active contributor in fulfilling strategic organizational needs (Aman, 2021). The typical concerns about Human Resource Management are found amplified in the context of Human Resource Development, employees' performance and organizational performance (Francis and Keegan, 2020). A strategic development process is used to equip executives,

managers and employees for the changing nature of performance arising from the emergent strategic orientation of the company. As expected the executives and managers must ensure that the current, but especially the future strategic orientation of the company is translated in terms of skills which employees will need to ensure their effective performance in future. The strategic training of employees commences with executives and managers communicating the emergent strategic orientation of the company to employees. Thus, the extent of optimum employees' productivity can be increased by adequate strategic developmental practices. The success of any organization depends largely on the extent to which it encourages the consistent development of her workforce which in turn leads to employees' satisfaction, engagement and commitment. Satisfied employees demonstrate a greater level of commitment to both their individual jobs and the organization as a whole. When employees are satisfied, it positively impacts their efficiency levels, ultimately contributing to the organization's overall success (Portela, Tari, & Molina-Azorin, 2020).

Another aspect of Strategic Human Resource Development that directly impacts on employees' performance and has attracted the attention of many social scientists and human resource practitioners is Strategic career planning. Strategic career planning entails the provision of clear goals and road maps for employees' professional growth. This strategic career planning jolts employees to align their personal aspirations with the goals of the company (Gurbuz & Mertz, 2021; Ashmond, Opoku & Owusu, 2022). One other aspect of Strategic Human Resource Development prepares staff for future responsibilities by identifying and preparing potential employees to take on key leadership roles in the future. This is referred to as Strategic Succession Planning (Ashmond et.al., 2022). The Nigerian Banking sector is faced with certain challenges and these include the need to increase productivity; improve the quality of work and raise morale; develop new skills, knowledge, understanding and attitude; Use new tools correctly, machines, processes, methods or modifications; Reduce waste, accidents, turnover, lateness, absenteeism, and other over-heads costs; implement new or changed policies or regulations; bring incumbents to that level of performance which meets 100 percent of the standard of performance for the job; and develop replacements, prepare people for advancement, improve

manpower deployment and ensure continuity of leadership (Garavan, Morley, Gunnigle & Collins, 2021).

Therefore, the development of an organization's workforce is very crucial in determining increased productivity and job satisfaction. Deposit Money Banks engage corporate management that is able to fulfil its objectives with the support of Human Resource Development (HRD). The sustenance and progress of operation of Deposit Money Banks and other corporate sectors are inevitable without human resource dynamism (Ashmond et.al, 2022). DMBs' management prefer the trained, professionals and specialised human resource (HR) for the achievement of planned objectives. Issues of ethics, success, competence of workers and ability of staff to perform up to required international standards are attained through quality. Deposit Money Banks and other Institutions in Nigeria's financial sector employ and train staff to be able to cope with constant changes in technology. Employees' needs assessment which is vital in determining which kind of SHRD program is required to do a particular job (Ashmond et.al. 2022). The human resources of companies must be developed in terms of the current and the emergent strategic orientation of the company.

### **Statement of the Problem**

Given the stiff competitive nature in the Nigerian Banking Industry, Deposit Money Banks are constantly striving to maintain profitability and relevance in the industry, the most crucial task for the Human Resource Manager is to get the best out of employees, which helps organizations remain operationally and financially sustainable. The Nigerian banking sector plays a pivotal role in the nation's economy, and the satisfaction and engagement of the employees of Deposit Money Banks are essential for sustained growth and success. However, despite the theoretical and practical significance of Strategic Human Resource Development, it appears that many of the DMBs operating in Nigeria have not been able to fully harness the potentials of their workforce. Strategic Human Resource Development becomes a pertinent factor in the management of the DMBs' Human Resources in that it appears promising in terms of managing dynamism in organizations and harnessing the talents and strengths of employees.

Furthermore, it is important to study Strategic Human Resource Development and employees' performance to examine how employees behave, how productive employees can

be in the workplace and the factors that are likely to engender the superb performance of employees in the organization. However, the implementation of SHRD practices may be met with challenges and criticisms of how they meet the needs of those it intends to serve. These include criticisms of the lack of alignment of SHRD to the marginal value of the employees' productivity at the expense of other HR practices that may address important business and workforce needs. While Strategic Human Resource Development is often touted as the most paramount construct of Human Resource Management, there is a dearth of empirical studies that examine its direct impact on employees' productivity levels within Nigerian banks especially in Delta State. It is on this note that this study investigates the effect of Strategic Human Resource Development which are proxied by Strategic Training, Strategic Career planning and Strategic Succession Planning on Employees' productivity of Deposit Money Banks in Delta State, Nigeria.

### Objectives of the Study

The study sought to examine the effect of Strategic Human Resource Development on Employees' Productivity of Deposit Money Banks in Delta State, Nigeria. Specifically, this study sought to;

1. Ascertain the effect of Strategic Training on employees' productivity of selected Deposit Money Banks in Delta State, Nigeria.
2. Examine the effect of Strategic Career Planning on Employees' Productivity of selected Deposit Money Banks in Delta State, Nigeria.
3. Determine the effect of Strategic Succession Planning on Employees' Productivity of selected Deposit Money Banks in Delta State, Nigeria.

### Hypotheses of the Study

The following research hypotheses were formulated and expressed in the null forms:

H<sub>01</sub>: Strategic Training has no significant effect on Employees' Productivity of selected Deposit Money Banks in Delta State, Nigeria.

H<sub>02</sub>: Strategic Career Planning has no significant effect on Employees' Productivity of selected Deposit Money Banks in Delta State, Nigeria.

H<sub>03</sub>: Strategic Succession Planning has no significant effect on Employees' Productivity of selected Deposit Money Banks in Delta State, Nigeria.

## II. REVIEW OF RELATED LITERATURE

### Conceptual Review

#### Strategic Human Resources Development

Strategic Human Resource Development involves introducing, eliminating, modifying, directing and guiding processes and responsibilities in such a way that all individuals and teams are equipped with skills, knowledge and competences they require to undertake current and future tasks required by the organization (Xiake, 2022). The Strategic Human Resources Development is a development that arises from a powerful vision about the people's abilities, potentials and arises within the overall strategic framework of the business. Thus, Strategic HRD approaches the question of how HR procedures might help businesses achieve their goals in a wide, long-term manner. The proactive, long-term, mission-related leadership of human resource initiatives at the individual and organisational levels with the aim of achieving organisational goals that would provide a lasting competitive advantage is known as strategic human resource development (Aman, 2021). Three elements come together in strategic human resource development: an understanding of the challenges associated with change management, a desire to bring the idea of HRD out of the dreary depths of training programmes, and a fresh viewpoint that offers guidance for the twenty-first century. Strategic Human Resource Development is a fusion of three disciplines – Human Resource Development (HRD), Organizational Development (OD), and Strategic Management. The following are principal concerns of SHRD: The development of individual learning strategies, the development of organizational learning and the learning organization, knowledge management, the development of intellectual capital, developing managers, the development of emotional intelligence, and the development of strategic capability (Aman, 2021).

Strategic human resource development is proactive in nature and focuses on building the abilities that managers, employees, and executives may need in the future. Employees' strategic orientation stems from the company's overarching plan. A summary of the actions the company is currently and perhaps in the future engaged in to maintain its competitiveness is included in the grand plan (Aldamore, Yazam, & Ahmid, 2021). But the philosophy, policy, and strategy around training should also indicate how executives', managers', and workers' skills should be developed in particular to enable them to operate effectively in

the future. Executives, managers, and staff members' skill sets must to have been established in accordance with the company's future strategic direction (Ashmond et al., 2022). A strategic HRD process must differ from a regular HRD process in order to account for the dynamic and uncertain nature of the domains in a company's strategic environment. The following techniques are employed to enable strategic human resource development: Strategic training, strategic staff development, and strategic organisational development (Aman, 2021). Strategic human resource development helps executives, managers, and staff carry out the company's future strategic orientation at the organisational level.

### **Employees' Productivity**

Productivity entails effective and efficient use of all the resources of production. Resources include time, people, knowledge, information, finance, equipment space, energy, materials. Productivity is the ratio of output to input. It gauges how well and efficiently a worker, an enterprise, or an economy uses resources like labour and capital to create products and services. An increase in productivity means that more goods and services are produced with the same amount of labor and capital (Navern, Dawood & Karodia, 2018).

Employee productivity has been described in many ways; ability to achieve targets, realize goals, attain benchmarks. Productivity is the use of information, abilities, experiences, and talents by workers to fulfil tasks given to them and requested by their managers. The value of an employee's productivity can help with making the best decisions, surviving and succeeding in different organizations, assessing and achieving performance goals, increasing efficiency, and considering the cost of the resources used to measure the quantity and quality of work completed. A key component in achieving stated goals is employees' productivity. It usually depends on how well an employee performs their job obligations and on how well they behave (Ibojo & Akinade, 2023). Measuring Employee Productivity helps an organization make informed decisions to align the workforce's performance to that of the short-term and long-term goals. It also helps compensate the employees correctly, ensures the optimum utilization of the human resources, and augments business growth (Ibojo & Akinade, 2023). Upskilling employees allows them to acquire new competencies and enhance their existing ones,

where competencies include attitude, skills, knowledge and ability.

### **Strategic Training and Employees' Productivity**

Strategic training acts as a catalyst that spurs employees to several organizational positive behaviors/actions. Modern organizations have realized the importance of strategic training in employees' development, and have begun to use on-job training as a tool for increasing employees' productivity. Strategic Training can impact on employability and organizational commitment of employees (Kaumi, Yakaka and Adda, 2023). Ashigar et.al. (2023), posited that strategic training is a crucial tool for increasing employees' performance as well as their effectiveness, productivity, satisfaction, motivation, and innovation at work. Finding the correct learning opportunities for employees will aid the firm in reaching its competitive posture in the contemporary global marketplace.

Strategic training should be distinguished from traditional training during which learning occurs with the exclusive aim of improving the current performance of the executives, managers and employees by expanding their knowledge and skills. Strategic training is a purposeful learning intervention whilst traditional training manifests in repeated training opportunities. The distinction between strategic and traditional training is thus based on the outcome of the training. Strategic training attempts to adapt and expand the knowledge and skills which managers and employees currently have in order to enable the company to achieve its emergent strategic objectives (Lola, Afrizal, Meri and Ira, 2023).

The identification of the needs in strategic training of employees and in particular executives and managers' entails that those involved in strategic processes (executives and managers) and strategic training (individuals responsible for human resource development) in the company should be able to identify strategic training needs as these emerge from the future strategic orientation of the company. If these training needs are properly identified and addressed executives, managers and employees should be enabled for effective performance in any of the four strategic domains in which the company will find itself in the future (Kaumi et.al., 2023). The criteria that are used to assess the current performance of executives, managers and employees flow from the standards established for effective performance. The performance of executives, managers and employees is determined by their ability to

contribute to the current competitiveness of the organisation and if executives, managers and employees do not have the necessary skills to perform effectively a particular training need is identified (Lola et.al., 2023).

### **Strategic Career Planning and Employees' Productivity**

Strategic Career Planning is an activity that makes it easier for employees to plan their careers in the company in the future so that these employees as well as related companies can develop themselves to the fullest. This Strategic Career Planning includes the arrangement of various activities carried out throughout the employee-job cycle, which is also the process of implementing a career that has been planned in advance (Purba, Sari, Pangaribuan & Sirait, 2021). To develop skills required for the different roles an employee takes on as he/she progresses through the ranks takes time: the progress is facilitated by training and the development of managerial and professional skills. Strategic Career Planning provides more opportunities for career progression because it may boost competence levels of individuals and the organization. Career development is therefore seen as vital for employee productivity (Efenji, 2023). There is no contest about the beneficial relationship between Strategic Career Planning and employees productivity. Career advancement is very important, especially to employees who have been working in the same industry, perhaps even for the same company, for some time. If they were unable to finish their education, this could be the key to further success and progression in their career. They might want to take their education further (Ghavifekr & Omaymah, 2021).

Strategic Career Planning is a continuous process that enables organizations to develop and place employees in positions compatible with their employee career interests, needs, and goals (Delbari, Rajaipour & Abedini, 2021). This promotes employee satisfaction and optimal use of employee potential. Career planning and development strengthens the bond between the company and its workers while increasing their expertise, skills, and abilities and demonstrate better capabilities and competencies in performing their job (Kareem & Hussein, 2019). The successful application of strategic career planning procedures for employees significantly enriches the employee's competency, improve their performance and helps them to develop their

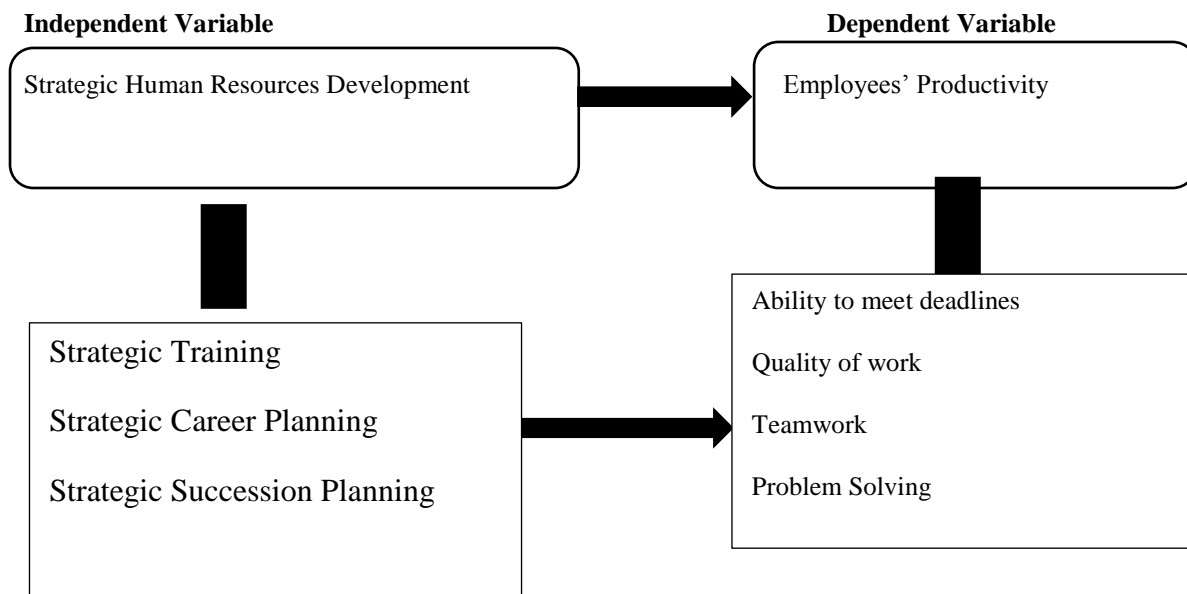
approach towards solving problems (Delbari et.al., 2021).

### **Strategic Succession Planning and Employees' Productivity**

Strategic Succession planning is a process of developing talent to replace executive, leadership or other key employees when they change positions, quit, get fired, retire, or pass away. It applies to all businesses in the for-profit and not-for-profit sectors, regardless of size. The process of determining which jobs are crucial for your organisation and creating preparations for the people who will fill them is known as strategic succession planning. This kind of planning guarantees that you have the right people in the right jobs now and in the years to come by taking a comprehensive approach to current and future goals (Zhang, Lee & Zhao, 2023). By identifying critical positions and emphasising potential vacancies, choosing critical competencies and skills required for business continuity, and concentrating individual development to meet future business needs, strategic succession planning, over time, improves the organization's overall capability (Atwood, 2020).

Future staffing requirements and the individuals with the abilities and ability to fill these roles are identified via a strategic succession plan (Zhang et al., 2023). In order to identify and prepare future leaders to take over important positions in the event that existing leaders retire, step down, or are otherwise unable to carry out their responsibilities, strategic succession planning is a crucial process for organisations (Atwood, 2020). It is a proactive strategy to guarantee a seamless leadership change and sustain organisational continuity and stability. It deals with the fact that leaders will inevitably step down from their roles at some point. Through identification and preparation of potential successors in advance, organizations can minimize disruptions and maintain leadership continuity, ensuring the continued achievement of strategic objectives (Zhang et.al., 2023).

Strategic Succession planning promotes organizational stability by minimizing the risks that are associated with the gaps in leadership. It allows organizations to respond quickly to leadership changes and adapt to evolving business environments. A well-executed succession plan ensures that competent leaders are in place to guide the organization through transitions, maintain stakeholder confidence, and drive organizational success (Fusarelli, 2018).



**Fig. 1:** Conceptual Framework

**Source:** Researcher’s conceptualization (2024).

**Theoretical Framework  
 Resource-Based View Theory**

The Resource-based view perspective from the ground-breaking works of Barney in 1991 and Teece in 1997. The creation of valuable, rare, unique, and non-replaceable (VRIN) resources is the fundamental principle of RBV in order to acquire competitive advantages and improve employees’ productivity (Takeuchi, 2017). The value of the exclusivity is increased through the acquisition, development, and optimal combination of people, material, and intellectual resources. The RBV paradigm placed a strong emphasis on developing organisational resources, such as managerial expertise, knowledge, and employee dedication to performance improvement (Yazam, 2021). RBV theory claims that in order to create a competitive advantage that results in improved performance, human resources and inventive skills are dependent on and have a substantial impact on organisational performance (Zawawi 2020). In the context of Strategic By strategically developing and utilizing their human resources, organizations can enhance their performance and achieve sustainable competitive advantage. Resource-Based View (RBV) posits that organizations should focus on their unique internal resources, like their people, skills, and knowledge, to gain a competitive edge. RBV theory posits that Strategic Human Resource Development (SHRD) initiatives should be aligned with the organization's overall goals and objectives. By doing so, organizations can effectively develop

their human resources to contribute to the organization's success in a strategic way. This approach helps organizations perform better and stay ahead of the competition (Anoruo, 2021).

Strategic Human Resources Development is best hinged on this theory as it suggests that a firm’s human resources are valuable and unique assets that can provide a competitive advantage. The relevance of the RBV theory to Strategic Human Resources Development is its basic presumption that an organization’s workforce is very important and can give them a competitive edge. Therefore, by using Strategic Human Resources Development practices, Deposit Money Banks can carry out proper development and advancement of their workforce by sharpening their skills, harnessing their strengths and developing their talents. Ultimately, by leveraging SHRD practices in line with the RBV theory, Deposit Money Banks can optimize its Human Resources, leading to improved productivity, increased customer satisfaction and a competitive edge in the banking industry (Ananthalakshmi, 2019).

**Empirical Review**

Armoti, Ameri & Hammadi (2023) examined the relationship between SHRD and growth of organizations in Abu Dhabi National Oil Company (ADNOC). Data were collected via the use of questionnaires and analysed using the SPSS computer program. Correlation was also used to analyse the data and used to establish a relationship

between the variables. The findings of the research showed that organization that forms initiative to learn and develop SHRD practices offer sound opportunities to business to manage better organizational goals and objectives. Other side SHRD practices can better integrate the organization mission, goals, good leadership practices, sound focus on change, ability to influence better organizational culture and cohesive work participation. All these practices ensure better organizational growth.

Ashmond, Opoku-Danso & Owusu (2022) examined SHRD Practices and Employees' Performance in a University located in Ghana. The study used a sample of thirty respondents from a homogeneous staff population at the University of Cape Coast, utilising both qualitative and quantitative research designs. Both primary and secondary sources of data were used. Formal classroom training has been found to be the most suitable method for providing staff with the necessary information to carry out their jobs. Findings also revealed that training and development programmes initiated at the individual level is effective and most appropriate as compared to training and development organised for staff at the group level.

Rozzett & Rowley (2022) examined the impact of strategic human resource development on employees' productivity in service firms in the USA. The study employed a survey research design. The use of questionnaire was employed to source for data. The bivariate hypotheses were tested using spearman's rank order correlation. The study's findings discovered that human resource development is essential for increasing productivity, particularly in companies that offer exceptional services. Human resource development is meant to efficiently utilize an available knowledgeable workforce and adequately use existing human resources in the organization.

### III. METHODOLOGY

A cross-sectional research design was adopted for the study. The choice of this design is premised on the fact that it aids the study to gain certain degree of flexibility in data collection and enables the presentation and analysis of result that shows robustness of findings. The target population of this study comprised of 24 Deposit Money Banks licensed by the CBN. These 24 Deposit Money Banks all have branches located in Delta State Nigeria. Four (4) out of the aforementioned DMBs were selected with non-probability sampling and they include Access Bank Plc, First Bank of

Nigeria Ltd, Guaranty Trust Bank Plc. And Zenith Bank Nig. Plc. This selection was based on the researcher's judgment of these banks being amongst the top rated banks in the financial sector owing to their large assets and capital base. For the purpose of clarity, the researcher chose five branches of the selected DMBs from the major cities of Delta State which are Asaba, Warri, Agbor and Sapele. Therefore, the study made use of a sample of 135 respondents made up of managers and employees of the selected DMBs.

The major instrument of data collection is the questionnaire. 135 copies of the questionnaire were distributed and 120 copies were retrieved which showed a retrieval rate of 89%.

### Data Analysis Technique

Collected data were summarized into frequency tables. Descriptive and inferential statistics was used to analyze the data. Simple percentage and mean were used to answer the research questions while multiple regression was used to test the hypotheses in SPSS 25 at a significant level of 0.05.

### Model Specification

The empirical model expressing the relationship between Strategic Human Resources Development and the productivity of Employees of Deposit Money Banks is shown as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \dots + \beta_nX_n + u_i$$

$$EMPP = \beta_0 + \beta_1STN + \beta_2SCP + \beta_3SSP + u_i$$

Where;

EMPP = Employees' Productivity (Dependent Variable)

STN = Strategic Training

SCP = Strategic Career Planning

SSP = Strategic Succession Planning

} Independent Variables

$\beta_0$  = The intercept (i.e value of DBP when all the independent variables are equal to zero).

$\beta_1, \beta_2, \beta_3, \dots, \beta_n$  = The estimated regression coefficients.

$u_i$  = Error term

### IV. ANALYSIS OF DATA AND INTERPRETATION

The copies of questionnaire distributed were 135. 120 Copies of the questionnaire were retrieved which showed 89% retrieval rate. The research questions were answered using simple percentage and mean. The hypotheses were tested

using multiple regressions in SPSS 25 at a significant level of 0.05.

**Answering of Research Questions**

**Research Question 1**

How has Strategic Training affected the Employees' Productivity of selected Deposit Money Banks in Delta State, Nigeria?

**Table 5:**  
**Strategic Training and Employees' Productivity of selected Deposit Money Banks in Delta State, Nigeria**

	STATEMENTS	SA	A	U	D	SD	Mean	STDEV	Remark
1.	Employees are provided with opportunities to develop skills essential for achieving your organisation's strategic objectives	60 (50%)	30 (25%)	0 (0%)	20 (17%)	10 (8%)	3.17	21.60	Accepted
2.	Managers actively support and encourage employees' participation in strategic training initiatives	85 (71%)	5 (4%)	0 (0%)	16 (13%)	14 (12%)	3.34	36.98	Accepted
3.	Training programs focus on enhancing employees' understanding of their contributory role to the company's success.	35 (29%)	66 (55%)	0 (0%)	11 (9%)	8 (7%)	3.07	26.87	Accepted
4.	There is a clear link between the skills and knowledge gained through training and the strategic priorities of your company	50 (42%)	47 (39%)	0 (0%)	14 (12%)	9 (8%)	3.15	21.49	Accepted
	<b>GRAND TOTAL</b>						<b>3.18</b>	<b>26.74</b>	<b>Accepted</b>

The means responses to items 1 – 4 in Table 5 are: 3.17, 3.34, 3.07 and 3.15 respectively; with a grand mean and standard deviation of 3.18±26.74. Based on this analysis, Strategic training practice of Strategic Human Resource development enhances employees' productivity through the provision of personalized, targeted and

relevance skills and knowledge that aligns with the organisation's goals and objectives. Thereby ensuring that employees are equipped with the right competencies to contribute effectively. This targeted approach helps employees perform their tasks more efficiently, make informed decisions and adapt to changing circumstances.



**Research Question 2:**

To what extent has Strategic Career Planning affected Employees' Productivity of selected Deposit Money Banks in Delta State, Nigeria?

**Table 6:**  
**Strategic Career Planning and Employees' Productivity of selected Deposit Money Banks in Delta State, Nigeria.**

S/N	STATEMENT	SA	A	U	D	SD	Mean	STDEV	Remark
5.	Your organization provides resources and support for employees to create personalized career development plan.	50 (42%)	40 (33%)	0 (0%)	10 (8%)	20 (17%)	3.00	18.26	Accepted
6.	Career development initiatives are designed to enhance employees' skills and competencies in line with organizational needs.	42 (35%)	50 (42%)	0 (0%)	16 (13%)	12 (10%)	3.02	18.83	Accepted
7.	Managers and supervisors actively engage in career conversations with employees to identify growth opportunities.	70 (58%)	20 (17%)	0 (0%)	30 (25%)	0 (0%)	3.33	29.44	Accepted
8.	There is a clear pathway for advancement within the organization, with opportunities for promotion and professional growth	35 (29%)	40 (33%)	0 (0%)	24 (20%)	21 (18%)	2.75	18.98	Accepted
	<b>GRAND TOTAL</b>						3.02	21.38	<b>Accepted</b>

The means responses to items 5 – 8 in Table 6 are: 3.00, 3.02, 3.33 and 2.75 respectively; with a grand mean and standard deviation of 3.02± 21.38. Based on this analysis, Strategic Career Planning practice of Strategic Human Resource development enhances employees’ productivity through the provision of clear goals and roadmaps for employees’ professional growth. Therefore, by aligning the personal aspirations of employees with

the goals and objectives of the company, a sense of purpose and commitment is fostered, leading to the employees becoming more engaged, focused and productive in their roles.

**Research Question 3**

How has Strategic Succession Planning affected Employees’ Productivity of selected Deposit Money Banks in Delta State, Nigeria?

**Table 7:**  
**Strategic Succession Planning and Employees’ Productivity of selected Deposit Money Banks in Delta State, Nigeria?**

S/N	STATEMENT	SA	A	U	D	SD	Mean	STDE V	Remark
9.	Your organization has a formal succession planning process in place to identify and develop future leaders	65 (54%)	30 (25%)	0 (0%)	15 (13%)	10 (8%)	3.25	24.83	Accepted
10.	Managers actively support and mentor their employees in their career progression and succession planning	33 (28%)	80 (67%)	0 (0%)	4 (3%)	3 (3%)	3.19	36.12	Accepted
11.	There is a clear communication and transparency about the succession planning process and criteria for advancement	80 (67%)	15 (13%)	0 (0%)	5 (4%)	20 (17%)	3.29	33.91	Accepted
12.	There is a focus on diversity and inclusion to ensure a broad range of talent is considered for future leadership positions	44 (37%)	46 (38%)	0 (0%)	14 (12%)	16 (13%)	2.98	17.36	Accepted
<b>GRAND TOTAL</b>							<b>3.18</b>	<b>28.06</b>	<b>Accepted</b>

The means responses to items 9 – 12 in Table 6 are 3.25, 3.19, 3.29 and 2.98 respectively; with a grand mean and standard deviation of 3.18±28.06. Based on this analysis, Strategic Succession Planning practice of Strategic Human Resource development enhances employees’ productivity through ensuring a smooth transition of key roles within the organization. Therefore, by identifying and developing potential successors in advance, companies can minimize disruptions and maintain operational efficiency of their employees.

**Test of Hypotheses**

The hypotheses are tested using multiple regressions in SPSS 25 at a significant level of 0.05  
 $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \dots + \beta_nX_n + u_i$

$$EMPP = \beta_0 + \beta_1STN + \beta_2SCP + \beta_3SSP + u_i$$

Where;

EMPP = Employees’ Productivity (Dependent Variable)

STN = Strategic Training

SCP = Strategic Career Planning

SSP = Strategic Succession Planning

**Output of regression analysis in SPSS 25**

**Table 8: Variables Entered/Removed**

Model	Variables Entered	Variables Removed	Method
1	STN, SCP, SSP <sup>b</sup>	.	Enter

a. Dependent Variable: EMPP

b. All requested variables entered.

**Table 9: Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.926 <sup>a</sup>	.832	.830	.12147	.137

a. Predictors: (Constant), STN, SCP, SSP

b. Dependent Variable: EMPP

The R value of 0.926 in the Model Summary Table (Table 9) represents the Pearson correlation. This implies that there is a strong and positive correlation across the variables since the value of r (0.926) tends to 1. The R Square (r<sup>2</sup>) value of 0.832 (Table 9) is the coefficient of determination which shows proportion of the

variance in the dependent variable that can be explained by the independent variables. This implies that 83% of the variation in Strategic Human Resources Development can be explained by STN (Strategic Training), SCP (Strategic Career Planning) and SSP (Strategic Succession Planning).

**Table 10: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.224	3	1.306	80.142	.000 <sup>b</sup>
	Residual	1.561	95	.016		
	Total	12.785	98			

a. Dependent Variable: EMPP

b. Predictors: (Constant), STN, SCP, SSP

The value of Sig (0.00) in Table 9 indicates that, the independent variables (STN, SCP, SSP) combined have a statistically significant association with the dependent variable (EMPP).

**Table 11: Coefficients**

Model		Unstandardized Coefficients		Standardized	T	Sig.	Collinearity Statistics	
		B	Std. Error	Coefficients Beta			Tolerance	VIF
1	(Constant)	1.307	.175		7.913	.000		
	STN	.054	.035	.064	.975	.032	.788	1.270
	SCP	.172	.043	.214	3.789	.010	.825	1.212
	SSP	.410	.045	.623	9.246	.042	.736	1.359

a. Dependent Variable: EMPP

The individual Sig-value/p-value in Table 11 indicates whether or not each of the independent variables is statistically significant.

### Test of Hypotheses

#### Hypothesis One

**Strategic Training has no significant effect on Employees' Productivity of selected Deposit Money Banks in Delta State, Nigeria.**

The Sig-value (0.032) of Strategic Training (STN) in Table 11 indicates that, there is a significant relationship between Strategic Training and the productivity of employees in DMBs, since the Sig-value (0.032) is lesser than 0.05. Therefore, the null hypothesis which states that Strategic Training has no significant effect on Employees' Productivity of selected Deposit Money Banks in Delta State, Nigeria is rejected. This implies that there is a significant relationship between Strategic Training and employees' productivity of Deposit Money Banks in Delta State, Nigeria.

For every additional effort of improving Strategic Training (STN), Employees' productivity (EMPP) is expected to increase by 0.054 (Table 11) assuming other independent variables remain constant.

#### Hypothesis Two

**Strategic Career Planning has no significant effect on Employees' Productivity of selected Deposit Money Banks in Delta State, Nigeria.**

The Sig-value (0.010) of Strategic Career Planning (SCP) in Table 11 indicates that, there is a significant relationship between Strategic Career Planning and productivity of employees in DMBs, since the Sig-value (0.010) is lesser than 0.05. Therefore, the null hypothesis which states that Strategic Career Planning has no significant effect on Employees' Productivity of selected Deposit Money Banks in Delta State, Nigeria is rejected. This implies that there is a significant relationship between Strategic Career Planning and employees'

productivity of Deposit Money Banks in Delta State.

For every additional effort of improving Strategic Career Planning (SCP), Employees' productivity (EMPP) is expected to increase by 0.172 (Table 11) assuming other independent variables remain constant.

#### Hypothesis Three

**Strategic Succession Planning has no significant effect on Employees' Productivity of selected Deposit Money Banks in Delta State, Nigeria.**

The Sig-value (0.042) of Strategic Succession Planning (SSP) in Table 11 indicates that, there is a significant relationship between Strategic Succession Planning and the productivity of employees in DMBs, since the Sig-value (0.042) is lesser than 0.05. Therefore, the null hypothesis which states that Strategic Succession Planning has no significant effect on Employees' Productivity of selected Deposit Money Banks in Delta State, Nigeria is rejected. This implies that there is a significant relationship between Strategic Succession Planning and employees' productivity of Deposit Money Banks in Delta State.

For every additional effort of improving Strategic Succession Planning (SSP), Employees' productivity (EMPP) is expected to increase by 0.410 (Table 11) assuming other independent variables remain constant.

Therefore, the estimated regression equation for the model base on the analysis can be written as:  

$$EMPP = \beta_0 + \beta_1STN + \beta_2SCP + \beta_3SSP$$

$$EMPP = 1.307 + 0.054STN + 0.172SCP + 0.410SSP$$

## V. FINDINGS AND DISCUSSION

The findings from the test of hypothesis one and the answer to research question one (Table 5) revealed that, there is a significant and positive effect of Strategic Training on Employees' Productivity of selected DMBs in Delta State,

Nigeria. Strategic Training helps in providing employees with targeted and relevant skills and knowledge. It focuses on aligning training initiatives with the organization's goals and objectives, ensuring that employees are equipped with the right competencies to contribute effectively. This targeted approach helps employees perform their tasks more efficiently, make informed decisions, and adapt to changing circumstances. Ultimately, strategic training enhances employees' capabilities, leading to increased productivity and overall organizational success. This finding conforms to the findings of Ibojo & Akinade (2023); Kaumi et.al., (2023); Lola & Afrizal (2023) and Ashigar et.al., (2023).

The findings from the test of hypothesis two and the answer to research question two (Table 6) revealed that, there is a significant and positive effect of Strategic Career Planning on Employees' Productivity of selected DMBs in Delta State, Nigeria. Strategic Career Planning improves productivity by providing employees with clear goals and a road map for their professional growth. When employees have a clear understanding of their career path within the organization, they are motivated to develop the necessary skills and knowledge to succeed. Strategic Career planning also helps to align personal aspirations with the goals of the company, fostering a sense of purpose and commitment. By investing in their career development, employees become more engaged, focused and productive in their roles. It becomes a win-win for both employees and the organization. This finding is in consonance with the findings of Efenji (2023); Ibojo et.al., (2023); Purba et.al., (2021) and Kareem et.al., (2019).

The findings from the test of hypothesis three and the answer to research question three (Table 7) revealed that, there is a significant and positive effect of Strategic Succession Planning on Employees' Productivity of selected DMBs in Delta State, Nigeria. Strategic Succession Planning helps to ensure a smooth transition of key roles within the organization. By identifying and developing potential successors in advance, companies can minimize disruptions and maintain operational efficiency. When employees know that there is a clear plan for their advancement and growth, they are more motivated to perform at their best and develop the skills needed for future leadership positions. Additionally, strategic succession planning helps to retain top talent by providing them with opportunities for career progression, which in turn boosts overall productivity and morale. It is like laying the

groundwork for a strong and successful future. This finding aligns with the findings of Amorti et.al., (2023); Sthapit (2023) and Zhang et.al (2023)

## VI. CONCLUSION

This study examined the effect of Strategic Human Resources Development on Employees' productivity of selected Deposit Money Banks (DMBs) in Delta State, Nigeria. Based on the variables tested and from the findings of the study, it can be concluded that, Strategic Human Resources Development has positive and significant effects on employees' productivity of selected Deposit Money Banks (DMBs) in Delta State, Nigeria. Strategic Human Resources Development in Deposit Money Banks entails a well-thought-out plan to develop and support employees in a way that aligns with the bank's overall goals and objectives. By being strategic in HRD, Deposit Money Banks can ensure that their employees have the necessary competencies to perform their roles effectively. This can include training in areas such as customer service, financial management, risk assessment, and regulatory compliance. Ultimately, when employees are well trained, engaged and supported in their development, they are more likely to be productive and deliver high-quality service to customers. This, in turn contributes to the overall success and competitiveness of Deposit Money Banks.

## VII. RECOMMENDATIONS

Based on the findings, the study recommended the following:

1. The Managers of the Deposit Money Banks should invest in comprehensive training programs: develop strategic training initiatives that address the specific needs of employees at different levels. This can include technical skills training, leadership development, and customer service excellence programs.
2. The Managers of the Deposit Money Banks should implement a robust career planning framework: create a structured career development framework that helps employees understand various career paths available within the organisation.
3. The Managers and supervisors of the Deposit Money Banks should identify and nurture high-potential employees for leadership roles. Provide them with targeted development opportunities and mentorship to groom them for future leadership positions.

## REFERENCES

- [1]. Al Shobaki, M. J., Naser, S. S. A., Amuna, Y. M. A., & El Talla, S. A. (2019). Impact of electronic human resources management on the development of electronic educational services in the universities. *International Journal of Engineering and Information Systems*, 1(1), 1-19
- [2]. ALDamore, F., Yazam, M., & Ahmid, K. (2012). The mediating effect of HRM outcomes (Employee Retention) on the relationship between HRM practices and organizational Performance. *International Journal of Human Resources Studies* 2(1), 176-189.
- [3]. Aman, A. (2021). Literature Review on Strategic Human Resource Development. *Research Journal of Management Practice*, 1(9), 60 -71.
- [4]. Ananthalakshmi M. and Ming H.Y. (2019). Impact of Training Methods on Employee Performance in a Direct Selling Organization in Malaysia. *IOSR Journal of Business and Management*, 21(10), 07-14
- [5]. Anoruo, A.C. (2021). The impact of strategic human resource management practices on performance management within the IT industries in Nigeria. [M.A. Dissertation, National College of Ireland]
- [6]. Armoti, A.A., Ameri, S.A. & Hammadi, J.A. (2023). The Impact of Strategic Human Resource Development on Organizational Growth. *Journal of Asian Business Strategy*, 13(1), 1-13.
- [7]. Ashigar, A.S., Yakaka B.A., & Adda, G.B. (2023). Employee Training and Development for organisational performance: A review perspective. *African Scholar Publications & Research International*, 28(7), 129-134.
- [8]. Ashmond, B., Opoku-Danso, A., & Owusu, R. A. (2022). Human Resource Development Practices and Employees' Performance in a Ghanaian University: A Case of the University of Cape Coast. *Journal of Human Resource and Sustainability Studies*, 10 (1), 77-97. <https://doi.org/10.4236/jhrss.2022.101006>
- [9]. Atwood, G. C. (2020). Succession planning basics. 2<sup>nd</sup> Edition. ATD Press. Alexandria, USA. 119pp.
- [10]. Delbari, S., Rajaipour, S. & Abedini, Y. (2021). Investigating the relationship between career development and productivity with the mediating role of self-regulation among university staff. *Journal of Applied Research in Higher Education*, 13(3), 759-781.
- [11]. Efenji, F. I. (2023). Effect of Career Development on Employees Productivity. *International Journal of Economics, Commerce and Management*, 11 (4), 78-86
- [12]. Francis, H., & Keegan, A. (2020). The ethics of engagement in an age of austerity: A paradox perspective. *Journal of Business Ethics*, 162(3), 593-607.
- [13]. Fusarelli, B. C., Fusarelli, L. D., & Riddick, F. (2018). Planning for the Future: Leadership Development and Succession Planning in Education. *Journal of Research on Leadership Education*, 13(3), 286-313.
- [14]. Garavan, T. N., Morley, M., Gunnigle, P., & Collins, E. (2021). Human capital accumulation: the role of human resource development. *Journal of European Industrial Training* 3(1),16-21
- [15]. Ghavifekr, S. & Omaymah, R. (2021).The Effect of Career Management Skills on Career Development Abilities: Perspectives from TVET College Students. *Malaysian Online Journal of Educational Management(MOJEM)*, 9(3), 78 – 92
- [16]. Gurbuz, S., & Mert, I. S. (2021). Impact of the strategic human resource management on organizational performance: Evidence from Turkey. *The International Journal of Human Resource Management*, 22(8), 1803-1822.
- [17]. Ibojo, B.O. & Akinade, M.E. (2023). Human Resource Development and Employees Performance: A Theoretical Review. *International Journal of Economics and Business Management*, 9(9), 110-121
- [18]. Kareem, M.A. & Hussein, I.J. (2019). The Impact of Human Resource Development on Employee Performance and Organizational Effectiveness. *Management Dynamics in the Knowledge Economy* 7(3), 307-322.
- [19]. Kaumi A.K., Yakaka B.A. & Adda G.B. (2023). An assessment of the effect of training and development on employee performance: A review perspective. *World*

- Journal of Advanced Research and Reviews, 18(02), 258–270
- [20]. Lola, F.S., Afrizal, H., Meri, H., & Ira, S. (2023). Training, work ability, organizational commitment and employee performance. *World Journal of Advanced Research and Reviews*, 17(03), 790–799
- [21]. Maquieira, S. P., Tarí, J. J. & Molina-Azorin, J. (2020). Transformational leadership and the European Foundation for Quality Management model in five-star hotels. *Journal of Tourism Analysis: Revista de Análisis Turístico*. ahead-of-print. 10.1108/JTA-02-2019-0007.
- [22]. Navern, P., Dawood, Q. & Karodia, A. M. (2018). The relationship between career development and staff motivation in the South African Petroleum Sector: A case Study of Durban refinery. *Arabian Journal of Business and Management Review*, 3(2), 1-51
- [23]. Purba, M. I., Sari, N. V., Pangaribuan, Z. E. S. & Sirait, R. M. (2021). The Influence of Organizational Culture, Work Motivation, Career Development on Employee Performance at Pt. Deli Metropolitan. *International Journal of Economic and Business Applied*, 2(2), 55-66.
- [24]. Rozzett, R.D., & Rowley, H.C. (2023) Impact of Human Resource Development on Productivity of Employees in Service Firms in USA. *African Journal of Emerging Issues*, 4(4), 15-26
- [25]. Sthapit, A. (2023 June). Strategic HRD Measures on Continuous Learning and Upskilling of Employees to Achieve Organisational Effectiveness. *Journal of Business and Social Sciences Research*, 8(1), DOI: <https://doi.org/10.3126/jbssr.v8i1.56565>
- [26]. Xiake, W. (2022). The Impact of Strategic Human Resource Management On the Performance Of Technology Enterprises [Masters Dissertation, ISCTE Business School]
- [27]. Zhang, J., Lee, D., Zhao, J. (2023). The Effect of Succession Planning on Firm Performance: A Comprehensive Analysis. *Journal of Leadership and Governance*, 2(1), 1 – 1