 

# Human Resource Management Theory Adaptability and Employees' Efficiency in Selected Deposit Money Banks in Abuja, Nigeria

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**DOI: 10.61090/aksujomas.11410**

**ABSTRACT**
This study investigated the influence of Human Resource Management (HRM) Theory Adaptability on Employees' Efficiency in selected deposit money banks in Abuja, Nigeria. Specifically, the study examined the effects of training and development flexibility, recruitment and selection responsiveness, performance management adaptability, compensation and reward innovation, and HR technology integration on employees' efficiency. The study adopted a descriptive survey design, with a population of 1,900 employees across eight banks: First Bank of Nigeria, United Bank for Africa (UBA), Zenith Bank, First City Monument Bank (FCMB), Access Bank, Polaris Bank, Wema Bank, and Globus Bank. A proportionate sample of 330 employees was selected using stratified and simple random sampling techniques. Data were collected through structured questionnaires and analyzed using descriptive statistics and multiple regression analysis in SPSS. The findings revealed that all HRM adaptability dimensions had significant positive effects on employees' efficiency, with HR technology integration emerging as the strongest predictor. The study concluded that banks that adopt adaptable HRM practices enhance employees' efficiency and overall service delivery. Recommendations include adopting flexible training, responsive recruitment, adaptive performance management, innovative rewards, and robust HR technology systems.
**Keywords**: *HRM Adaptability, Employees' Efficiency, Deposit Money Banks, Training, HR Technology*

## 1. INTRODUCTION

### Background to the Study

Human Resource Management (HRM) has evolved significantly from a traditional administrative function to a strategic and adaptive system that contributes directly to organizational performance. Contemporary HRM theory emphasizes that employees are critical organizational assets whose productivity and efficiency depend largely on the effectiveness of HR policies and management practices (Stone et al., 2015). As organizations operate in increasingly dynamic environments characterized by globalization, technological innovation, and shifting workforce expectations, HR systems must become more flexible and responsive to maintain workforce efficiency and competitiveness. In recent years, organizations across the world have adopted adaptable HR practices designed to respond to rapidly changing business conditions. Modern HR frameworks emphasize flexible recruitment strategies, continuous training and development, adaptive performance management systems, innovative compensation structures, and the integration of digital HR technologies (Noe et al., 2023). These practices enhance employee capability, strengthen job–person alignment, and support continuous learning, thereby improving employee efficiency and organizational productivity.

The growing digitalization of workplaces has further transformed HRM practices globally.

Organizations increasingly utilize digital HR tools such as electronic recruitment platforms, online learning systems, and automated performance management systems to improve decision-making and workforce coordination (Strohmeier, 2020). Empirical evidence suggests that organizations that integrate digital HR technologies tend to achieve higher levels of workforce productivity and operational efficiency, particularly in knowledge-intensive sectors such as banking and financial services.

In Europe, HR adaptability has become a strategic priority for organizations seeking to respond effectively to labour market shifts, regulatory changes, and technological disruption. Firms have increasingly adopted reskilling initiatives, internal mobility programs, and flexible job designs to maintain workforce engagement and performance (Brewster et al., 2023; Zervas & Stiakakis, 2025). Similarly, studies on digital HR transformation show that technologies such as cloud-based HR systems and artificial intelligence are reshaping traditional HR functions by enabling organizations to collect real-time performance data and personalize employee development programs (Strohmeier, 2020).

Across Africa, HRM practices are also evolving in response to economic transformation, workforce demographic changes, and increasing competition. Research indicates that HR practices such as training and development, flexible working arrangements, and performance appraisal systems significantly influence employee productivity and quality of work life within African organizations (Otoo & Mishra, 2019; Uford & Etim, 2019). These practices are particularly relevant in the banking and financial services sector where employee competence and service quality are essential for organizational performance.

In Nigeria, the banking sector plays a critical role in economic development through financial intermediation, investment mobilization, and support for business activities. However, deposit money banks operate in a highly competitive environment characterized by technological innovation, regulatory reforms, and evolving customer expectations (Uford & Joseph, 2019). These developments have increased the demand for highly skilled, efficient, and adaptable employees capable of responding to organizational and environmental changes.

Consequently, adaptable HRM practices have become essential for sustaining workforce productivity within Nigerian banks. Flexible training systems enable employees to update their competencies in response to emerging financial technologies and digital banking platforms (Noe et al., 2023). Responsive recruitment systems help organizations attract employees whose skills align with evolving job requirements, thereby improving job–person fit and employee productivity. Likewise, adaptive performance management systems that emphasize continuous feedback and goal alignment help employees improve performance and maintain service quality standards (Aguinis, 2023).

Furthermore, innovative compensation and reward systems play a crucial role in motivating employees and strengthening organizational commitment in competitive labour markets (Gerhart & Fang, 2019). The integration of HR technologies such as Human Resource Information Systems (HRIS), digital recruitment platforms, and workforce analytics tools also improves HR decision-making and enhances workforce coordination (Strohmeier, 2020).

Despite the growing recognition of HRM adaptability as a driver of workforce productivity, empirical evidence examining how adaptive HR practices influence employee efficiency in Nigerian deposit money banks remains limited. Most existing studies focus on general HR practices rather than the adaptability of HR systems in response to environmental change. Moreover, limited attention has been given to examining how multiple dimensions of HRM adaptability including recruitment responsiveness, training flexibility, performance management adaptability, compensation innovation, and HR technology integration—collectively influence employee efficiency in Nigerian banking institutions.

This study therefore examines the relationship between HRM theory adaptability and employee efficiency in selected deposit money banks in Abuja, Nigeria. By exploring how adaptable HR practices influence workforce productivity, the study contributes to the growing literature on strategic HRM and provides empirical insights that may assist banking institutions in improving employee efficiency and organizational performance.

**Statement of the Problem**

Deposit money banks operate in highly competitive and regulated environments where employee efficiency, service quality, and accuracy are essential for organizational success. Ideally, modern banking institutions rely on adaptable human resource management (HRM) systems that align recruitment, training, performance management, reward structures, and HR technologies with rapidly changing business conditions. Such adaptive HR practices are expected to continuously develop employee competencies, improve job performance, and enhance organizational responsiveness in the context of digital transformation and evolving customer expectations.

Despite the strategic importance of HRM, several deposit money banks in Abuja continue to experience operational challenges related to declining employee productivity, service delivery inefficiencies, skills gaps, and reduced employee motivation. Evidence suggests that HR practices in some banks are implemented in rigid forms that do not sufficiently respond to technological and organizational changes. Training programmes may not adequately address emerging digital banking skills, recruitment systems may be slow to respond to evolving job requirements, and traditional performance appraisal systems may limit continuous improvement and employee development. Furthermore, compensation systems may lack innovative performance-based incentives, while limited HR technology integration may constrain effective workforce monitoring and data-driven HR decision-making. Although prior studies have examined HRM practices and employee performance, limited empirical attention has been given to the adaptability of HRM systems and how dimensions such as recruitment responsiveness, training flexibility, performance management adaptability, reward innovation, and HR technology integration collectively influence employee efficiency in Nigerian deposit money banks.

Failure to address these issues may result in persistent skill gaps, declining workforce productivity, and reduced service quality within the banking sector. In a technology-driven financial environment, inefficient HR systems may also weaken organizational competitiveness, increase employee turnover, and hinder banks' ability to respond to market changes. Consequently, empirical investigation into HRM adaptability and employee efficiency is necessary to provide evidence-based insights that can guide more effective HR strategies in Nigerian deposit money banks.

**Objectives to the Study**

The main objective of this study is to examine the effect of HRM theory adaptability on employees' efficiency in selected deposit money banks in Abuja. Specifically, the study seeks to:

i. Investigate the influence of recruitment and selection responsiveness on employee performance.
ii. Examine the effect of training and development flexibility on employees' performance in selected deposit money banks in Abuja.
iii. Determine the impact of performance management adaptability on the quality of employees' work.
iv. Assess the effect of compensation and reward innovation on employees' performance.
v. Evaluate the relationship between HR technology integration and employees' performance.

**Research Hypotheses**

The following null hypotheses are formulated for empirical testing:

$H_{01}$: Recruitment and selection responsiveness has no significant influence on employees' performance in selected deposit money banks in Abuja.

$H_{02}$: Training and development flexibility has no significant effect on employees' performance in selected deposit money banks in Abuja.

$H_{03}$: Performance management adaptability has no significant impact on the quality of employees' work in selected deposit money banks in Abuja.

$H_{04}$: Compensation and reward innovation has no significant effect on employees' performance in selected deposit money banks in Abuja.

$H_{05}$: There is no significant relationship between HR technology integration and employees' performance in selected deposit money banks in Abuja.

## 2. LITERATURE REVIEW

### Conceptual Review

### Human Resource Management Theory Adaptability

Human Resource Management (HRM) theory adaptability refers to the ability of HR policies, systems, and practices to adjust flexibly to changes in organizational strategy, workforce requirements, and external environmental conditions. It reflects the capacity of HR systems to modify recruitment processes, training programs, performance management structures, compensation systems, and technological tools in response to evolving organizational and environmental demands (Deadrick & Stone, 2020). In dynamic sectors such as banking, telecommunications, and small and medium enterprises (SMEs), adaptable HR systems enhance employee responsiveness, productivity, and operational efficiency. Contemporary HRM theory emphasizes that organizations operating in volatile and technology-driven environments must adopt flexible and innovative HR practices to remain competitive. This shift represents a transition from rigid bureaucratic HR models toward agile, technology-enabled, and employee-centered HR systems (Zervas & Stiakakis, 2025).

HRM adaptability is commonly reflected through responsive recruitment and selection systems, flexible training and development structures, adaptive performance management mechanisms, innovative compensation and reward systems, and the integration of HR technologies. Globally, organizations increasingly rely on such adaptive HR approaches to address digital transformation, changing workforce expectations, and the need for continuous skill development. Digital HR systems, including Human Resource Information Systems (HRIS), e-learning platforms, and automated performance management tools, enable organizations to respond more rapidly to environmental changes and improve workforce efficiency (Mnyanyi and Ubwa 2024; Tariq et al., 2025).

In service-oriented industries such as banking, HR adaptability is particularly important due to rapid technological innovation, regulatory changes, and high customer service expectations. Empirical studies indicate that adaptable HR practices improve employee engagement, competence, and alignment with organizational objectives, thereby enhancing efficiency and service delivery (Gnambs & Hawrot, 2025).

### Concept of Employees' Efficiency

Employee efficiency refers to the ability of employees to utilize available resources—including time, skills, technology, and organizational support—to produce maximum output with minimal waste while maintaining quality standards. It reflects the relationship between inputs such as effort, time, and resources and outputs such as task completion, productivity, and service quality (Deadrick & Stone, 2020; Jiang et al., 2021). In knowledge-intensive sectors such as banking, employee efficiency is closely linked to employee competencies, motivation, and access to supportive organizational systems (Rahimi et al., 2025). Efficient employees demonstrate the ability to adapt to changing job demands, apply relevant knowledge and skills effectively, and consistently deliver high-quality outputs within specified timeframes.

Contemporary organizational research emphasizes that employee efficiency is not solely determined by individual ability but is significantly influenced by organizational HR practices. Flexible training improves skill relevance, responsive recruitment enhances job–person fit, adaptive performance management promotes continuous improvement, and innovative reward systems encourage greater effort and productivity (Varma & Chavan, 2020; Ihunwo & Okparanta, 2025). Unlike general performance, efficiency emphasizes the effective conversion of inputs into measurable outputs, thereby highlighting optimal resource utilization (Kwon & Kim, 2022).

With increasing digitalization of workplaces, HR technology integration also plays a critical role in improving employee efficiency by automating routine tasks, enabling real-time performance feedback, and supporting data-driven decision-making processes. These technological capabilities allow employees to focus on higher value activities and enhance overall organizational productivity (Strohmeier, 2020).

**Approaches to Measuring Employee Efficiency**

Employee efficiency can be assessed using both objective (quantitative) and subjective (perceptual) indicators. These measures evaluate how effectively employees convert inputs into outputs while maintaining quality and timeliness. Common approaches include productivity measures, time utilization metrics, quality indicators, and performance appraisal outcomes.

**Productivity-Based Measures**

Labor productivity is one of the most widely used measures of employee efficiency. It evaluates the ratio of outputs generated relative to inputs such as time, labor, or financial resources. Typical productivity indicators include output per employee, revenue per employee, units produced per hour, and sales generated per staff (Syverson, 2019; OECD, 2023). In banking institutions, productivity indicators may include the number of transactions processed, loans approved, or customer accounts managed per employee.

**Time Utilization and Task Completion**

Time efficiency measures how effectively employees manage their working hours to complete assigned tasks within required deadlines. Key indicators include task completion rates, turnaround time, absenteeism levels, and reliance on overtime (Deadrick & Stone, 2020). With the advancement of digital monitoring systems and performance dashboards, organizations increasingly track time-based performance indicators. In banking environments, time-based efficiency may be reflected in customer service speed, response time to client inquiries, and the processing duration of financial transactions (Akpan, 2023).

**Quality of Output**

Employee efficiency also depends on maintaining high-quality standards while minimizing errors. Poor-quality output often leads to rework costs, operational delays, and reduced organizational productivity. Common quality indicators include error rates, customer complaints, compliance accuracy, and audit performance ratings (Pulakos et al., 2019; Akpan et al, 2024).

**Goal Achievement and Performance Appraisal**

Many organizations measure employee efficiency through formal performance appraisal systems. These systems assess efficiency using key performance indicators (KPIs), target achievement levels, balanced scorecard metrics, and supervisor evaluations (Stone et al., 2020).
Modern HR systems increasingly integrate digital dashboards and real-time analytics to monitor performance and evaluate employee productivity more effectively.

## HRM Theory Adaptability and Employee Efficiency

Adaptable HRM practices influence employee efficiency through several interconnected mechanisms, including recruitment responsiveness, training flexibility, performance management adaptability, compensation innovation, and HR technology integration.

Responsive recruitment and selection systems enable organizations to attract and hire individuals whose skills align with evolving job requirements. Effective talent acquisition improves job–person fit, reduces training costs, and enhances productivity and work accuracy (Ployhart & Moliterno, 2019; Kim & Ployhart, 2020). Additionally, responsive recruitment minimizes delays in filling vacancies, thereby preventing productivity losses caused by understaffing (Stone et al., 2020).

Training and development flexibility also plays a critical role in enhancing efficiency. Flexible learning programs such as online training platforms, microlearning modules, and on-demand skill development enable employees to rapidly acquire competencies required in changing work environments (Noe et al., 2023). Continuous training improves task competence, reduces supervision requirements, and enhances problem-solving abilities (Jiang et al., 2021).

Performance management adaptability further supports employee efficiency by aligning performance metrics with organizational goals. Agile performance management systems rely on continuous feedback, digital dashboards, and real-time monitoring rather than traditional annual reviews. These systems help employees identify performance gaps quickly and improve work output (Pulakos et al., 2019; Aguinis, 2023).

Similarly, compensation and reward innovation enhance motivation and productivity. Flexible reward systems such as performance-based pay, skill-based incentives, and non-monetary benefits encourage employees to increase effort and focus on high-value activities that improve organizational efficiency (Gerhart & Fang, 2019; Jiang et al., 2021).

Finally, HR technology integration has become an essential component of modern HR adaptability. The adoption of HR information systems, artificial intelligence recruitment tools, and digital performance analytics improves operational efficiency by automating administrative processes, reducing paperwork, and providing real-time workforce data (Stone et al., 2020; Marler & Boudreau, 2019). Overall, organizations that successfully integrate adaptable HR practices are better positioned to improve workforce productivity, enhance service delivery, and sustain competitive advantage in dynamic environments.

## Conceptual Framework

This study is anchored on Human Resource Management (HRM) Theory Adaptability, which explains how flexible and responsive HR practices influence employees' efficiency and performance in organizations. The framework assumes that adaptable HRM practices enhance employees' skills, motivation, and work behaviour, leading to improved performance outcomes in deposit money banks. Thus, the conceptual framework illustrates a cause–and–effect pathway in which the dimensions of HRM adaptability (IV) interact to influence employee performance (DV).

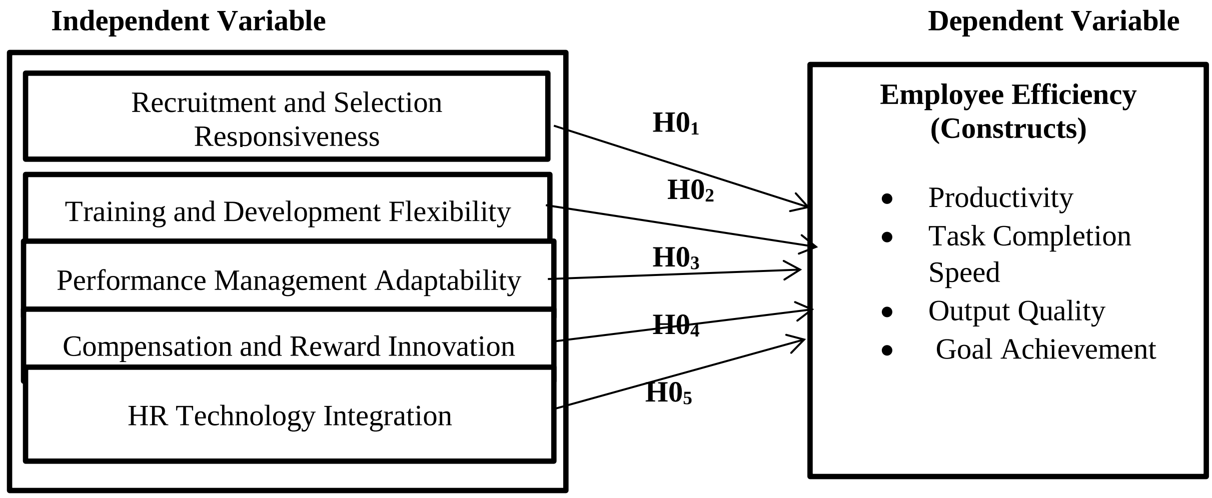


**Figure 1: The Conceptual Model**

Sources: Adapted from (Beer et al., 2020); (Armstrong & Taylor, 2023).

The conceptual framework posits that adaptability in HRM theory, expressed through responsive recruitment and selection, flexible training and development, adaptive performance management, innovative compensation and reward systems, and effective HR technology integration, directly influences employees' efficiency and performance in deposit money banks. When HRM practices are aligned with environmental and organizational changes, employees are better equipped, motivated, and supported to deliver high-quality work and improved productivity.

## Theoretical Framework

## Theoretical Review

The theoretical review of this study draws from multiple models that explain the relationship between adaptability in HRM theory and employee efficency. Each theory provides a different perspective on how adaptability in HRM theory influence employees' efficiency and how employees respond to environmental situations.

### Fombrun, Tichy, and Devanna's Matching Model (Michigan Model)

The Matching Model, developed by Fombrun, Tichy, and Devanna, emphasizes the alignment between organizational strategy and human resource management practices. The model identifies four key HR activities selection, performance appraisal, training and development, and rewards which must be strategically coordinated to achieve organizational efficiency. The underlying assumption is that HR systems should be designed to support organizational goals directly, with limited emphasis on employee participation (Armstrong & Taylor, 2023). Recent studies argue that in dynamic industries such as banking, the effectiveness of the Matching Model depends on the ability of HR practices to adapt to strategic changes, including digital transformation and competitive pressures (Boxall, Purcell, & Wright, 2019). In selected banks in Abuja, adaptable recruitment, performance appraisal, and reward systems aligned with strategic objectives can enhance employees' efficiency by ensuring that skills and behaviours match organizational needs (Armstrong & Taylor, 2023).

### Harvard Model of Human Resource Management

The Harvard Model presents HRM as a system influenced by stakeholders' interests and situational factors, including workforce characteristics, management philosophy, labour market conditions, and societal values. Unlike the Matching Model, the Harvard Model adopts a soft HRM perspective, viewing employees as valuable assets whose commitment and competence are critical for organizational success (Beer et al., 2020). The model identifies four key HR policy areas employee influence, human resource flow, reward systems, and work systems which collectively produce long-term outcomes such as commitment, congruence, competence, and cost-effectiveness. Contemporary HRM scholars highlight that adaptability within these policy areas enhances employee performance and efficiency (Bratton & Gold, 2023). For banks in

Abuja, the Harvard Model supports the adoption of flexible, employee-centred HR practices, such as continuous training, participative management, and fair compensation systems, which improve employee efficiency and service quality in the banking sector (Bratton & Gold, 2023).

**Guest Model of Human Resource Management**

The Guest Model provides a causal framework linking HRM practices to organizational performance. According to Guest, effective HRM leads to four key outcomes: strategic integration, high employee commitment, high quality of work, and flexibility. These outcomes influence employee behaviour, which in turn affects performance and organizational effectiveness (Guest, 2017; reinforced by Guest, 2021). Recent empirical studies confirm that adaptable HR practices such as flexible performance management systems, continuous learning, and innovative reward structures positively influence employee efficiency and productivity (Paauwe & Boon, 2019). In the context of banks in Abuja, the Guest Model explains how HRM adaptability fosters employee commitment, skill development, and flexibility, thereby improving efficiency and overall job performance in a competitive banking environment (Paauwe & Boon, 2019).

**Warwick Model of Human Resource Management**

The Warwick Model adopts a contextual and analytical approach to HRM by emphasizing the influence of both internal organizational context (structure, culture, leadership) and external environment (economic conditions, technology, regulation, and competition). The model argues that HRM practices must continuously adapt to these contextual factors to remain effective (Hendry, 2019). Recent literature highlights that in highly regulated sectors such as banking, HR adaptability to environmental changes such as regulatory reforms and technological innovation is crucial for sustaining employee efficiency (Wilton, 2020; Armstrong & Taylor, 2023). For selected banks in Abuja, the Warwick Model underscores the importance of responsive HR strategies that adjust to regulatory requirements, fintech competition, and organizational changes, thereby enhancing employees' efficiency and service delivery.

Collectively, the Matching, Harvard, Guest, and Warwick models provide a robust theoretical foundation for examining HRM theory adaptability and employees' efficiency. While the Matching Model emphasizes strategic alignment, the Harvard Model highlights stakeholder interests, the Guest Model focuses on HR outcomes and performance, and the Warwick Model stresses environmental responsiveness. These perspectives jointly support the argument that adaptive HRM practices are critical to improving employees' efficiency in the Nigerian banking sector

**Theoretical Foundation of the Study**

The theoretical review of this study were drawn from multiple models that explain the relationship between adaptability in human resource management (HRM) and employee efficiency. These theories provide different perspectives on how adaptable HR practices influence employee behaviour and performance within dynamic organizational environments. Specifically, this study adopted the Harvard Model and Guest Model as the underpinning theoretical framework, while the Matching Model was treated as complementary perspectives.

The Harvard Model presents HRM as a system influenced by stakeholders' interests and situational factors, including workforce characteristics, management philosophy, labour market conditions, and societal values (Beer et al., 2020). In the context of this study, adaptable HR practices such as continuous skill development, flexible work systems, and employee participation can significantly improve employee efficiency and service delivery. The relevance of the Harvard Model to this study lies in its emphasis on employee commitment and competence as outcomes of adaptable HR practices.

The Guest Model provides a causal framework linking HRM practices to organizational performance. In selected banks in Abuja, the Guest Model explains how adaptable HRM practices foster employee commitment, skill development, and flexibility. These factors enable employees to respond effectively to technological changes, regulatory requirements, and competitive pressures, thereby improving efficiency and service delivery The model suggests that adaptable HR practices such as flexible performance management systems, continuous training, and innovative reward structures positively influence employee efficiency and productivity. (Guest, 2017; Guest, 2021).

The Matching Model explains how adaptable HR practices can improve employee efficiency when they are aligned with organizational strategy and environmental changes. The Model demonstrated that adaptable recruitment improves employee competence, flexible performance appraisal enhances productivity, continuous training increases employee efficiency. performance-based rewards motivate improved performance. While the Matching Model provides valuable insight into the alignment between HR practices and organizational strategy, it is considered a complementary perspective in this study because it focuses primarily on strategic fit rather than employee commitment and behavioural outcomes. The Harvard and Guest Models more directly explain how adaptability in HRM influences employee efficiency through motivation, commitment, and behavioural change. However, the Matching Model strengthens the study by highlighting that adaptable HR practices must be strategically aligned with organizational objectives to achieve efficiency. Without such alignment, HR adaptability may not translate into improved employee performance.

**Empirical Review**

Empirical studies across global and regional contexts provide strong support for the positive relationship between adaptable HRM practices and employees' efficiency. Globally, studies show that digital HRM practices such as e-recruitment, online training, and automated performance appraisal systems significantly improve employee productivity and motivation (Al-Kharabsheh et al., 2026). Evidence suggests that structured performance management systems significantly improve measurable employee efficiency (Jiang et al., 2021).

For instance, Achief et al. (2025) examined HRM practices and employee performance using a systematic review of 30 empirical studies in the healthcare sector, drawing on empirical and theoretical evidence published between 2014 and 2024. Guided by the PRISMA framework, 78 relevant publications were retrieved from databases including Scopus, Web of Science, PubMed, and Google Scholar, with 30 studies meeting the inclusion criteria. The findings revealed that recruitment, training, performance appraisal, and compensation significantly improve productivity and service quality. The study recommended that organizations adopt comprehensive HR systems to enhance employee efficiency.

Clauss, de Frutos-Belizón, and García-Carbonell (2025) conducted a bibliometric analysis of 292 empirical studies on HRM practices and employee outcomes. The results showed that HRM practices significantly influence engagement, commitment, and performance-related outcomes. The authors recommended further empirical research examining HRM practices as integrated systems rather than isolated variables. Wiyono et al. (2025) investigated ESG-driven HR practices and employee performance using a quantitative design with 270 respondents analyzed through PLS-SEM. The findings showed that governance and social HR practices positively influence employee performance and well-being. The authors recommended integrating sustainable HR practices to enhance employee productivity.

Mookadam and Hanslo (2025) examined agile HR practices and employee performance using a qualitative interview approach with 17 participants. The results indicated that agile HR practices improve collaboration, learning, and employee efficiency. The study recommended adopting flexible HR practices to enhance employee adaptability. Chali (2025) explored sustainable HRM and employee performance using a conceptual and empirical synthesis. The findings emphasized that sustainable HRM practices significantly enhance employee performance and organizational efficiency. The study recommended integrating flexible HRM strategies to improve workforce productivity.

Ahmed, Khuwaja, and Khooharo (2024) investigated the impact of HRM practices on organizational performance in the banking sector. The researchers used a survey research design, distributing 379 questionnaires, with 315 valid responses analyzed using regression analysis. The findings indicated that recruitment, training, incentives, and job security significantly improved employee performance and organizational outcomes. The study recommended integrating HR practices strategically to enhance employee productivity. In another study Chali and Lakatos (2024) examined HRM practices and performance using a systematic review approach guided by the PRISMA method. The findings indicated that training, reward systems, and employee involvement positively influence employee productivity and financial performance. The study recommended that organizations should adopt strategic HRM practices to sustain employee efficiency.

Tang, Abu Bakar, and Omar (2024) conducted a systematic literature review on employee adaptive performance and HR-related factors. The study synthesized findings from multiple empirical works using a structured review method. The results showed that supportive HR practices and positive organizational climate significantly influence employee adaptability and performance. The authors recommended adopting employee-focused HR policies to improve productivity. Aloini et al. (2021) conducted an empirical study using wearable sensors to measure workforce performance. The findings revealed that work environment and HR support systems significantly influence employee performance and well-being. The authors recommended implementing adaptive HR systems tailored to employee needs.

European studies reveal that adaptive HR strategies focused on digital skills development, continuous learning, and inclusive HR systems enhance employee performance and organizational competitiveness (Zervas & Stiakakis, 2025). In Africa, empirical evidence indicates that flexible HR practices and HR technology adoption positively influence employee engagement and work quality, particularly in financial institutions (Rana et al., 2022). Within Nigeria, studies on deposit money banks demonstrate that HR technology integration, training flexibility, and performance-based reward systems significantly enhance employee efficiency and service delivery. However, challenges such as inadequate infrastructure and resistance to change limit the full realization of HRM adaptability benefits (Ihunwo & Okparanta, 2025; Ogba-Amaugo, 2024).

## 3. METHODOLOGY

This sections described the research methods adopted in examining the relationship between Human Resource Management (HRM) Theory Adaptability and Employee Efficiency in selected Deposit Money Banks in Abuja. It outlined the research design, population of the study, sample size determination, sampling techniques, instrument for data collection, validity and reliability of the instrument, method of data collection, and techniques for data analysis.

### Research Design

The study adopted a descriptive survey research design. The design was appropriate because it enables the researcher to collect quantitative data from a large number of respondents at a single point in time and examine relationships between variables. The survey design was also suitable for this study because it allows the measurement of HRM adaptability dimensions (recruitment responsiveness, training flexibility, performance adaptability, compensation innovation, and HR technology integration) and their effects on employee efficiency.

## Population, Sample Size, and Sampling Technique

### Population

The population of the study consisted of employees of selected Deposit Money Banks (First Bank of Nigeria, United Bank for Africa (UBA), Zenith Bank, First City Monument Bank (FCMB), Access Bank, Polaris Bank, Wema Bank, and Globus Bank) located in Abuja, Federal Capital Territory. The total staff strength of the selected banks is: N = 1,900 and these included managerial, supervisory, and operational staff across different departments.

### Sample Size

The sample size was determined using the Krejcie and Morgan (1970) formula for finite populations:

$$S = \frac{X^2 . N. P(1-P)}{d^2 (N-1) + X^2 P(1-P)}$$

Where:

S = required sample size

$X^2$ = 3.841 (Chi-square value at 95% confidence level)

N = 1,900

P = 0.5

d = 0.05

S =319.6 ≈ 320

Therefore, the sample size for this study is 320 respondents

### Sampling Technique

The study adopted a proportionate stratified random sampling technique. The banks were first stratified, and staff were further stratified into managerial and non-managerial categories. Respondents were selected proportionately from each stratum using simple random sampling. This method ensured fair representation of all categories of employees.

### Method of Data Collection

The study relied on primary data collected through a structured, interviewer-administered questionnaire. Secondary data were also obtained from journals, textbooks, policy documents, and previous empirical studies relevant to HRM adaptability and employee efficiency. The questionnaire was designed to capture employees' perceptions on HRM theory adaptability dimensions (Recruitment and Selection Responsiveness, Training and Development Flexibility, Performance Management Adaptability, Compensation and Reward Innovation, and HR Technology Integration).

The instrument was divided into three main sections: Section A: Demographic information of respondents (age, gender, education, job position, and years of work experience). Section B: HRM theory adaptability indicators measured using a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). Section C: Employee Efficiency indicators, including Productivity, Task completion rate, Quality of work, and Goal achievement

The instrument was reviewed by experts in Human Resource Management and Research Methodology to ensure clarity and appropriateness. The reliability of the instrument was tested using Cronbach's Alpha coefficient through a pilot study involving 30 respondents outside the study sample. The reliability of the instrument was evaluated using Cronbach's Alpha, with a threshold of ≥ 0.70 considered acceptable.

**Fig 2 Reliability Statistics**

| Reliability Statistics | |
|---|---|
| **Variables** | **Cronbach's Alpha** |
| Recruitment & Selection Responsiveness | 0.861 |
| Training & Development Flexibility | 0.889 |
| Performance Management Adaptability | 0.872 |
| Compensation & Reward Innovation | 0.854 |
| HR Technology Integration | 0.901 |
| Employee Efficiency | 0.884 |

**Source: Researcher's Survey, 2026**

## Method of Data Analysis

The collected data were analyzed using both descriptive and inferential statistics with the aid of the Statistical Package for Social Sciences (SPSS) version 27. Descriptive statistics such as frequency percentages, means, and standard deviations were used to summarize demographic characteristics and employees' perceptions of HRM theory adaptability. Inferential statistic included correlation analysis to determine the relationship between HRM theory adaptability and employee efficiency of those selected deposit money banks in Abuja.

## 4. RESULTS AND DISCUSSION

### Results

This section presents the findings obtained from the data collected and analyzed on the effect of HRM adaptability theory and employee efficiency of those selected deposit money banks in Abuja, Nigeria. The results are organized in line with the study's specific objectives and hypotheses. Descriptive statistics and correlation analyses are reported to determine the relationships between the independent variable's Recruitment and Selection Responsiveness, Training and Development Flexibility, Performance Management Adaptability, Compensation and Reward Innovation, and HR Technology Integration and the dependent variable, employees' efficiency.

### Demographic Characteristics of Respondents

**Table 4.1: Demographic Characteristics of Respondents**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| **Gender** | | | | | |
| Valid | Male | 170 | 57.43 | 57.43 | 57.43 |
| | Female | 126 | 42.57 | 42.57 | 100.0 |
| | Total | 296 | 100.0 | 100.0 | |
| **Age** | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 20–29 yrs | 70 | 23.65 | 23.65 | 23.65 |
| | 30–39 yrs | 89 | 32.77 | 32.77 | 56.42 |
| | 40–49 yrs | 97 | 30.07 | 30.07 | 86.49 |
| | 50 yrs & above | 40 | 13.51 | 13.51 | 100.0 |
| | Total | 296 | 100.0 | 100.0 | |
| **Educational Level** | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | B.Sc/HND | 158 | 53.38 | 53.38 | 53.38 |
| | MBA | 86 | 29.05 | 29.05 | 82.43 |
| | M.Sc. | 30 | 10.14 | 10.14 | 92.57 |
| | Others | 22 | 7.43 | 7.43 | 100.0 |
| | Total | 296 | 100.0 | | |

Volume 11, Issue 4 (July– August 2026) ISSN: 77753348

**Years of Work Experience**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 1–5 yrs | 42 | 14.19 | 14.19 | 14.19 |
| | 6–10 yrs | 88 | 29.73 | 29.73 | 43.92 |
| | 11–15 yrs | 98 | 33.11 | 33.11 | 77.03 |
| | 16 yrs & above | 68 | 22.97 | 22.97 | 100.0 |
| | Total | 296 | 100.0 | 100.0 | |

**Current Job Position**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Junior Staff | 95 | 32.09 | 32.09 | 32.09 |
| | Middle Management | 135 | 45.61 | 45.61 | 77.70 |
| | Senior Management | 66 | 22.30 | 22.30 | 100.0 |
| | Total | 296 | 100.0 | 100.0 | |

**Source: Researcher's Survey, 2026**

This section presented the demographic profile of the 296 valid respondents used for the analysis. The demographic variables examined include gender, age, educational qualification, years of work experience, and current position within the organization.

With respect to gender distribution, the results indicate that 170 respondents, representing 57.43%, were male, while 126 respondents, representing 42.57%, were female. This shows that the study had a higher proportion of male respondents; however, female representation was also substantial, suggesting that the findings reflect perspectives from both genders. The distribution indicates a relatively balanced workforce structure, thereby reducing the likelihood of gender bias in the responses.

In terms of age distribution, the findings reveal that 70 respondents (23.65%) were between 20 and 29 years, 97 respondents (32.77%) were between 30 and 39 years, 89 respondents (30.07%) were between 40 and 49 years, and 40 respondents (13.51%) were 50 years and above. The majority of respondents fall within the 30–39 years age bracket, followed closely by those aged 40–49 years. This suggests that most participants are within their prime productive and career development stages. The relatively smaller proportion of respondents aged 50 years and above indicates that the workforce is predominantly composed of mid-career professionals, which is relevant for a study examining adaptability and efficiency, as individuals within these age groups are typically actively engaged in performance-driven roles and continuous professional development.

Regarding educational qualifications, the findings show that 158 respondents (53.38%) hold a B.Sc or HND, 86 respondents (29.05%) possess an MBA degree, and 30 respondents (10.14%) hold an M.Sc degree, and 22 respondents (7.43%) fall within other qualification categories. The dominance of Bachelor's degree holders indicates that the workforce is largely composed of professionally trained individuals. Furthermore, the combined percentage of respondents with postgraduate qualifications (MBA and M.Sc) amounts to 39.19%, reflecting a highly educated workforce. This educational background enhances the credibility of the responses, as participants are sufficiently knowledgeable to evaluate HRM practices and their implications for employee efficiency.

In relation to years of work experience, 42 respondents (14.19%) have between 1 and 5 years of experience, 88 respondents (29.73%) have between 6 and 10 years, 98 respondents (33.11%) have between 11 and 15 years, and 68 respondents (22.97%) have 16 years and above. The largest proportion of respondents falls within the 11–15 years category, followed by those with 6–10 years of experience. This indicates that a significant majority of participants possess substantial organizational experience. Notably, more than half of the respondents (56.08%) have over 10 years of work experience, suggesting that the data were obtained from experienced employees who are capable of providing informed assessments of HRM adaptability and its impact on efficiency.

Finally, with regard to current position, 95 respondents (32.09%) are junior staff, 135 respondents (45.61%) occupy middle management positions, and 66 respondents (22.30%) are in senior management. The majority of respondents are in middle management roles. This is particularly important, as middle managers are directly involved in the implementation and supervision of HR policies and performance systems. The inclusion of both junior and senior management staff ensures that perspectives were gathered across different hierarchical levels, thereby enhancing the comprehensiveness and representativeness of the study. Overall, the demographic characteristics indicate that the respondents are adequately distributed across gender, age groups, educational levels, work experience, and organizational hierarchy. This diversity strengthens the reliability and generalizability of the study findings.

**Descriptive Statistics Analysis of HRM Theory Adaptability and Employee Efficiency**
This section presents the descriptive statistical analysis of the key constructs investigated in this study: temperature variability, rainfall pattern changes, drought and desertification, flooding and extreme weather events, and agricultural productivity among farmers in Kano State. The analysis is based on responses obtained from 338 participants and is summarized using mean scores, standard deviations, and frequency distributions to illustrate the central tendencies and variability in farmers' perceptions.

**Table 4.2: Descriptive Statistics**

| Statistics | | | |
|---|---|---|---|
| **Variables** | | **Mean** | **Std. Deviation** |
| N | Valid | 296 | 296 |
| | Missing | 0 | 0 |
| Recruitment & Selection Responsiveness | | 3.89 | 0.74 |
| Training & Development Flexibility | | 4.02 | 0.68 |
| Performance Management Adaptability | | 3.95 | 0.71 |
| Compensation & Reward Innovation | | 3.76 | 0.83 |
| HR Technology Integration | | 4.10 | 0.65 |
| Employee Efficiency | | 4.08 | 0.69 |

**Source: Researcher's Survey, 2026**

This section presents the descriptive statistics of the study variables, including the mean and standard deviation values for each construct. The descriptive analysis provides insight into respondents' perceptions of HRM Theory Adaptability dimensions and Employee Efficiency. The results show that Recruitment and Selection Responsiveness has a mean score of 3.89 with a standard deviation of 0.74. The mean value, which is above the midpoint of the 5-point Likert scale (3.00), indicates that respondents generally agree that recruitment and selection processes within the organization are responsive and adaptable. The relatively moderate standard deviation suggests that responses were fairly consistent, with limited variation among participants.

Training and Development Flexibility recorded a mean score of 4.02 and a standard deviation of 0.68. This mean value indicates a strong agreement among respondents that the organization provides flexible and adaptable training programs. The lower standard deviation further suggests a high level of consensus among employees regarding the effectiveness and adaptability of training initiatives.

For Performance Management Adaptability, the mean score is 3.95 with a standard deviation of 0.71. This implies that respondents perceive the organization's performance management systems as adaptable and aligned with changing organizational goals. The standard deviation indicates moderate variability, meaning that most respondents share similar perceptions about performance management practices.
Compensation and Reward Innovation recorded the lowest mean score among the independent

variables at 3.76, with a standard deviation of 0.83. Although the mean is still above the neutral point, indicating agreement, it is comparatively lower than the other HR adaptability dimensions. This suggests that while compensation practices are perceived as innovative, there may be room for improvement. The slightly higher standard deviation reflects greater variation in employee perceptions regarding reward systems.

HR Technology Integration recorded the highest mean score of 4.10 with a standard deviation of 0.65. This indicates strong agreement among respondents that HR technologies are well integrated within the organization. The relatively low standard deviation shows that respondents largely share similar positive perceptions about the role of technology in enhancing HR functions.

Finally, Employee Efficiency has a mean score of 4.08 and a standard deviation of 0.69. The high mean value indicates that employees perceive themselves as efficient in terms of productivity, quality of work, and task completion. The moderate standard deviation suggests consistency in responses across participants.

Overall, the descriptive statistics indicate that all HRM adaptability dimensions have mean scores above 3.50, suggesting positive perceptions among respondents. HR Technology Integration and Training and Development Flexibility emerged as the most strongly rated dimensions. The relatively low standard deviation values across variables indicate limited dispersion and high agreement among respondents, thereby strengthening the reliability of the findings.

## Pearson Correlation Analysis

**Table 4.3: Pearson Correlation Analysis**

| **Variables** | **(RSR)** | **(TDF)** | **(PMA)** | **(CRI)** | **(HTI)** | **(EE)** |
|---|---|---|---|---|---|---|
| Recruitment & Selection Responsiveness (RSR) | 1 | 0.584 | 0.602 | 0.521 | 0.648 | 0.612 |
| Training & Development Flexibility (TDF) | 0.584 | 1 | 0.633 | 0.566 | 0.671 | 0.685 |
| Performance Management Adaptability (PMA) | 0.602 | 0.633 | 1 | 0.589 | 0.659 | 0.641 |
| Compensation & Reward Innovation (CRI) | 0.521 | 0.566 | 0.589 | 1 | 0.602 | 0.577 |
| HR Technology Integration (HTI) | 0.648 | 0.671 | 0.659 | 0.602 | 1 | 0.721 |
| Employee Efficiency (EE) | 0.612 | 0.685 | 0.641 | 0.577 | 0.721 | 1 |

**Source: Researcher's Survey, 2026**

The correlation results indicate that all five dimensions of HRM Theory Adaptability are positively and significantly related to Employee Efficiency at the 0.01 significance level ($p < .01$). This implies that improvements in HR adaptability practices are associated with increases in employee efficiency.

Specifically, HR Technology Integration (HTI) has the strongest relationship with Employee Efficiency ($r = .721$, $p < .01$). This indicates a strong positive correlation, suggesting that organizations that effectively integrate digital HR technologies tend to experience higher levels of employee efficiency. This finding supports recent research which emphasizes that digital HR systems enhance performance monitoring, communication, and productivity (Marler & Parry, 2021).

Training and Development Flexibility (TDF) also shows a strong positive relationship with Employee Efficiency ($r = .685$, $p < .01$). This suggests that adaptable training programs significantly improve employee skills and productivity. This aligns with contemporary literature highlighting continuous learning as a key driver of workforce efficiency (Noe et al., 2023).

Performance Management Adaptability (PMA) demonstrates a strong positive correlation with

Employee Efficiency ($r = .641$, $p < .01$). This indicates that flexible performance systems that align with changing goals positively influence employee output.
Similarly, Recruitment and Selection Responsiveness (RSR) shows a significant positive relationship with Employee Efficiency ($r = .612$, $p < .01$). This implies that responsive recruitment processes improve person–job fit, which enhances productivity and task performance.

Compensation and Reward Innovation (CRI) has the weakest, though still strong and significant, positive correlation with Employee Efficiency ($r = .577$, $p < .01$). This indicates that innovative reward systems contribute positively to efficiency, though their influence may be comparatively lower than technology and training dimensions.

**Regression Analysis**

**Table 4.4 Regression Analysis**

| Variable | Beta (β) | t | Sig. |
|---|---|---|---|
| RSR | 0.198 | 4.321 | 0.000 |
| TDF | 0.241 | 5.612 | 0.000 |
| PMA | 0.215 | 4.978 | 0.000 |
| CRI | 0.167 | 3.884 | 0.000 |
| HTI | 0.302 | 6.941 | 0.000 |

Source: Researcher's Computation 2026

Multiple regression confirmed that all five dimensions significantly predicted Employee Efficiency ($p < .001$). HR Technology Integration ($\beta = .302$) has the strongest positive effect on employee efficiency. Training & Development Flexibility ($\beta = .241$) significantly improves skills adaptability. Performance Management Adaptability ($\beta = .215$) enhances productivity. Recruitment Responsiveness ($\beta = .198$) improves workforce quality. Compensation Innovation ($\beta = .167$) positively influences motivation. All predictors are statistically significant ($p < .05$).

**Discussion of Findings**

The findings of this study indicate that adaptability in human resource management significantly influences employee efficiency in selected deposit money banks in Abuja. The correlation and regression results showed that recruitment responsiveness, training and development flexibility, performance management adaptability, compensation and reward innovation, and HR technology integration all positively and significantly affect employee efficiency. These results are consistent with the Harvard Model and Guest Model adopted as the underpinning theoretical frameworks, while the Matching Model provides complementary explanatory support.

The findings support the Harvard Model, which emphasizes that HR policy areas such as human resource flow, reward systems, employee influence, and work systems determine employee commitment and competence, leading to improved organizational outcomes (Beer et al., 2020). The significant effect of training flexibility suggests that continuous skill development enhances employee competence and productivity. Similarly, compensation and reward innovation improved motivation and commitment, while HR technology integration enhanced work systems through efficient communication, monitoring, and decision-making. These outcomes collectively improved employee efficiency in the banking sector.

The results also align with the Guest Model, which proposes that effective HRM practices lead to employee commitment, quality, flexibility, and strategic integration, ultimately improving performance (Guest, 2017, 2021). Recruitment responsiveness significantly improved employee efficiency by ensuring alignment between employee competencies and organizational needs. Performance management adaptability also enhanced productivity by encouraging continuous feedback and performance improvement. Furthermore, HR technology integration, which recorded the strongest effect, supports the Guest Model's argument that integrated HR systems

improve organizational effectiveness and employee outcomes.
The Matching Model provides complementary support by emphasizing alignment between HR practices and organizational strategy (Fombrun et al., 1984). The significant effects of recruitment, training, performance management, and reward systems indicate that when HR practices are aligned with organizational goals, employee efficiency improves. This alignment ensures that employee skills and behaviours match performance expectations, thereby enhancing productivity and service delivery.

Overall, the findings confirm that adaptable HRM practices improve employee efficiency. The results are consistent with the Harvard Model's focus on commitment and competence, the Guest Model's causal linkage between HR practices and performance, and the Matching Model's emphasis on strategic alignment. These findings suggest that banks adopting flexible and responsive HR systems are more likely to achieve higher levels of employee efficiency and organizational performance.

## 5. CONCLUSION AND RECOMMENDATIONS

This study examined the effect of human resource management (HRM) adaptability on employee efficiency in selected deposit money banks in Abuja. The study specifically assessed recruitment responsiveness, training and development flexibility, performance management adaptability, compensation and reward innovation, and HR technology integration. Using a survey design and data collected from 296 respondents, the results from descriptive, correlation, and regression analyses revealed that all dimensions of HRM adaptability significantly and positively influence employee efficiency. HR technology integration emerged as the strongest predictor, followed by training flexibility and performance management adaptability. The findings demonstrated that adaptable HR practices enhance employee competence, motivation, and productivity in the banking sector.

The study concluded that HRM adaptability is a critical determinant of employee efficiency in deposit money banks. Flexible recruitment systems, continuous training, adaptive performance management, innovative reward structures, and effective HR technology integration collectively improve employee productivity and service delivery. Banks that adopt responsive and dynamic HRM practices are more likely to achieve higher workforce efficiency and sustain competitive performance in a rapidly changing business environment.

### Recommendations

Deposit money banks should implement flexible training and development programmes to continuously upgrade employee skills in response to technological changes.
Banks should adopt responsive recruitment and selection processes to attract candidates with competencies aligned with evolving job requirements.
Performance management systems should be redesigned to emphasize continuous feedback, coaching, and adaptability.
Management should introduce innovative compensation and reward systems that motivate employees and enhance commitment.
Banks should invest in HR technology integration to improve workforce monitoring, decision-making, and operational efficiency.

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Volume 11, Issue 4 (July– August 2026) ISSN: 77753348

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**APPENDIX 1**

**Table: Sample Size Distribution of Respondents across Selected Deposit Money Banks in Abuja**

| S/N | Bank | Population ($N_i$) | Proportion (%) | Sample Size ($n_i$) |
|---|---|---|---|---|
| 1 | First Bank of Nigeria | 320 | 16.84 | 56 |
| 2 | United Bank for Africa | 280 | 14.74 | 49 |
| 3 | Zenith Bank | 260 | 13.68 | 45 |
| 4 | First City Monument Bank | 240 | 12.63 | 42 |
| 5 | Access Bank | 310 | 16.32 | 54 |
| 6 | Polaris Bank | 210 | 11.05 | 36 |
| 7 | Wema Bank | 170 | 8.95 | 30 |
| 8 | Globus Bank | 110 | 5.79 | 18 |
| | **Total** | **1,900** | **100%** | **330** |

**Source:** Researcher’s Computation (2026).