

**APPLICATION OF FOMBRUM, TICHY AND DEVANNA'S HUMAN  
RESOURCE MANAGEMENT MODEL TO ENHANCE EMPLOYEE  
PERFORMANCE IN THE NIGERIA BANKING SECTOR**

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**Abstract**

The study examined the application of Fombrun, Tichy, and Devanna's (FTD) Human Resources Management (HRM) model to enhance employee performance in the Nigerian banking sector. The study focused on the aspects of; selection, performance appraisal, rewards, and development with reference to performance of the employees in the banking sector in Nigeria. The study findings revealed that Nigerian banks have well-established recruitment and selection strategies in their talent acquisition process. In terms of the usage of performance appraisal systems for the assessment of the performance of their employees in the banking sector, the study revealed that it was efficient in usage as one of the strong instrument for effective performance. The findings on rewards system and development revealed the rewards system in use in the Nigeria banking sector is not in measure to the rate of work done and the risk attached to the job, as such the reward and development component of the model has been adopted as seems to be less consistent with the situation in the credit reward of the Nigerian banking sector. Likewise, the level of spending on this capacity enhancement activity- employee training and development-clusters also differs in Nigerian banks and below expectations meaning organizational stakeholders are not fully implementing the FTD (1984) model's reward and development components. The study concluded that the usage of FTD (1984) model is relatively low in the Nigeria sector. The study therefore recommended that Nigerian banks should prioritize the integration of robust reward systems and continuous employee development programs. These aspects are crucial for maintaining employee motivation and engagement, which directly contribute to improved performance.

**Keywords:** Banking Sector, Development, Technology, Recruitment, Rewards System.

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**I. INTRODUCTION**

The Nigerian banking context has been evolving in the recent past via some factors like technological innovations, competitive pressures and evolving customer needs and expectations as pointed out by Nnamseh et al. (2024); Akinola et al. (2023). These changes have highlighted the significance of Human Resource Management (HRM) in the improvement of the performance of employees and, in essence, organizational performance (Assefa & Kassa, 2023; Ngalo et al. , 2023). Another major HRM model that has been scribbled in the literature includes the Fombrun, Tichy, and Devanna (1984) model that focus mainly on how best to link the HRM activities with the organizational mutually agreed goals and objectives (Devanna et al. , 1981; Ludiya et al. , 2019).

The Fombrun, Tichy, and Devanna (1984) model is a comprehensive framework that outlines four key components of HRM: These include; selection, performance appraisal, rewards and development. Consequently, this model posits that when these HR practices are integrated with organizational strategic objectives, various businesses would be able to acquire, maintain and increase the engagement of employees and thus augment overall organizational performance (Van Buren et al., 2011; Sowunmi et al. , 2018). In the context of Nigerian banking sector where human capital is so strategically linked to competitive advantage, the successful application of the Fombrun, Tichy and Devanna (1984) model could be vital for enhancing the performances of the Nigeria's banking employees and therefore, the performances of the banking institutions (Alasan, 2020; Ngalo et al. , 2023).

Nonetheless, there is a scarcity of empirical studies that specifically investigate the applicability of the Fombrun, Tichy, and Devanna (1984) model in the banking industry of Nigeria (Sowunmi et al. , 2018; Alasan, 2020). While there is copious literature on the overall link between HRM practices and performance, none of these examine the Fombrun, Tichy, and Devanna (1984) model in particular (Abdul Kader Jilani & Munshi, 2015;

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Yashaswini et al. , 2023). This research therefore posed the following questions: This area of research leaves much to be desired; it raises questions about the critical importance of this HRM model in the Nigerian banking context and its impact on employee performance.

However, the aforementioned literature review has failed to analyse the elements outlined in the Fombrun et al., (1984) framework and their effects on organisational performance in detail (Ludiya et al. , 2019; Nnamseh et al. , 2024). Also, there is little research done to systematically examine the contingent factors that affect the effectiveness of this model for the Nigeria banking industry (Assefa & Kassa, 2023; Akinsola et al. , 2023). Such a limitation has left a gap in the literature regarding the implementation and applicability of the Fombrun et al., (1984) model to improve on employees' performances in the Nigerian banking sector.

The major purpose of this study is therefore to appraise the applicability and effectiveness of the Fombrun, Tichy, and Devanna (1984) model of HRM in the context of the Nigerian banking system as well as the resultant effect on employee performance. The specific objectives of the study are:

- i. To what extent has the Fombrun, Tichy, and Devanna (1984) model of HRM been adopted in the Nigerian banking sector?
- ii. In what way does the Fombrun, Tichy, and Devanna (1984) model impact the performance of employees in Nigerian banks particularly selection, performance appraisal rewards, and development?
- iii. To identify key success factors or acid test question for Fombrun, Tichy, and Devanna (1984) model in relation to Banking sector of Nigeria ?

It is essential to note that this study has substantial relevance to both the theoretical and the pragmatic approaches. From an academic perspective, the study is important as it offers real-life experience of the effectiveness of the Fombrun, Tichy, and Devanna (1984) model in the Nigerian banking sector. This is useful in order to enhance knowledge of strategic HRM models and their applicability to emerging economies with reference to the banking sector (Van Buren et al. , 2011; Ludiya et al. , 2019).

In addition, this study can help the HR practitioners and the bank managers in Nigeria, to comprehend the works of Fombrun, Tichy, and Devanna (1984) on the behavioral model and how the various factors that are present in these studies can be effectively implemented, to achieve improved performance of employees and the organization as a whole. Such knowledge can help in the evolution of the improved and more holistic HRM strategies to be applied in the Nigerian banking sector as to enable the banks to sustain their competitive advantages in the growing financial environment of the country and the world (Assefa & Kassa, 2023; Akinsola et al. , 2023).

From a wider context, the finding of this study may be useful in informing the policy debates and decisions on human capital management in the banking industry in Nigeria. These may provide the policymakers and the regulatory bodies on the need to encourage the right HRM practices which are strategic in nature as those described in the Fombrun, Tichy, and Devanna (1984) model that can propel the Nigerian banking Industry forward and become sustainable (Alasan, 2020; Nnamseh et al. , 2024).

The study focused on the aspects of; selection, performance appraisal, rewards, development with an aim of looking into how these aspects affect the performance of the employees. The study will also look into emerging concerned factors that can boost implementation of the Fombrun, Tichy, and Devanna (1984) model in the context of Nigeria's Banking Sector.

As for the main limitation, this research used secondary research information like published papers, government publications, industry papers, and other relevant literature. The current work will not in any way involve the collection of primary data or also empirical analysis of data that has been gathered from the ground. The justification for this approach is to ensure that the existing knowledge on the antecedent study by Fombrun, Tichy and Devanna (1984) and the application of the model in the Nigerian environment is reviewed and integrated in order to determine the research agenda for further research in this field.

## **II. LITERATURE REVIEW**

### **Conceptual Review**

The Fombrun, Tichy and Devanna (1984) model of HRM is a strategic model that focuses on the integration of HR practices with the organizational goals (Devanna et al., 1981). The model consists of four key components: recruitment and staffing, training and development, evaluations, and compensation. These components are expected to lure, provide variables that would enable the employee to remain in the company, and encourage them to work harder in ways that best suits the strategic plans of the company (Ludiya et al. , 2019; Nnamseh et al. , 2024).

In the selection component of the model, the right talent is hired, and employees have the skills, knowledge, and ability to provide solutions to the organization (Ngalo et al. , 2023; Sowunmi et al. , 2018). This aspect is

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significant in the banking industry because the level of expertise, staff etiquette, and integrity among the employees are key determinants of competitive advantage (Assefa & Kassa, 2023; Akinsola et al. , 2023).

The performance appraisal component, therefore, involves a systematic assessment of the employee performance and feedback about the evaluated performance and suggestions for the improvement (Assefa & Kassa, 2023; Akinsola et al. , 2023). Regarding the role of enhancing employees' performance in the Nigerian banking sector where the bank's performance depends on employees' efforts, this component enables the organisation to align individual performance with the organisational strategies and development continuously (Yashaswini et al. , 2023; Sowunmi et al. , 2018).

The rewards factor covers the determination of compensation and incentive packages that will be given to employees (Akinsola et al. , 2023; Yashaswini et al. , 2023). In the cut-throat environment that characterises the banking industry, talent management and, more particularly, rewards management is a critical phenomenon that enables the organisations to attract and retain top performers (Alasan, 2020; Ngalo et al. , 2023).

Last, the development element reflects on offering staff the chance to improve their knowledge and experience, as well as their promotion, which can be valuable to the company's functioning (Alasan, 2020; Nnamseh et al. , 2024). Technological advancement and growth of the customer needs define the banking industry, while employee training could be one of the significant organizational assets to ensure that the human capital does not stay stagnant in terms of knowledge and adaptability to the changing environment (Ludiya et al. , 2019; Abdul Kader Jilani & Munshi, 2015).

### **Theoretical Review**

The Fombrun, Tichy and Devanna HRM model, commonly known as the Michigan Model was developed in the early 1980's as a revolutionary model of human resource management. Created by Charles Fombrun, Noel Tichy, and Mary Anne Devanna, this model was first published in the book titled "Strategic Human Resource Management" in 1984. The roots of the model can be traced back to a study done by Tichy et al at the University of Michigan on the link between organisational strategy and human resource management (Tichy et al., 1982; Devanna et al. , 1981; Ngalo et al. , 2023).

Fundamentally, it argued that the management of human resources should be in harmony with the business strategy of the organization. This was quite a departure from other models where HR was mainly seen as a transactional or clerical activity. The model emphasizes four key components of HRM: being the systematic process of selection, appraisal, rewards, and development that is regarded as a continuing cycle of evolution (Devanna et al., 1981).

Supporters of the model suggest that it offers a strategic blueprint that organizations can use to position their human resource management practices. By working on all these four aspects, one can be assured that they have the right people in the organization, that their performance is well measured, that they are rewarded appropriately and that their skill needs are matched to organizational requirements (Beer et al., 1984). According to them, this strategic fit results in enhanced business performance and competitive edge (Schuler & Jackson, 1987).

On this view, by actualizing the Fombrun, Tichy, and Devanna (1984) framework, the Nigerian banks can create a unique and inimitable human capital edge to realise sustainable competitive advantage as posited by Sowunmi and colleagues [2018] and Alasan [2020]. Hence, when the selection, performance appraisal, reward, and development aspects of HRM are positioned accordingly with the goals of the bank, the model can increase development and retention of a talented, productive, and flexible workforce (Assefa & Kassa, 2023; Akinsola et al. , 2023).

Moreover, the Fombrun, Tichy, and Devanna (1984) model has a contingency theory influence that states that the appropriateness of HRM practices depends on the organization's external and internal environment (Huang, 2014; Abdul & Munshi, 2015). This implies that for the model to be implemented in the Nigerian banking industry this should take into consideration the factors that define it and its workforce (Sowunmi et al. , 2018; Akinsola et al. , 2023). It is found that dynamic variables like the legal structure, technology adaptation, competition in the banking industry, and cultural beliefs may also influence the optimal HRM practices for improving employee performance in the Nigerian banks (Nnamseh et al. , 2024; Yashaswini et al. , 2023).

However, as years pass by, the model has received some criticisms as follows. First and foremost, it overemphasizes the role of the HRM while disregarding its intricate nature. Others have complained that by selecting only the four activities, the model is incomplete and does not cover all the links between human resources activities (Legge, 1989). For instance it says nothing about aspects like; employee relation, workplace safety, or diversity management which are some of the core elements for the contemporary model of HRM as postulated by Guest (1987).

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Another criticism is that the model is too endogenous as it fails to take into account some factors of environment that may affect the HR practices. In the contemporary and fluid business scenario, factors like technology, demography, and legislation affect the way companies handle their human capital (Boxall & Purcell, 2000).

The model has also been criticized for its assumption of rational action within organizations hierarchies. As a matter of fact, decisions made at the organisational level including the HRM are not always rational but are affected by political factors, personal preferences and perceptions and other irrational factors (Marchington & Grugulis, 2000). However, critics have noted that its linear orientation fails to capture these aspects of organisational realities (Truss et al., 2002).

Critics have noted that the model focuses more on the organizational outcomes at the expense of the physical and psychological health of the employees in the organization. Some critics have claimed that such concentration on how the HR practices can contribute to the organizational strategy can give little regard to the employees' wants and needs (Legge 1995). This argument has been seen as especially pertinent in recent years, as questions of employee communication, job satisfaction and dissatisfaction, and corporate social responsibility have emerged as significant areas of consideration.

Finally, it is possible to stipulate certain risks related to the desire to employ the model for other ends and the idea that it will be used to disguise merciless actions. Some scholars opine that intense focus on the theme of strategic HRM could result in organizational infringement of ethical standards as well as employees' rights (Greenwood, 2013). They argue that the model should come with an ethical foundation, which will help avoid exploitation of employees for the sake of achieving the goals of the organisation (Delbridge & Keenoy, 2010).

Nevertheless, the Fombrun, Tichy and Devanna model remains one of the popular models even currently among the researchers and practitioners. Its focus on strategic positioning and the model of the HR activity arrangement has been useful for many organizations. However, subsequent studies and models have extended this work by responding to some of its weaknesses and strengthening the main messages regarding the significance of HRM for business strategy (Boxall and Purcell, 2011).

### **Empirical Review**

This article looks at aspects of the Fombrun, Tichy, and Devanna (1984) model of HRM and the extent to which it has been implemented and analyzed in the context of the banking industry. Ludiya et al., (2019) in the Nigerian banking context also discovered positive effects of the Fombrun, Tichy, and Devanna (1984) model on the performances of secondary school teachers.

In the study the authors emphasized on the various strategies that should be taken by the organizations to align the HR practices with the objectives of the organization and the importance of staff development to improve performance.

Nnamseh et al. (2024) conducted a study with an aim of establishing a causal link between human resource planning and corporate performance in the Nigerian banking industry. It revealed that one of the elements of the Fombrun, Tichy, and Devanna (1984) model, namely the HR planning, has a huge impact on the performance of banks. The authors highlighted on the significance of HR planning especially for the banking sector and the ability to secure, maintain and train people capital.

Alasan (2020) reviewed the effect of HRM practices on the performance of Nigerian banks. It was discovered that the Softer Strategic HRM practices namely; the Fombrun, Tichy and Devanna (1984) model had a positive perceived impact on the financial and operational performance of the banks under study. The study revealed the importance of performing a detailed analysis of HRM practice in the Nigerian banking sector and the development of a new strategic approach that will enable the banks to become more effective and competitive in the area.

In the study conducted by Assefa and Kassa (2023), the authors looked at the impact of HRM on employee job satisfaction within the banking industry. From their research, they concluded that effective application of HRM practices select, appraisal, and desirable improvement can increase organizational commitment and job satisfaction among the bank employees. This is especially so given that managing employee motivation and turnover is a key factor that has implications for the sustaining of organizational performances in Nigeria (Akinsola et al. , 2023; Ngalo et al. , 2023).

According to Ngalo et al. (2023), the study focused on the effects of workplace diversity on performance of employees in the banking industry in Nigeria. Concerning the second category which rates Fombrun, Tichy, and Devanna's (1984) model the research discovered that the enhancement of general organizational diversity causes disposition efficiency and added competitiveness of banks. This highlights the need for HR practices that will enable a bank's workforce to maximize on its diverse talent.

Sowunmi et al. (2018) explored the effects of HRM policies, practices and techniques on the performance of Nigerian affiliated banks. This research showed that the use of planned strategic HRM as espoused by Fombrun,

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Tichy, and Devanna (1984) had a significant impact on the financial and operational performance of Nigerian banks. The authors insisted on the necessity to develop increased integration and coherence of the processes in the framework of HRM in the banking industry for the purpose of the organization's effectiveness increase.

In conclusion, the literature avails an understanding of the employed Fombrun, Tichy, and Devanna (1984) model of HRM as well as its prospects in the Nigerian banking industry. However, the literature has not yet offered a detailed and rigorous analysis of the distinct aspects of the model and its constituent factors that affect employee performance. Furthermore, inadequate research studies have been conducted in order to comprehensively examine the key factors that enable or disable the Fombrun, Tichy, and Devanna (1984) model in the Nigerian banking setting.

### **Research Gaps**

Understanding with the existing body of knowledge, the application of the Fombrun, Tichy, and Devanna (1984) model of HRM has been explored in other settings, especially the Nigerian banking industry. However, several research gaps remained:

- i. Limited empirical evidence on the specific application of the Fombrun, Tichy, and Devanna (1984) model in the Nigerian banking sector: Although some accumulation of the investigation has been devoted to analysis of the connection between HRM practices and banking performance, very limited number of researches incorporate the Fombrun, Tichy, and Devanna (1984) model.
- ii. Lack of comprehensive understanding of the key components of the model and their individual influence on employee performance: The prior research has mainly investigated the general effects of HRM practices on the organizational performance disregarding the interconnection of all the components of the Fombrun, Tichy, and Devanna (1984) model and their effects on the employee performance.
- iii. Absence of a systematic analysis of the critical factors that influence the successful implementation of the Fombrun, Tichy, and Devanna (1984) model in the Nigerian banking sector: The need for further research has therefore arisen to fill the gap of inadequate research in the Fombrun, Tichy and Devanna (1984) model in relation to the implementation facilitators/ barriers in the context of organizational / contextual variables in the Nigerian banking industry.
- iv. Limited consideration of the role of contingency factors in the application of the Fombrun, Tichy, and Devanna (1984) model: These prior studies have not reviewed severe to comprehensively analyse how the context variables including the regulatory context, enhanced technology, competitive pressure and the culture context may impacted Fombrun, Tichy and Devanna (1984) model effectiveness in the Nigeria banking sector.

To this end, this study seeks to fill the above mentioned research gaps by undertaking a systematic assessment of the Fombrun, Tichy, and Devanna (1984) model of HRM and its effects on employee performance in the Nigerian banking industry. This research will also seek to identify the key factors that may help to determine the appropriateness of the application of this model in the context of the Nigerian banking environment, and how the contingency factors in the system may affect the applicability of the model.

### **III. METHODOLOGY**

This research work adopted the desktop research method and the sources of data used were secondary. Inscripting with Bowen (2009), document analysis is described as qualitative research technique that entails examination and assessment of both electronic and paper based documents. This approach is appropriate for this study given the fact that it seeks to critically evaluate the Fombrun, Tichy, and Devanna model of HRM and its applicability to employee performance in the Nigerian banking sector. According to Creswell and Creswell (2018), desktop research design offers the capability for the researcher to gather and analyze the existing literature while building up the existing knowledge regarding the selected topic area.

Since this is a desktop research study, it is not applicable to mention a definite population and sample set. To extract information and insights about the Fombrun, Tichy, and Devanna model of HRM and its use in the Nigerian banking industry, the study will use secondary research data in the form of journal articles, books, reports, and other related documents.

This study employed a secondary data collection approach, whereby data was obtained from scholarly articles, journals, and other online databases like Emerald Insight, SAGE Journals, and Google Scholar (Bowen, 2009; Krippendorff, 2018). The researcher also consulted books and book chapters on human resource management, organizational behaviour and Nigerian banking industry as contained in Cohen et al. , (2017) Merriam & Tisdell (2016). Furthermore, relevant articles including industry reports, white papers, and news articles on the specific

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topic and websites of the professional bodies and regulatory agencies of the Nigerian banking industry were also reviewed in order to obtain relevant general information (Patton, 2015; Yin, 2018).

Following these strategies, the researcher ensured validity and reliability of the study in the following ways. For validity the researcher used multiples sources of information and converged the information from the secondary sources to avoid any inaccuracy in the findings (Bowen, 2009; Merriam & Tisdell, 2016). The researcher also described the context and the findings in detail so that the readers could determine the generalizability of the results (Patton 2015, Creswell and Poth 2018).

To ensure reliability, the researcher documented the entire process of the study and write down in detail the steps of data collection, analysis, and interpretation so that others can replicate the study (Merriam & Tisdell, 2016; Yin, 2018). Should this have been deemed necessary, the researcher would have enlisted the services of a second coder to assess the reliability of the concerned data analysis and coding process (Krippendorff, 2018; Igwenagu, 2016).

The study discussed the Fombrun, Tichy, and Devanna model of HRM whereby human resource management is a crucial component in organizational performance. The model comprises four key HR functions: Selection, appraisal, rewards and development (Fombrun et al. , 1984). Both Jilcha (2019) and Ezeani (2011) have asserted that human resource practices need to be congruent with organizational goals and objectives to facilitate the improvement of the performance of the employees and organization.

The researcher also analyzed feasibility of this model In the Nigerian context and specifically on the roles of the four HR functions in relation to employee performance in the banking industry. The study was conducted based on the theoretical framework and prior empirical research available in the literature as concepts and hypotheses (Mohajan, 2018; Baral, 2017). Kerlinger (1979) and Creswell and Clark (2017) also noted that model-based approach offers a structured framework for examining the connections between variables and developing predictive claims.

#### **IV. ANALYSIS AND DISCUSSION**

##### **An Insight into Nigerian Banking Industry**

It is important to note that the Nigerian banking industry has gone through some transformations in the last few decades that have seen it adopt various management models with the Fombrun, Tichy and Devanna HRM model being one of the key models that has had a major influence on its current state and business processes.

Challenges that entered the sector in the early 2000s included lack of capital and poor corporate governance. These issues led the Central Bank of Nigeria (CBN) to embark on reforms geared towards enhancing the sector (Sanusi, 2010). The consolidation exercise of the banking sector that took place in 2004-2005 was a prime reform in this regard and increased the minimum capital base from 2 billion naira to 25 billion naira. This has led to amalgamation and acquisition of other banks bringing the total number of banks from eighty nine to twenty five and making them bigger and better capitalized (Adegbaju & Olokoyo, 2008). After the consolidation, the Nigerian banks embarked on growth and expansion in a very quick successions. They expanded their product portfolios, adopted new technologies, and opened new branches at home and abroad. The grant of universal banking permit meant banks could extend more financial products and services to the general public (Ezeoha, 2007).

The collapse of trading partners that used to import 60 percent of its products led Nigeria into a recession forcing some of the banks to take too many risks and exhibit poor corporate governance standards during the 2008/2009 global financial crises. Consequently, the CBN embarked on another round of reforms such as enhanced regulatory measures that proscribed certain borrowing practices (Sanusi, 2012).

Over the last few years, the Nigerian banking industry has been shifting towards the use of technology and financial system. Banks have also embraced technology by launching mobile and internet banking systems to unlock the reach out markets and qualified cost reductions (Asongu & Nwachukwu, 2018). The CBN has also provided policies for financial non-exclusion including the agent banking as well as the mobile money services (Ozili 2018).

Modern management theories have therefore emerged as useful tools for Nigerian banks in this highly competitive business environment especially the Fombrun, Tichy and Devanna model of HRM. The model's focus on the human resource strategy and its integration with organization's objectives finds practical application in the sector that requires a pool of skilled and motivated human resources to deliver on the themes of innovation and customer satisfaction in the face of competition (Omoankhanlen, 2013).

##### **Use of Fombrun, Tichy, and Devanna (1984) Model in the Nigerian Banking Industry**

The analysis of the literature review reflects that the Fombrun et al. (1984) model of HRM is partially implemented in the Nigerian banking industry. A number of research has been conducted to assess some of the

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factors in the model namely; selection of employee, appraisal of the employee performance, reward programs for the performers, and training and development of the employees.

In a study by Assefa and Kassa (2023), it was ascertained that Nigerian banks have well-established recruitment and selection strategies in their talent acquisition process. This corresponds to the selection component of the Fombrun, Tichy, and Devanna (1984) framework. The researchers also observed that Nigerian banks enhance their interviews by using detailed interviews and tests, as well as checking backgrounds in order to identify the candidates that have the appropriate skills and fit the organizational culture.

Furthermore, it has been documented that employing organizations in Nigeria use performance appraisal systems for the assessment of the performance of their employees and for constructive feedback for developmental correspondingly (Akinsola et al. , 2023; Ngalo et al. , 2023). Sowunmi et al., (2018) mentioned that these performance management systems may incorporate objectives setting, appraisal, and a relationship between performance and incentives. This corresponds to the performance appraisal aspect of the Fombrun, Tichy, and Devanna (1984) model.

Nonetheless, the extent to which the reward and development component of the model has been adopted as seems to be less consistent with the situation in the credit reward of the Nigerian banking sector. Sowunmi et al. (2018) and Alasan (2020) stated that while organizations like banks have competitive compensation and benefit packages, some banks fail to motivate their workforce with rewards and incentives. Likewise, the level of spending on this capacity enhancement activity- employee training and development-clusters also differs in Nigerian banks (Nnamseh et al. , 2024; Yashaswini et al. , 2023). This implies that some organizational stakeholders are not fully implementing the Fombrun, Tichy, and Devanna (1984) model's reward and development components.

#### **Practices effects of the model in the Nigeria banking industry.**

The practices and effects of the Fombrun, Tichy, and Devanna (1984) model of HRM in the Nigerian banking industry have been a mixed bag. This study shows that many Nigerian banks have implemented some aspects of the model; especially on selection of employees, evaluation of performance, training and development (Omoankhanlen, 2013).

With regard to the degree of uptake, the study by Ekwoaba et al. (2015) revealed that bigger banking organizations in Nigeria support competency-based recruitment and selection practices, thus corresponding to the 'selection' part of the model. Similarly, Abdulkadir (2012) observed that while the 'appraisal' part of the model is reflected by performance management systems where objective metrics and feedback have been introduced to several Nigerian banks or are in the process of being developed.

The effects on working performance have been mainly positive. Kehinde (2012), further did an empirical analysis of the work done by the banks in implementing the principles of the required model and gets to a conclusion that the performance and the level of job satisfaction are better improved in banks that have a higher level of implementation of the principles of the required model. Other studies also supported this claim, Olaniyi et al., (2013) found a positive relationship between strategic HRM practices and employee productivity in Nigerian banks.

However, the effects on overall organisational performance have been even mixed to moderate. Some other studies have revealed moderate or insignificant link between SHRM practices and bank performance for example, Gberevbie (2012).

Some of the most important factors contributing to the success of the implementation of the Fombrun, Tichy, and Devanna model in the Nigeria banking sector include the following. Some of these are top management support, integration of the HRM practices with the bank's culture and beliefs, investment in people technology and HR analytics, reviewing and updating of HRM practices as necessary, staff management and keeping of staff members fit and motivated, and communication and change management strategies (Ojo, 2011; Omoankhanlen, 2013).

However, the effective implementation of the model in Nigerian banks has been subjected to the following challenges. Ojo (2011) noted challenges in nurturing HR practices that phase with the changing business strategies and technologies in the emergent sector. More so, Omoankhanlen, (2013) also discovered that some of the challenges faced by the smaller banks make it difficult for them to fully adopt the model were lack of funds to dedicate and priority to other business needs.

Therefore, generally, from an employee perspective, adopting the model has had its benefits and drawbacks. Many employees stated that their training and development opportunities were enhanced as stated by Olaniyi et al. (2013), while others opined that competitive performance management systems elevated pressure as highlighted by Abdulkadir (2012).

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Various researchers have noted the need to apply the Fombrun, Tichy and Devanna model in Nigeria's cultural perspective. Iwu and Benedict (2013) mentioned that elements of the model, such as individual performance measurement and reward, should be adapted to reflect collectivist cultural values that are dominant in Nigerian environment.

In conclusion therefore, although the adoption of the Fombrun, Tichy, and Devanna model in the Nigerian banking sector has been partial as well as variant, beneficial impact on employee performance has been observed where the model has been correctly adopted. Since each institution is different and faces varying challenges and contexts, it is essential to follow a comprehensive approach that enables top management support, integrate technologies, and address organizational objectives, as well as employees' quality of life (Kehinde, 2012; Iwu & Benedict, 2013).

## **V. CONCLUSION AND RECOMMENDATIONS**

This study examined the applicability of the Fombrun, Tichy, and Devanna (1984) model of HRM within the Nigerian banking sector, focusing on its impact on employee performance. The model, with its four key elements, selection, performance appraisal, rewards, and development, offers a strategic approach to aligning HRM practices with organizational goals. The analysis showed that while Nigerian banks have partially implemented the model, the degree of adoption and its impact on employee and organizational performance vary. Larger banks tend to perform better due to more structured HRM processes, while smaller banks face challenges in fully adopting the model due to resource constraints. Furthermore, while the model has positively impacted employee performance where properly implemented, inconsistencies in reward systems and employee development have hindered its full potential in the sector. The recommendations of this study are:

- i. Nigerian banks should prioritize the integration of robust reward systems and continuous employee development programs. These aspects are crucial for maintaining employee motivation and engagement, which directly contribute to improved performance.
- ii. Banks should invest in HR analytics tools and technology to streamline the selection and performance appraisal processes. This will enable them to identify, recruit, and retain top talent while providing real-time feedback on employee performance, leading to more informed HR decisions.
- iii. Given Nigeria's cultural and economic environment, the Fombrun, Tichy, and Devanna model should be adapted to align with local organizational values, cultural diversity, and regulatory frameworks. This will ensure that HR practices are not only effective but also culturally relevant and compliant with industry standards.
- iv. Top management should provide strong leadership support for HRM initiatives, ensuring alignment between HR strategies and organizational goals. Additionally, banks should foster a culture where employees are actively involved in HR processes, creating a sense of ownership and commitment to organizational success.

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