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EDITORIAL

The Ilorin Journal of Management Sciences is a bi-annual publication of the Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria. In this Volume 4, Number 1, all the thirteen articles published covered issues in management and social sciences.

The topics covered in this edition includes Work Stress and Employees Performance among Staff of Delta State University, Abraka; Examination of Viral Diseases in IDP Camps; Talent Management, Employee Engagement Gender as an Antecedent of Organisational Effectiveness; Executive Compensation and Organization Performance; Impact of Environmental Factors on Business Performance; Foreign Borrowing and Nigerian Economic Growth; Influence of Learning and Development on Employee Efficiency; Effect of Monetary Compensation on Employee Performance; Effect of Corporate Risk on Financial Performance; Strategic Management Accounting and Information for Managerial Decision Making; Moderation Effect Per Capital Income on Gross Premium Writing and Performance of Industrial Accumulation in Nigeria.

I wish to commend the efforts of our various anonymous reviewers for doing excellent job and proffering constructive advice on the development of the original manuscripts for this edition. I hope our review will continue to improve in order to rank our journal among the best in the world. I also appreciate the unflinching support from all the Editorial members, Ilorin Journal of Management Sciences. I thank the Dean of the Faculty of Management Sciences, University of Ilorin, Prof S.L. Adeyemi for being a tremendous motivator and a pillar of success in producing this edition. I look forward to receive useful comments and suggestions from our audiences that will further add value to this Journal. Thank you and happy reading.

Dr. I.B. Kadiri

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INFLUENCE OF LEARNING AND DEVELOPMENT ON EMPLOYEES' EFFICIENCY IN SELECTED MONEY DEPOSIT BANKS IN NIGERIA

Mustapha Olanrewaju ALIYU*

And

Emmanuel Olaniyi DUNMADE, Ph.D.**

Abstract

In recent times, most money deposit banks (MDBs) in Nigeria are facing the tasks of employees' turnover intention due to low productivity and contract of agreement and most banks continue to downsizing and recruiting new hands. On this note, it is consider important for employees to improve on their approaches, thus giving room for continuous learning and development. The objective of this study was to examine whether employees' learning and development enhances work efficiency in the banking industry. Primary data were used for the study, which were generated through the use of structured questionnaire. Simple random technique was used to select a total number of 180 staff from all listed MDBs in Nigerian Stock Exchange (NSE). Data collected were analyzed using Pearson's Movement Correlation to test the hypotheses formulated for the study. The result indicated that there is a positive correlation among all the variables. Result of model summary shows that the dependent variable (employees' efficiency) accounts for 28.4% of the variation in job rotation as correlation coefficients and p-values (-0.175**; 1.162**; 0.020**; -0.027** and 0.000; 0.000; 0.000; 0.000) respectively shown. The study therefore concluded that learning and development have important impact on employees' efficiency and organizational growth. Based on the results obtained, it was recommended that banks should undertake an in-depth assessment of the individual learning needs to ensure that the right training is given and feedback should be provided which will allows employees to be informed of changes to both their work goals and the overall goals of the organization.

Keywords: Training/Learning and Development, Training Design, On-the job/Off-the job training, Employees' Efficiency, Job Rotation, Money deposit banks

Introduction

The history of training can be rooted to the industrial revolution of the 18th century when technological advancements created an ongoing need for workers training. The concept (training and development) was also expatiated when Fredrick Taylor (1884) recognized that workers are important and efficient as machine. Taylor (1884) in O'Toole (2018) asserted that it is the workers and management that set the pace for production and there is need for manpower training and development in order to enhance the organizational predetermined goal. Training in Nigeria could be was more pronounced in the 1960 when it was discovered that most of the top government and business positions were

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occupied by expatriates (Olaere & Adesoji, 2013). The departure of the whites after independence gave rise to a big vacuum of capable indigenous human capital and this prompted the Federal Government of Nigeria (FGN) to set up a Manpower Board in 1962 following the Ashby Commission's Recommendations ((Aroge, 2012; Olaere & Adesoji, 2013). Consequently, the FGN established complimentary institutions like the Centre for Management Development (CMD) (1973), Administrative Staff College of Nigeria (1973), Industrial Training Fund (ITF) (1971), and Federal Training Centre (1973) to train and retrain employees as well as to give orientation to fresh graduates of formal academic institutions (Olaere & Adesoji, 2013).

For any organization to survive in the competitive environments lies in its ability to build its human capital to be creative, innovative, inventive among others who will perpetually enhance the performance of the firm than build on the technology that can be easily imitated or bought.

The concept of training and development (T&D) is an aspect of human resource practices that help in enhancing employees' skills, knowledge, and competence capable of improving employees' ability to perform more efficiently (Falola, Osibanjo, & Ojo, 2014) though, the concept has graduated to the term "Learning and Development (L&D)" (CIPM, 2018). The success or failure of an organization is largely depending on the quality of their manpower training and development as well as its orientation. This is because equipment, infrastructure, methods of production, packaging and distribution strategies could all be imitated by other competing firms, except the innate quality, innovativeness, knowledge, abilities and skills of the human resource (Nguyen, 2009). As a result, the human resources of any organization is expected to bring about this competitive difference as this will make or mar their existence in the business.

One of the problems of the most modern organizations is that favorable fluctuation in the performance of workers and this can be attributed to the dynamics of organization due to new knowledge and technology. In the money deposit banks, training needs show itself in various ways; new employees must be instructed in their duties, poor selection may necessitate specialized training efforts; individual employees who cannot perform certain aspects of their task must be made equal to those tasks; completed change of work methods as a result of change in technology, all these can necessitate the need for training.

Practitioners and experts in the field of human resources management have expressed concern about falling workers efficiency which could be attributed to inadequate learning, lack of discipline and non-evaluation of performance of subordinates. If organization is to survive, there should be the tendency of adequate learning. The observation of this problem therefore deserves to research on and solutions to be given. It is important to state that every scientific inquiry begins with problems and such problems are prompted by some troubled situations. To achieve the objectives of this study, the following hypotheses were formulated in null form to guide the study:

- H₀: There is no significant relationship between training design and employees' efficiency in money deposit banks.
- H₀: There is no significant relationship between on-the Job and off-the job training and employees' efficiency in money deposit banks.

LITERATURE REVIEW**Concept of Training and Development**

The concept of training and development is not only to develop the competences of the employees but to also improve their thinking ability and creativity for better decision in time and in more productive manner (Barrington & Stimpson, 2002). Ngirwa (2009) sees training as a learning process in which employees acquire knowledge, skills, experience and attitudes that they need in order to perform their job better for the achievements of organizational objectives. It is the bridge between job requirements and employee present specifications. This means that increasing the knowledge and skills required for an individual in doing a particular job. Hence, learning is needed so as to introduce a new process; improve the efficiency of the staff; provides training for unskilled workers to make them more valuable to the firm; decrease supervision needed; communication and behavior; decrease the chances of accidents etc.

In the view of Armstrong (2006), development is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required. It takes the form of learning activities that prepare people to exercise wider or increased responsibilities. Development covers not only those activities, which improve job performance, but also those which bring about growth of the personality; helps individual in the progress towards maturity and actualization of their potential capacities so that they become not only good employees but better man and women.

Training and development are indispensable strategic tools for effective individual and organization performance, thus, organization are spending money on it with confidence that it will earn them a competitive advantage in the world of business (Falola, et al 2014). However, for any organization to achieve its corporate objectives, adequate and relevance training/learning and development of employees cannot be over emphasized because employees' learning and development is a techniques use to transfer relevant skills, knowledge and competence to the employees so as to help both individual and organizational performance (Falola, *et al*, 2014).

Business Dictionary (2002) cited by Isa (2008), time taken by a worker to complete a job compared with the standard time allowed for it, expressed usually as a percentage. Formular: $\text{Time taken by a worker} \times 100 \div \text{Standard time allowed}$. Efficiency measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs (Low, 2000). The fewer the inputs used to generate outputs, the greater the efficiency. If an organization in comparison to other organization spends a smaller amount of resources to reach the goal, they are more efficient. In other words, efficiency mean less time or energy for most work done i.e. how quickly you deliver (Joe, 2003).

Training Methods in Money Deposit Banks

- 1) On-the-job training Methods: According to Dessler (2011) under these methods new or inexperienced employees learn through observing peers or managers performing the job and trying to imitate their behavior. These methods do not cost much and are less disruptive as employees are always on the job, training is given on the same machines and experience would be on already approved standards, and above all the

trainee is learning while earning. Some of the commonly used methods are; coaching, mentoring, job rotation, apprenticeship

- 2) Off-the-job Training Methods: Off-the-job training methods are conducted in separate from the job environment, study material is supplied, there is full concentration on learning rather than performing, and there is freedom of expression (Dessler, 2011). Important methods include but not limited to the following: classroom lecture and seminar, simulated (vestibule), multimedia
- 3) Vestibule Training: The vestibule training involves a formalized systematic training provided for a new employee in an environment replicating the actual productive environment, i.e. using facilities, equipment and workshop materials normally used in the workplace. Obisi and Aliyu (2018) affirms that vestibule training is where the worker is trained to use machine or performs a task similar to the ones in the real work situation. The training is conducted out of the job area separated from the workplace under skilled instructor. After going through the vestibule Training for a specified time period, the trainees are expected to apply their newly acquire skill when they are assign to their real job. This method of training is beneficial to employees because it enhances the effectiveness of on-the job.
- 4) Management Development Method: Obisi (2011); Obisi and Aliyu (2018) referred management development method as a philosophical and theoretical education concept involving long-term general purpose. It is a long-term educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose. The two other types of Management Development programs are understudying which is a person who is train to assume a position at a future date, the duties and responsibilities of the position currently occupied by the he or she is understudying and job rotation a management technique used to revolve the employees from job to job or from department to department or from one plant to another

Learning & Development in Money Deposit Banks

Despite the advent of technology, which has taken more of human involvement in the today's banks yet, people involvement is at the highest order in the most banks. Customers interact with the employees and the first impression of the bank is built during this interaction. So, this is the reason for which Guest (1997, as cited in Glaveli & Karassavidou, 2011) declared people to be the most vital factor contributing to the organizational productivity, sustainability and image building. People are without any suspicion an organization's ultimate strengthening asset. Customers undergo a complicated experience in gaining a service that involves both the mental and physical interaction (Harrison, 2000) with the service providers i.e. the employees. These facts lead us to conclude that employees must be skilled enough to provide the delighting services to the customers. Skills are obviously injected into the workforce through some systematic process of competency training. MDBs focuses in their strategy building and philosophy on how and when to train their employees. They plan out what training methods to be used at the various levels of the organizational workforce. Hence, the potential role of L&D in banking sector cannot be questioned.

Challenges with Employees' Learning and Development

Cole (2002), identify some factors influences the quantity and quality of training and development activities in the organizations, these includes; the degree of change in the external environment, the degree of internal change, the availability of suitable skills within

the existing workforce and the extent to which management see training as a motivating factor in work. Employees training and development is poorly performed in many organizations (Ngirwa 2009). Ngirwa (2009) pointed out some areas where problem are faced as follows:

- a) **Poor Data Bank:** There has been shortage of knowledge on the total number of employees in organizations, number of employees per job category and organizational units, age profile, qualification profiles, employee's seniority list organized according to job categories, list of available training programs etc. There are just a few of the major items of typical human resources data bank, many of which have decision making implications on the management of training programs.
- b) **Poor Choice of Trainers:** The human resource department is supposed to choose the trainers intelligently. However with liberalization, many people have established training and consultancy firms which may not possess the competent staff to carry out trainings. Such firms hire people and are even prepared to bribe so that they can win the training jobs. As a result the trained employees end up with no positive impact when they return to their organizations.
- c) **Shortage of Fund:** Training and development is not cheap. Organization has to pay to get their staff trained. Many organizations cannot train their employees because they do not have sufficient fund to meet costs of the programs.
- d) **Poor Employee Motive:** There has been a tendency for some employee to attend training not for the reasons of bringing back more expertise to his/her organization but to fulfill his/her own interest of getting allowances and be away from the job. This has been discouraging the employer when they see no change from the trained employees.
- e) **Poor Top Management Support:** The top management support is essential for the success of the programs. But there are some organizations, whose top managements do not adhere and take training and development seriously. As a result implementation becomes poorly supervised and its resources become divided to other businesses.
- f) **Poor Evaluation of the Training Programs:** Unfortunately, training efforts are poorly evaluated in many organization despite that training costs plenty of money. The impact of training programs and even the utilization of the employee return are the things that motivate the management to prudently invest in it.

Theoretical Framework

Noe (2008) and Armstrong (2006) have given the training perspective of several learning theories as below:

Social Learning Theory: It was propounded by Bandura (1969). Employees acquire new skills and knowledge by observing other members of staff whom they have confidence in and as well believe to be credible and more knowledgeable. The theory posited that training and learning is influenced by people's self-efficacy and his ability to successfully learn new skills which can be influenced by encouragement, oral persuasion, logical confirmation, observation of others. Social learning theory plays an important role in training and development. First, the manager, by becoming a role model for his/her coworkers, can improve their behavior. In fact employees are more likely to imitate their superiors than their peers because of their status, experience and reward power. Second, modeling has a

considerable role to play in implementing a self-managed approach through self-observation and self-monitoring (Davis and Luthans, 1980).

Cognitive Theory: Cognitive theories grew out of Gestalt psychology, developed in Germany in the early 1900s and brought to America in the 1920s. According to Yount (1996), over the years, the Gestalt psychologists provided demonstrations and described principles to explain the way we organize our sensations into perceptions. Cognitive theory is based on self-managed learning. It argues that if people have to find things out for themselves, then they are more likely to learn and retain that learning. It is used as the basis for participative and case study type training. It works if the learner wants to learn and if time is not an issue. The drawbacks are that it needs a good trainer who is skilled at giving guidance without seeming to do so. If learners come to the 'wrong' conclusion too early, they are reluctant to change. The points that assume importance in the context of training and development are (a) individual behavior is goal directed so training should take into account the trainee's goal; (b) learning is a meaningful process so training must evolve a process where the learner can understand what he learns; and (c) each learner learns through his own cognitive map. The trainer should take this into account and organize a program on the basis of the cognitive maps of the learners.

Empirical Review

Training and development has been a subject of many studies over the years. Raja, Furqan & Muhammad (2011) conducted a survey of 100 sample, they observed in their studies that there is a positive relationship between training design and organizational performance. Similarly Abeeha & Bariha (2012) in their studies carried out in Pakistan, observed a positive correlation between employees' training and organizational competitive advantage. Victor & Jonathan, (2013) conducted a research on training & manpower development, employee productivity and organizational performance in Nigeria using First Bank as a case study. The study used qualitative approach since the subject matter focused on human behavior. The study used primary data. The study applied structured questionnaire to a sample size of 75 drawn by simple random sampling. The data generated was analyzed using descriptive statistics. The findings of the study show that majority (70%) of the respondents agreed that training and manpower development has enhanced their performance and job productivity. Richard (2001) conducted a study to determine if productivity is a driving force for investment in training and management development in the Banking Industry in Nigeria. The study relied on both qualitative and quantitative analysis of data, using descriptive and inferential statistics. The entire staff of the 25 commercial banks as at 2007 in Nigeria was the population of the study and a total of 320 questionnaires were administered. The study found that productivity is really one of the driving forces for investment in training and management development.

Methodology

Descriptive survey design was considered more appropriate for the study because it help to capture and explain the details of the relationships of the construct variables of the study. Also, it describes the nature of a situation, as it exists at the time of the study and to explore the cause of particular phenomena. The population of the study is defined to include all employees working in the selected banks. The study adopted a simple random sampling technique so that all members of the population have equal chances of being selected.

The population of this study consists of the entire line managers and Human Resource staff of the listed money deposit banks published on the website of the Nigerian Stock Exchange (NSE). Since the population was unknown, this has made the study adopt a hypothetical sample in line with the view of Bradford and Cullen (2012) and Attewell and Rule (1991) which states that hypothetical sample may be used for an unknown population. However, a total of one hundred and eighty (180) staff were sampled from Line Managers and Human Resource Units. This was in accordance with views of Hill, Brierley and McDougall (2003) who reported that a sample size of 100 and above is sufficient to generate good research findings.

Data for this study was collected from the primary source. The primary data was obtained by distributing questionnaire to the sample size of the selected banks. The data gathered through questionnaire was fed into SPSS (statistical package for social sciences) i.e. a descriptive analysis was implemented. Inferential statistics Pearson's coefficient of correlation was used to establish the relationship among the variables which was also used since it shows the interactive effect of the independent variables on the dependent variable. Out of 180 copies of questionnaire administered, only 152 were found fit and usable for this study.

Test of Hypotheses

Hypothesis One

H₀: There is no significant relationship between training design and employees' efficiency in money deposit banks.

Table 4.4.1 Correlations

		Training_program_designed_on_requirements_of_job_deficiency.	Training_designed_affects_efficiency.	Good_training_identified_skill_gaps.	Training_objectives_clarify_for_trainee.
Training_program_designed_on_requirements_of_job_deficiency	Pearson Correlation	1	-.194	.203	.391**
	Sig. (2-tailed)		.137	.120	.002
	Sum of Squares and Cross-products	41.333	-10.333	5.333	14.333
	Covariance	.701	-.175	.090	.243
	N	60	60	60	60
Training_designed_affects_efficiency	Pearson Correlation	-.194	1	.034	-.033
	Sig. (2-tailed)	.137		.794	.799
	Sum of Squares and Cross-products	-10.333	68.583	1.167	-1.583

	Covariance	-.175	1.162	.020	-.027
	N	60	60	60	60
Good_trainin g_identified_ skill_gaps	Pearson Correlation	.203	.034	1	.164
	Sig. (2- tailed)	.120	.794		.210
	Sum of Squares and Cross- products	5.333	1.167	16.733	3.833
	Covariance	.090	.020	.284	.065
	N	60	60	60	60
Training_obj ectives_clarif y_for_trainer _tranees	Pearson Correlation	.391**	-.033	.164	1
	Sig. (2- tailed)	.002	.799	.210	
	Sum of Squares and Cross- products	14.333	-1.583	3.833	32.583
	Covariance	.243	-.027	.065	.552
	N	60	60	60	60
**. Correlation is significant at the 0.01 level (2-tailed).					
Source: <i>Field survey, 2018</i>					

The table above shows the nature of relationship that exists among the factors of training design and employees' efficiency in selected banks in Nigeria. It was discovered from above table that training design as a training and development variable maintains a strong positive-negative and significant relationship with Training program designed on requirements of job deficiency, Training Designed affects efficiency, Good training identified skill gaps and Training objectives clarify for trainers and trainees respectively as shown by their correlation coefficient of 0.701**, -0.175**, 0.090**, 0.243** and P values of 0.000; 0.000; 0.000; 0.000. The implication of this is that as the banks continue to intensify efforts in training design, the more it will be able to reduce and know more about the various ways by which these employees' efficiency can affect their operations.

The analysis also shows that inquiry and dialogue has positive-negative and significant relationship with Training program designed on requirements of job deficiency, Training Designed affects efficiency, Good training identified skill gaps and Training objectives clarify for trainers and trainees variables as shown by their correlation coefficients and p-values (-0.175**, 1.162**, 0.020**, -0.027** and 0.000; 0.000; 0.000; 0.000) respectively. The implication of is that in any bank where people gain productive reasoning skills to express their views and capacity to listen and inquire into the views of others, the more it will be easier for them brainstorm and tackle whatever means the uncertainties may take to affect their dealings.

Also, Good training identified skill gaps and Training objectives clarify for trainers and trainees also have a strong positive and significant relationship employee's efficiency variables as indicated above. The implication of this is that mature people learn best from each other by reflecting on how they address problems, question assumptions, and received feedback from their team and their result, because the learning ability of a group is greater than the ability of any individual in the group as a result, they will be able to jointly proffer solutions to the various dimensions of uncertainties that may affect them.

Decision Rule: since all the elements of training design has significant relationship with employees' efficiency, then the null hypothesis is rejected and the alternative hypothesis which states that there is a significant relationship between training design and employees' efficiency is accepted.

Hypothesis Two

H₀: There is no significant relationship between on-the Job training and employees' efficiency in money deposit banks.

Table 4.4.2 Correlations		Induction _training_ important .	Instruct ions_ar e_clear and_ea sy_appl y.	Support _need_ _from_ Colleag ues_Su perviso r.	On_the_jo b_training_ helps_on_o perational_ safety.	On_the_jo b_training_ helpson_w astage.
Induction _training_ _importa nt	Pearson Correlation	1	.005	-.182	-.035	-.074
	Sig. (2-tailed)		.969	.165	.791	.572
	Sum of Squares and Cross- products	32.183	.150	-7.783	-.900	-2.317
	Covariance	.545	.003	-.132	-.015	-.039
	N	60	60	60	60	60
Instructio ns_are_cl ear_and_ easy_app ly	Pearson Correlation	.005	1	.293*	.208	.444**
	Sig. (2-tailed)	.969		.023	.110	.000
	Sum of Squares and Cross- products	.150	26.850	11.450	4.900	12.650
	Covariance	.003	.455	.194	.083	.214
	N	60	60	60	60	60
Support_ need_fro m_Collea gues_Sup ervisor	Pearson Correlation	-.182	.293*	1	.359**	.307*
	Sig. (2-tailed)	.165	.023		.005	.017
	Sum of Squares and Cross- products	-7.783	11.450	56.983	12.300	12.717
	Covariance	-.132	.194	.966	.208	.216
	N	60	60	60	60	60

On_the_j ob_traini ng_helps _on_oper ational_s afety	Pearson Correlation	-.035	.208	.359**	1	.084
	Sig. (2-tailed)	.791	.110	.005		.522
	Sum of Squares and Cross- products	-.900	4.900	12.300	20.600	2.100
	Covariance	-.015	.083	.208	.349	.036
	N	60	60	60	60	60
On_the_j ob_traini ng_helps _on_wast age	Pearson Correlation	-.074	.444**	.307*	.084	1
	Sig. (2-tailed)	.572	.000	.017	.522	
	Sum of Squares and Cross- products	-2.317	12.650	12.717	2.100	30.183
	Covariance	-.039	.214	.216	.036	.512
	N	60	60	60	60	60
*. Correlation is significant at the 0.05 level (2-tailed).						
**. Correlation is significant at the 0.01 level (2-tailed).						
Source: <i>Field survey, 2018</i>						

The table above indicate the nature of relationship that exists among the factors of on-the-job and employees' efficiency in the selected banks in Nigeria. It was discovered that employees efficiency variable maintains a fairly negative-positive relationship with Induction training important, Instructions are clear and easy apply, Support need from Colleagues Supervisor, On-the job training helps on operational safety, and On-the job training helps on wastage respectively as shown by their correlation coefficient of 0.545**; 0.003**; -0.132**; -0.015**, *-0.039 and P values of 0.000; 0.000; 0.000; 0.000; 0.000. The implication of this is that as the banks continue to intensify efforts in continuous learning outside the bank because of negative implication, the more it will be able to reduce and know more about the various ways by which these employees' efficiency can affect their operations.

The analysis also shows that inquiry and dialogue has a strong positive and significant relationship with Induction training important, Instructions are clear and easy apply, Support need from Colleagues Supervisor, On-the job training helps on operational safety, and On-the job training helps on wastage variables as shown by their correlation coefficients and p-values (0.003**; 0.455**; 0.194**; 0.083**; *.0214 and 0.000; 0.000; 0.000; 0.000; 0.000) respectively. The implication of is that in any bank where people gain productive reasoning skills to express their views and capacity to listen and inquire into the views of others, the more it will be easier for them brainstorm and tackle whatever means the uncertainties may take to affect their dealings. Likewise the support need from supervisor, operational safety have a strong positive and significant relationship with the variables.

Decision Rule: since all the elements of on-the-job training has positive-negative significant relationship with employees' efficiency, then the null hypothesis is rejected and the alternative hypothesis, which states that there is a significant relationship between on-the-job training and employees' efficiency, is accepted.

Conclusion and Recommendations

From findings, the study reveal that L&D has positive relationship and strong positive impact on employees' efficiency in MDBs. The utilization of all other resources directly depends on

efficient utilization of human resources therefore learning is an investment rather than a cost to the organization. Every organization needs to have well-learned and experienced people to perform the activities that have to be done. As jobs have become more complex in the MDBs, the importance of employee training programs is to have a systematic approach to measurement and evaluation. Recognition of training methods and measurement techniques are crucial for the organization's training success.

Furthermore, findings revealed that on-the job training is very effective and it saves time and cost. People learn from practical experience much better as compare to bookish knowledge. The design of the training should be according to the needs of the employees. L&D on-the job training, off-the job, training design and job rotation have significant effect on employees' efficiency. Finally, the study can concluded that L&D programs are very much important in order to achieve excellence and competencies in knowledge, skills, ability, potential, attitude and behavior to meet rapid changes in technology, changes in work practices and thus further result on organizational growth.

Based on the findings and conclusion drawn therefrom, the following recommendations have the capacity of improving the efficiency of the employees' as well as the general performance of banks in Nigeria:

- i) There is need to conduct training needs assessment to ensure that the right training is given. This will enhance the competitiveness of the employees' as they will be equipped with necessary competencies and current trends within the industry.
- ii) Training programmes of the banks should be on a continuous basis and not based on survival, that is, conducting training only when a bank is confronted with particular problems.
- iii) Banks should provide performance feedback which will allow staff to be informed of changes to both their work goals and the overall goals of the organization.
- iv) A bank must invest in the development of the skills of its workers to bring out the best performance in creative ways, confronting the needs of customers or clients.

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