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Ilorin Journal of Human Resource Management (IJHRM) is an interdisciplinary journal that publishes high quality theoretical, empirical and review papers, covering the broad spectrum of Social and Management Sciences' research. Ilorin Journal of Human Resource Management is dedicated to increase the depth of knowledge about Industrial Relations and Human Resource Management and other range of disciplines from scholars across the world.

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EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEES' PERFORMANCE IN THE NIGERIAN MONEY DEPOSIT BANKS

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Abstract
The survival of any organization in today's business world lies heavily on its ability to train and develop its workforce. These are for the purposes of making them to be creative, innovative and inventive which will invariably enhance the organization's performance and productivity. Therefore, the study attempts to examine the frequency of employees' training and development and also assess the effect of training and development schemes on the employees' performance in the Nigerian money deposit banks. The study's population comprised the employees of all the registered money deposit banks in the country. Samples of 75 employees were selected from each of the four selected banks which were: Zenith Bank of Nigeria, Guarantee Trust Bank, First Bank of Nigeria and Diamond Bank of Nigeria. These banks were purposively chosen out of the all the MDBs in Nigeria, considering their performance rating in 2018. Data collected were analyzed using descriptive and inferential statistics. The findings of the study show that coaching, job rotation, lectures, job instruction and vestibule training are the basic methods of employees' training and development in the Nigerian MDBs. It is established further from the findings of the study that employees' *training and development is the trademark of success in Nigerian MDBs. The study therefore concludes that training and development have significant effect on employees' performance in MDBs in Nigeria. Consequently, the study recommends that the management of the selected banks should, as a matter of task, improve on their employees' training and development for effectiveness and efficiency. Training and development programmes in the selected banks should always be designed in line with the needs of the banks for maximum performance of the staff.*

Keywords: Banking Sector, Employee, Development, Performance, and Training.

Introduction

The success of an organization depends largely on some factors. These factors include: capital, equipment, manpower, etc, out of which human factor is the most essential. Human factor is the lifeblood of every organization since it does not only determine the needed quantities of other organization's resources, but also ensures creative relationship among them for the organization to achieve its predetermined objectives as and when due. The survival of any organization in today's business world lies heavily on its ability to train and develop its workforce after absorption. These are for the purpose of making them to be creative, innovative and inventive which will invariably enhance their performance and organization's productivity.

Armstrong (2009) postulated that training helps in gaining those competencies that enable the employees to perform better in their present jobs while development is meant to acquire new knowledge and skills that help to progress into some future job requirements. This shows that both concepts aimed at ensuring the right person for the right job at the right time for survival and growth of the organization. Therefore, training and development are prerequisites for job performance in the sense that they are undertaken to fill some knowledge gaps within organizations (Gunu, Oni, Tsado & Ajayi, 2013).

Improved performance is one of the key objectives of any success driven organization. Nevertheless, this is unachievable without the efficient training and development of the

employees. Therefore, training and development of employees must come into effect as management reform to address and redress concerns organizations' performance (Neelam, Israr, Shahid & Muhammed, 2014).

Furthermore, organizational performance could be viewed from different perspectives. Some conceive organizational performance within the perspective of human capital development. In this case, enhancement and development of a critical mass of human resource skills is a determiner of a firm performance, while others perceive it from financial performance measures context, which has to do with the percentage of sales accruing from new products, profitability, capital employed and return on assets (ROA) (Marimuthu, Arokiasamy & Ismail, 2009). Also, return on investment (ROI), earnings per share (EPS) and net income after tax (NIAT) could likewise be construed as measures of financial performance (Marimuthu, Arokiasamy & Ismail, 2009).

However, investigations revealed that though most Nigerian banks consider it appropriate to institute a well-defined and sustained training and development in order to upgrade their performance, yet most are still underperforming. This could as a result of the tactics (strategies) of training and development be employed or due to lack of inclusive commitment on the part of management. In this connection, this study seeks to examine the effect of employees' training and development on the performance of MDBs in Nigeria.

Research Objectives

The main objective of this study was to examine the frequency of employees' training and development in the Nigerian money deposit banks. The specific objective was to assess the effect of training and development on the employees' performance in the Nigerian money deposit banks.

Research Hypothesis

The main hypothesis for this study is stated below:

H_0: Training and development do not have significant effect on the employees' performance of selected MDBs in Nigeria.

Literature Review

Training and Development

Training and development have been defined in several ways by different authors. For examples, Rothwell and Sredl (2000) described training as a short-term intercession structured to ensure a positive change in a person by providing him with the required and adequate knowledge, skills, and attitudes that would boost his ability to meet or surpass demands and also obtain desired outcomes. In the same manner, Blancher and Thacker (1999) referred training to logical practice aiming at improving employees' knowledge, skills for existing or future assigned task. The rationale behind training is often targeted towards effecting changes in the employee's skills, together with other changes relating to attitudes and knowledge. Nadler (1991) identified training and development as the components of the human resource development (HRD) model and explained it as an assortment of such activities that enable organizations to add to the worth of their workforce by bringing behavioural reforms through training, development, and education within a specified time period. Armstrong (2009) differentiated training from development by putting his concept into words that development is meant to acquire new knowledge and skills that help to progress into some future job requirements while training helps in gaining those

competencies that enable the employees to better perform in their present jobs. Thus, training and development help in building and strengthening the work-related attributes of the human resource (workers or employees) in any organization.

Methods of Training and Development

Olaniyan and Ojo (2008) identified some training and development methods which include:

i. **On the job training / coaching:** This has to do with official training in the course of job performance. An individual gains experience owing to positive change of job behaviours in the course of training or skills acquisition.

ii. **Induction / Orientation:** This is meant for newly absorbed employees so as to get used to the organization and its various activities and requirements, such as norms, ethics, values, rules and regulations of the firm.

iii. **Apprenticeship:** This is a scheme designed with a view to making an unskilled individual to be trained by a skilled personnel for effectiveness and efficiency at work.

iv. **Demonstration:** This technique is training by illustration, that is, a situation where the unskilled employee meticulously sees how tasks are performed by the skilled employee so as to have a knowledge of how the job is carried out or done.

v. **Vestibule:** This is the kind of training that is in the form of industrial attachment for skills and technology transmission. Vestibule is done through positioning of a person in a different work area of the firm.

vi. **Formal Training:** This involves both theoretical and practical training that could be carried out inside or outside a business organization.

Methods of Employee's Development

As said by Olaniyan and Ojo (2008), the following are some of the methods of employees' development in the workplace:

i. Under-study:- Under-study is often times appropriate for succession planning as it facilitates easy work transition from one employee to the other organization.
ii. Job-rotation: - This is essential particularly during the movement of workers from a work schedule to the other in the organization so as to pave way for proficiency in all aspects of the work.
iii. Self-development or Self-assessment:- This refers a personal aspiration to be better in work performance through an effort to undertake study outside of the firm's responsibility and involvement.

Approaches to Training

Olaniyan and Ojo (2008) enumerated some approaches to employees' training in the organizations, although the approaches adopted for this purpose vary from organizations to organizations. These include:

they work for. The theory attempts to know whether employees' time, effort, and commitment to the firms' job are in tandem with the amount given to him in general pays back, in terms of a worthy salary and other entitlements. This action or treatment is capable of having effect on employees' motivation to transfer training and performance favourably or adversely.

Empirical Review

Gunu (2013) researched on training and development as a tool for organizational performance. He selected 5 Money Deposit Banks as a case study. The study employed primary data and used questionnaire method to gather data from a sample of 395 respondents. The findings of the study established that there was significant relationship between training and development and organizational performance in the chosen banks. The study therefore, recommended that banks should introduce reward system for outstanding performance so as to motivate employees into showing high sense of commitment to the organization's arranged training programmmes.

Also, Falola (2014) conducted a research on effectiveness of training and development on employees' performance and organization competitiveness in the Nigerian banking industry. The results show that strong relationships exist between training and development, employees' performance and competitive advantage. A summary of the findings indicates that there is strong relationship between the tested dependent variable and independent constructs. However, bank management should not relent in their quest to train their staff for development of new ideas that will keep improving and retaining employee's performance.

Methodology

The study was carried out in Lagos State, southwest geopolitical zone of Nigeria. This was due to the fact that Lagos State has some of these banks, including their headquarters (Adeyemi, Ola, & Oyewole, 2014). The survey method was adopted through the use of questionnaire to elicit information from the respondents. The population of the study comprised staff of four purposively selected banks (Zenith Bank of Nigeria, Guarantee Trust Bank, First Bank of Nigeria and Diamond Bank of Nigeria) out of all those in operations in the country. Simple random sampling technique was used on the total number of 261 copies of questionnaire that were properly filled and successfully retrieved for the analysis out of 300 copies that were administered. Cronbach's alpha was used to test the reliability of the collected data and content validity was addressed through the review of extant literatures and expert opinions.

To provide answers to the stated objectives, information gathered on all relevant variables were analyzed using descriptive and inferential statistics with the application of SPSS statistical packages. In determining the relationship between employees training and development tactics and the performance of the banking institutions in Nigeria, a multiple regression equation was developed. Therefore, the implicit equation formed for the study is expressed as:

BP = f (TDT).....

JRT, RP, CM) + ϵ .....eqn.1 BP = f (FE,

$BP = \alpha_0 + \beta_1 FE + \beta_2 JRT + \beta_3 RP + \beta_4 CM + \epsilon$.....eqn.2

Where:

BP = Bank performance (productivity)

α = Constant

β = Beta Coefficient

FE = Formal Education

JRT = Job Rotation and Transfer

RP = Role Plays

CM = Coaching and Mentorship
ε = Error Term

Results and Discussions of Findings

Test of Hypothesis

Ho: Training and development does not have significant effect on Employee Performance

Table 1

Model Summary [b]

Model	R	R Square	Adjusted R Square		
1	0.528[a]	0.279	0.209		

** Significant at 5%

Source: Authors' Computation, 2019

The table (Model summary- regression) shows (R=0.528, R^2=0.279, Adj. R^2=0.209) that about 53% relationship exists among the training and development methods and the performance of banks in the study area. It means that the ratio of the satisfaction of respondent was positively related with the methods of training and development of banks. Also, it reveals that 28% of variation in banking institution performance was accounted for by change in the training and development tactics deployed by the bank.

Table 2 **ANOVA [a]**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.674	4	0.918	3.220	0.032**
	Residual	42.209	148	0.285		
	Total	45.882	152			

**** significant at 5%**

Source: Authors' Computation, 2019

Table 3

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.136	0.201		5.654	0.000
	Formal Education	0.122	0.093	-0.105	1.318	0.097**
	Job Rotation and Transfer	0.046	0.087	0.104	0.536	0.011**
	Role Plays	0.111	0.089	-0.096	1.252	0.000**
	Coaching and Mentorship	0.38	0.086	0.136	0.446	0.044**

** significant at 5%

Source: Authors' Computation, 2019

Table 3 (coefficient) shows the relationship between the individual method of training and development and the performance of the banks. The table shows that the level of satisfaction of

respondents tends to change by 1.136, holding constant the training and development methods (formal education, job rotation and transfer, role plays and coaching and mentorship), hence, holding constant other training and development methods, excluding formal education. The table shows a significant and positive relationship (b=0.122, t=1.318, p=0.097**) between formal education and bank performance. Hence, the level of bank performance would change positively by 12.2% with the aid of the coefficient of formal education. Furthermore, holding constant other training and development methods excluding job rotation and transfer, the table shows a significant and positive relationship (b=0.046, t=0.536, p=0.011**) between job rotation, transfer and bank performance. Hence, the level of bank performance would change positively by 4.6% with the aid of the coefficient of job rotation and transfer. In addition, holding constant other training and development methods excluding role plays, the table shows a significant and positive relationship (b=0.111, t=1.252, p=0.000**) between role plays and bank performance. Hence, the level of bank performance would change positively by 11.1% with the aid of the coefficient of role plays. Lastly, holding constant other training and development methods excluding coaching and mentorship, the table shows a significant and positive relationship (b=0.38, t=0.446, p=0.044**) between coaching and bank performance. Hence, the level of bank performance would change positively by 38% with the aid of the coefficient of coaching and mentorship. This R (0.528) measures positive multiple correlation coefficient. It is the correlation between the dependents variable Y and explanatory variable X. R^2 is the proportion of variation is response variable (Y) that was explained by the regression model.

From the above, it can be seen that most of the respondents agreed that job rotation and transfer, formal education, role play, coaching and mentorship are the methods of training and development in the Nigeria banking industry.

Conclusion and Recommendations

It was ascertained from the findings of the study that employees' training and development is the trademark of successful performance in the Nigerian money deposit banks (MDBs). It could therefore be concluded that employees' training is an impetus to human resource development in the workplace. Training does not only cultivate requisite work knowledge and skills, increasing efficiency for the production and services, but also influences or modifies employees' attitudes and behaviour for enhanced work performance. Consequently, employees' training and development should be made a priority for enhanced performance for any organization so as to be able to withstand and survive in the competitive market environment, like the banking sector. Based on these findings, it is therefore recommended that:

i. The management of the selected banks should as a matter of task, improve on their employees' training and development for effectiveness and efficiency.
ii. Training and development programmes in the selected banks should always be designed in line with the needs of the banks for maximum performance of their staff.

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