

**TRAINING AND DEVELOPMENT ON EMPLOYEES' JOB-PERFORMANCE
(A SURVEY OF ACCESS BANK PLC & UNITED BANK FOR AFRICA, ILARO
BRANCH)**

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Abstract *The importance of training and development on the performance of employees in an organization is under-emphasized and this could have significant impact on the performance of employees. This study was carried out to investigate the impact of training and development on employee job performance using Access Bank plc and United Bank for Africa (UBA), Ilaro branches as a study. The study adopted a descriptive survey design which involves the gathering of information from selected samples using a structured questionnaire. Due to small size of the population, the entire members of staff of these two banks were retained as the sample size of the study i.e. 85. The collected data was analyzed using descriptive statistics and multiple regression analysis to test the hypotheses developed by the study. From the findings, it was revealed that training and development significantly affect employee effectiveness ($p < 0.05$) while training and development was also found to positively have a significant effect on employee job satisfaction ($p < 0.05$). Based on the findings of the study, it was recommended that banks as well as other employee-oriented organizations should implement adequate training and development programmes that can enhance the performance of their employees.*

Keywords: Training & Development, Effectiveness, Employee, Job-Satisfaction, Performance

INTRODUCTION

Training and Development is a subsystem of an organization which emphasize on the improvement of the performance of people and groups. Training is an instructive procedure which includes the sharpening of aptitudes, ideas, changing of demeanor and increasing more information to upgrade the performance of the employees (Fatema, 2018). In basic terms, training and development alludes to the bestowing of explicit aptitudes, capacities and information to a worker. Training and development is any endeavor to improve present or future representative performance by expanding a worker's capacity to perform through adapting, generally by changing the worker's disposition or expanding their aptitudes and information (Hee & Jing, 2018).

An investigation into a few banks and other financial institutions has indicated that many have dismissed or demonstrated a little concern for the role of training and development in the accomplishment of the expressed objectives and goals. Managers are starting to understand that self-improvement and development is a deep rooted procedure and that patterns and opportunity comes at all phases of life (Ikon, Onwuchekwa & Nwoye, 2018). Training not having the option to ponder late happenings for instance personal computer (PC) training, most workers, if not all ought to be computer literates and be abreast of the ongoing developments, for example, the web and the computerized financial system (Mira, Choong & Thim, 2019).

Therefore, this research was embarked upon to verify the impact of training and development of employees on the overall success of the banking industry with particular reference to United Bank for Africa, Ilaro Branch.

In order to achieve this broad objective, the following null hypotheses were synthesized:

H₀₁: Training and Development have no significant effect on employee effectiveness.

H₀₂: Training and development have no significant effect on employee job satisfaction

Literature Review

Conceptual Review

Training

According to Ramadhani (2017), training is a learning experience, in that, it looks for a generally perpetual change in a person that will improve his capacity to perform at work. This mean training must be planned so that, it will include either the changing or upgrading of aptitudes, information, frame of mind, and social conduct. This change or improvement of aptitudes, information, frames of mind, and social conduct could include what the worker knows, how he works, his relations and connections with associates and administrators (Mehmood, Awais, Afzal, Shahzadi and Khalid, 2017). Training accordingly comprises arranged projects intended to improve performance at the individual, group or organizational levels. An improved performance with respect to the individual, group or organization implies that there have been quantifiable changes or upgrades in the information, abilities, frame of mind and social practices.

Development

Preparing individual through learning and education for the future needs of an organization. Its focus is on learning and personal development. Traditionally, lower – level employees were trained while higher – level employees were developed (Khoreva & Wechtler, 2018; Ikon, Onwuchekwa & Nwoye, 2018). This distinction focuses on the learning of hands – on skills as against interpersonal and decision making skills.

Effectiveness

The degree to which the employee achieves a stated goal, it means that the employee succeeds in accomplishing what he/she tries to do. It is concerned with ‘doing the right thing’ and relates to the output of the job and what the employee actually achieves (Alhalboosi, 2018).

The effectiveness of workers can be improved upon when they are well-trained on the job through the designing of an appropriate training programme.

Organization’s Need for Training (Performance)

Very much trained and developed employees when fully used by the utilizing organization benefits the employees themselves. Consequently for an organization to develop and make due in the present all-inclusive aggressive and quick changing condition particularly in the innovation, for an exceptionally lengthy timespan, there would be the requirement for organizations to think of frameworks and projects that would bring out the necessities, endeavors, consideration, innovativeness and general advancements as individual employees and as association or groups of system, (Fatema, 2018). Thus organizations try to adjust to new structures, new societies and new

viable techniques for performance management and representative inspiration to have the option to adapt to quick change and rivalry in the business condition (Husameddin & Mohammad, 2018).

Innovative changes or alterations become fruitful when individuals gain new points of view or understandings, qualities, information, and aptitudes. For a model, the acquaintance of powerful and up-to-date procedures in performance management would necessitate that the employees (supervisors and management) who oversee this framework must comprehend the requirement for it and have the information and abilities to execute it. This acquiring knowledge, and abilities would originate from sorting out classes or training programs that will give these implementers the significant points of view, aptitudes and information for effective execution (Sendawula, Kimuli, Bananuka & Muganga, 2018).

Training Evaluation

The last stage in the training and development process is the assessment of the entire training program (Sasidaran, 2018). The assessment procedure is significant in the light of the fact that the training had at it on set a few goals to accomplish and in this way the assessment procedure toward the finish of the training program. The assessment offers a chance to investigate and make a money saving advantage examination of the training program. This is finished by contrasting the consequences of the training and the goal of the training and development program that were set before the beginning of the program (Ramadhani, 2017). The criteria used to assess training and development program relies upon the targets set.

According to Thoman and Lloyd (2018), it is increasingly powerful to utilize various criteria to assess training. There are additionally other people who contend that a solitary rule, for example, the degree of move of the training to the activity performance is sufficient or agreeable way to deal with assessment. This would be genuine where the primary reason for the training modified was to improve representative performance to expand efficiency for instance.

Theoretical Review

There have been various theories propounded to explain the relevance of training needs in any establishment of organization. In social learning theory, 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 (Mira, Choong & Thim, 2019). The theory posited that training and learning is influenced by persons' self-efficacy and his ability to successfully learn new skills which can be influenced by encouragement, oral persuasion, logical confirmation, observation of others. Reinforcement theory believed that training is a strategic tool to make job interesting to the workers and as the avenue for the employees to improve themselves for optimal performance which can culminate to promoting employees for outstanding performance, innovation, creativity as a result of training attended (Taiwo, 2017). The resource-based view (RBV) of the firm advocated that an organisation can gain competitive advantage by attracting and retaining competent human resources and as well identify relevant training for them that will keep improving their capacity for optimal performance.

This study is grounded on the Resource-Based-View (RBV) theory. By implication, the effectiveness of training and learning depends on the pattern of the job related knowledge, skills, capability, competencies and behavior that are important for greater performance which invariably be capable of influencing organizational success.

There is a huge need of career development programs since the new century started and the number of organizations using them has steadily increased since the mid-1970s, as more organizations strive to meet needs of their employees. Quality development through training is a major factor determining long term profitability and optimum performance of the organization (Taiwo, 2017).

Empirical Review

Hee, Halim, Ping, Kowang and Fei (2019) investigated the relationship between human resource management practices and job performance in the courier service industry in Hong-Kong. A descriptive survey design was adopted for the study where a sample of 92 participants were selected using a simple random sampling technique. A structured questionnaire was utilized to collect the needed data from the participants and the data was analyzed using correlation and regression analysis. The findings of the study revealed that employee security is the most important factor that positively influence job performance followed by training and development. Similarly, compensation and benefits and performance management were found not to be significant in predicting job performance. Following from the findings of the study, it was recommended that HR department in every organization should put in effort to create a climate of confidence on organization workforce so that employees will feel more secured and design suitable training programs that will lead to the acquisition of new knowledge and skills for personal growth and enhancing job performance.

Karim, Choudhury and Latif (2019) conducted a research on the impact of training and development on employees' performance using a quantitative data analysis. The study adopted an exploratory research design. A sample of 367 participants was used for the study using a convenience sampling method. A questionnaire was used as the research instrument for the study which was administered on the participants of the study. The data was analyzed using Structural Equation Modelling (SEM) and the study found that employees are aware about training and are motivated through training and development programmes which result into higher performance. The study recommended that training and development of all staff should be dynamically followed and obligatory and the employer should give compulsory training programs for all employees in order to improve performance.

Hee and Jing (2018) investigated the influence of human resource management practices on employee performance in the manufacturing sector in Malaysia. The study adopted a survey research design. The study also employed the use of a structured questionnaire to collect data from a sample of 161 participants and the data was analyzed using descriptive statistics and multiple regression analysis. The study found that training and development is the most important factor that positively influences employee performance followed by performance appraisal. The study recommended that human resource department in all organizations should design suitable training plan with comprehensive and consistent performance appraisal system for their employees.

Methodology

The study adopted a descriptive survey design. The population of the study consisted of employee of United Bank of Africa, Ilaro branch and Access Bank Plc, Ilaro branch. The total number of employees in the two organizations combined equals 85. For effective generalization, the whole 85 employees were retained as the sample size for this study. Primary method of data collection through the use of a questionnaire was employed by the study. Both reliability and validity tests were carried out on the research instrument using Cronbach alpha and content validity respectively. The collected data was analyzed using descriptive statistics and multiple regression analysis through SPSS version 17.

Result and Discussion

Data Presentation

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.751	15

Source: STATA 13 output

Table 1 shows the reliability test with a value of 0.751 which translates that the research instrument was sufficient to obtain the required information from the respondents on the subject matter.

Table 2: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	90.319	70.879		1.552	.134
Training and Development	3.447	.135	.971	20.887	.000

a. Dependent Variable: Employee effectiveness

Source: STATA 13 Output

Table 2 shows the significance of the variables and the relationship between the dependent variable and the predictor. The coefficient result of 3.447 indicates that there is a positive relationship between training & development and employee effectiveness in UBA and Access Bank. The significance value of training & development standing at 0.000 indicates that training & development is statistically significant at 5% level of significance.

Table 3: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	100.183	120.083		.204	.740
Training and Development	78.531	11.822	.774	5.129	.000

a. Dependent Variable: Job satisfaction

Source: STATA 13 Output

Table 3 shows the significance of the variable and also the relationship between the dependent variable and the predictor. The coefficient result of 78.531 indicates that there is a positive relationship between training and development and job satisfaction of employees in UBA and Access bank. The significance value of training and development standing at 0.000 indicates that training & development is statistically significant at 5% level of significance.

Conclusion

In view of the discoveries of the examination, it was inferred that if the correct employees are sent on training through the orderly training system of recognizing and choosing employees for training, there would be a noteworthy enhancement for the organizational performance. In this way, for organizations to turn out to be increasingly profitable and stay in business, particularly in this period of expanded worldwide intensity and developing unpredictability of the workplace, sufficient training need evaluation ought to be directed by the Human Resource (HR) office before sending employees on training. Moreover, United Bank for Africa Ilaro Branch and Access Bank Plc, ought to have a system for assessing worker post training performance. Accentuation ought to be on expertise hole and not on assumption while choosing employees for training.

Recommendations

In the light of the findings and conclusion of the study the following recommendation are made. Firstly, seminars and workshops should be organized for the employees on the importance of systematic approach of training and proper procedure to follow in identifying skill gaps in the various departments. Secondly, Heads of Department should be sensitized on the importance of sending the right employee on training. They should not see training opportunities as pay back opportunities for their loyalists. Thirdly, recommending employees for training based on favoritism should be discouraged by the management. Finally, a mechanism should be created for proper assessment and evaluation of employee performance after training. Some of the employee performance indicators enumerated in this research work could be adopted by the organizations.

Contributions to Knowledge

The result of this study has been able to ascertain that training and development practice is a significant tool for effective accomplishment of organizational goals and objectives.

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