

Nexus between Training And Development, And Employees Performance In Selected Deposit Money Banks In Southwest Nigeria

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Abstract: This paper investigates the nexus between training and development on employees' performance in selected deposit money banks in Southwest Nigeria. The study made use of a survey research methodology while a stratified sampling technique and simple random sampling techniques were used as sampling techniques, and the sample size was determined using Slovin's Formula with a sample size of 984 was used in this study. The research instrument adopted was a questionnaire. The Statistical Package for Social Sciences (SPSS) was used for analyzing the data. The finding revealed that training & development has weak positive and statistically significant relationship with employee performance of the selected DMBs in South-west Nigeria ($R = 0.257, p < 0.05$) which can be explained by the F -value (69.424) and low p -value (0.000). Furthermore, the results reveal that at 95% confidence level, Training & Development ($\beta = 1.308, p = 0.000, t = 8.332$) with the DMBs in South-west Nigeria is statistically significant as the p -values were less than 0.05 and the t -values greater than 1.96. The study recommends the development of a customized training programs that are specifically designed to meet the identified needs of employees.

Keywords: Deposit Bank, Employee Performance, Performance Management, Skill development and Training & Development

Introduction

In the dynamic and competitive landscape of the contemporary business environment, organizations continually seek avenues to enhance their operational efficiency and gain a competitive edge. One crucial factor in achieving these objectives is the investment in the development and training of their human capital. For deposit money banks operating in Southwest Nigeria, a region marked by economic vibrancy and diversity, the performance of employees plays a pivotal role in sustaining and advancing organizational goals (Oduguwa & Olateju, 2021). The banking sector is highly knowledge-intensive, and the success of deposit money banks is intricately linked to the competence and adaptability of their workforce. In this context, training and development initiatives emerge as critical mechanisms for building and refining the skills, knowledge, and capabilities of employees. However, the effectiveness of these programs in influencing employee performance remains a subject that requires thorough investigation.

Training is an important aspect of human capital management and the fastest growing component of worker performance. Training is defined as schemes for improving workers' efficiency, physical and mental abilities toward efficient work processes (Ezeani & Oladele, 2013), as well as communicating corporate vision to workers (Obi-Anike & Ekwe, 2014). It appears to be one of the pillars upon which business survival is built. Staffing an enterprise with competent personnel is critical for controlling it. The prescribed educational scheme does not adequately prepare students for specific job skills required to function in organizations (Adibah, Adnan, Fadillah & Norseha, 2019).

Training programs provide employees with opportunities to acquire new skills, knowledge, and competencies relevant to their roles within the bank. Well-designed training programs can increase employee productivity by teaching them more efficient ways to perform their tasks which can result in higher output levels and improved efficiency within the bank's operations.

Statement of the Problem

In the ever-evolving landscape of the banking industry in Southwest Nigeria, the role of training and development in enhancing employees' performance has become increasingly crucial. While training programs are often implemented with the aim of improving

employee skills and capabilities, there is a need to examine the effectiveness of these initiatives and their impact on overall performance within selected deposit money banks. This paper investigates the nexus between training and development on employees' performance in selected deposit money banks in Southwest Nigeria.

Aim and Objectives of the Study

The aim of this study is to investigate the nexus between training and development on employees' performance in selected deposit money banks in Southwest Nigeria. The objectives are to

- i. Examine the significance of training and development among employees in selected deposit money banks in Southwest Nigeria.
- ii. Investigate the impact of training and development on employee performance in selected deposit money banks in Southwest Nigeria.

Hypothesis

H₀: There is no significance impact of Training & Development on Employee Performance of the selected DMBs in South-west Nigeria

Employee Performance

Employee performance plays an important role for organizational performance. Employee performance is originally what an employee does or does not do. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (AL-Rawahi, 2022). Improved individual employee performance could improve organizational performance as well. Employee performance could be defined as the record of outcomes achieved, for each job function, during a specified period of time. If viewed in this way, performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters which describe an employee's pattern of performance over time. Also, employee's performance is a rating system used in many corporations to decide the abilities and output of an employee (Akter, Momotaj & Al-Amin, 2021). The importance of employees' performance must be understood by the management and sincere efforts must be put in that direction. The management of the company taking timely steps in that direction will be in position to develop and motivate the people to do so.

Training and Development

Training and development involve improving the effectiveness of organizations and the individuals and teams within them. Training may be viewed as related to immediate changes in organizational effectiveness via organized instruction, while development is related to the progress of longer-term organizational and employee goals (Peacock, Steward & Belcourt, 2020). While training and development technically have differing definitions, the two are oftentimes used interchangeably and/or together. Training and development have historically been topics within adult education and applied psychology but have within the last two decades become closely associated with human resources management, talent management, human resources development, instructional design, human factors, and knowledge management (Bradford et al, 2017).

Significance of Training and Development

- i. Training equips employees with the necessary skills and knowledge to perform their jobs effectively.
- ii. Investing in training and development demonstrates an organization's commitment to its employees' growth and success. This can boost morale, motivation, and overall job satisfaction, leading to higher levels of employee engagement and retention.
- iii. Well-trained employees are typically more productive as they possess the skills required to perform their tasks efficiently.
- iv. Training and development increase employee accuracy and speed in performing a task

Empirical Reviews

Ikoru, Enyioko & Nwosu (2017) conducted a study on the effects of Training and Development on employee performance was carried out in Abia State Polytechnic, Aba. The purpose of the study was to investigate whether training and development would have an effect on the performance of employees with Abia State Polytechnic as a case study. The methodology that was used for the study was survey plan. Primary data was collected from a sample of fifty (50) senior staff. Self-administered questionnaire was used in the collection of -data for analysis. The study revealed that there were organizational issues such as lack of management support for training and development programmes, which constrained training and development. It was also found that

training and development had positive impact on employees of the Polytechnic. The study recommended that in order for Abia State Polytechnic to be successful as the first choice Polytechnic in Nigeria, management must empower all departments to engage in the training and development of employees to build potential and strengthen employees' competencies.

Akter, Momotaj & Al-Amin (2021) conducted a study on the impact of Training and Development on Employees Performance and Productivity. The main objective of the study was to investigate whether training and development has impact on employees' performance and productivity. The study was quantitative in nature. Data for the study was collected through primary source that is from questionnaires surveys. The data was analyzed through statistical software to find the impact of training and development on employees' performance and productivity. There were two variable Training and Development (Independent) and Employees' performance and productivity (Dependant). Eight united banks limited were selected for the study. Eighty questionnaires were distributed for the collection of data. Descriptive statistics tools SPSS were applied on the questionnaire to see the reliability and consistency. The goal was to see whether Training and Development has an impact on Employees Performance and Productivity. Data were analyzed and discussed. The result showed that there was significant relationship between the variables, the Pearson correlation was used in study and Cronbach Alpha for each questionnaire was obtained. Frequency distribution was used to see the individual result of the study. Relevant literature were also studied about topics related to this research.

Adeleke & Adenuga (2015) examined the effects of training and workforce development on employees' productivity and organizational performance was examined in First Bank, Nigeria. The study applied structured questionnaires 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 the majority (70%) of the respondents agreed that training and workforce development has enhanced their efficiency and job productivity. Secondly, the majority (80%) of the respondents overwhelming agreed that training and workforce development enhanced organizational performance. The study recommends that organizations should conduct training needs assessment to ensure that the right training is given; ensure that their training programmes should be on a continuous basis; and motivate staff who performed exceptionally well during training sessions so that other staff will in turn aspire to excel.

Research Methodology

In this study, a survey research design was used. A survey is a research method used for collecting data from a predefined group of respondents to gain information and insights into various topics of interest. The population is focused banking industry in Nigeria. Specifically, this study was centered on Guaranty Trust Bank, Access Bank, Union Bank, Sterling Bank, WEMA and First Bank Plc employees.

The Sampling Technique used in this study was the Stratified Sampling Method. Stratified sampling is a method in which the total population is divided into smaller groups or strata to complete the sampling process. The population was divided into six geo-political zones: North East, North West, North Central, South West, South East and South-South. The strata were formed based on some common characteristics in the population data. A total population of 70,629 employees were available in Nigeria, but there were 25,566 employees across the six banks in South West Nigeria.

The sample size was determined using Slovin's Formula:

$$n = \frac{N}{(1 + Ne^2)}$$

Where:

n = number of samples

N = total population

e = error margin/margin of error

e = 0.075

e² = 0.0056

A total Sample size of 984 employees was selected for this study from the six banks in South West Nigeria. With the use of stratified sampling, the employees were stratified into three strata, which include: top management, middle level and low level. Also, a simple random sampling technique was used to select employees from the six banks in the South West region. The instrument for this study was a research questionnaire.

Data analysis was done using the Statistical Package for Social Sciences (SPSS). The hypotheses were analyzed using Multiple Regression Analysis.

Data Analysis

What is the significance of Training and Development**Table 1: Training and Development**

S/N	Statement	SA	A	D	SD	Mean	Stand Dev
1	Training and development increase employee interpersonal relations with customers	510 (51.8%)	449 (45.6%)	25 (2.5%)	-	1.51	0.55
2	Training and enhancing employee ability to Process transactions	377 (38.3%)	581 (59.0%)	15 (1.5%)	11 (1.1%)	1.65	0.57
3	Training and development increase employee accuracy and speed in performing a task	740 (75.2%)	123 (12.5%)	121 (12.3%)	-	1.62	1.31
4	Training and development improve the skills of workers	234 (23.8%)	613 (62.3%)	80 (8.1%)	57 (5.8%)	1.98	0.79
5	Training and development positively affect employees' performance	695 (70.6%)	169 (17.2%)	120 (12.2%)	-	1.42	0.69
6	Your organization organizes training for its employees regularly	565 (57.4%)	401 (40.8%)	18 (1.8%)	-	1.44	0.53
7	The employees working in your organization are well-trained professionals	694 (70.5%)	183 (18.6%)	76 (7.7%)	31 (3.2%)	1.89	1.46

Source: Fieldwork, 2022

Table 1 showed that 510 (51.8%) of the respondents strongly agree, 449 (45.6%) agree while 25 (2.5%) disagree that Training and development increases employee interpersonal relations with customers, 377 (38.3%) of the respondents strongly agree, 581 (59.0%) agree, 15 (1.5%) disagree while 11 (1.1%) strongly disagree that Training and enhances employee ability to Process transactions, 740 (75.2%) of the respondents strongly agree, 123 (12.5%) agree while 121 (12.3%) disagree that Training and development increases employee accuracy and speed in performing a task, 234 (23.8%) of the respondents strongly agree, 613 (62.3%) agree, 80 (8.1%) disagree while 57 (5.8%) strongly disagree that Training and development improve skills of workers, 695 (70.6%) of the respondents strongly agree, 169 (17.2%) agree while 120 (12.2%) disagree that Training and development positively affect employees' performance, 565 (57.4%) of the respondents strongly agree, 401 (40.8%) agree while 18 (1.8%) disagree that their organization organizes training for her employees regularly. Furthermore, 694 (70.5%) of the respondents strongly agree, 183 (18.6%) agree, 76 (7.7%) disagree and 31 (3.2%) strongly disagree that the employees working in your organization are well-trained professionals.

Hypothesis

H₀: There is no significance impact of Training & Development on Employee Performance of the selected DMBs in South-west Nigeria

The null hypothesis four which states that there is no significant influence of Training & Development on employee performance of the selected DMBs in South-west Nigeria was tested using simple linear regression analysis. In the analysis, the values of employee performance were regressed on the values of Training & Development. The data for Training & Development (independent variable) was generated by summing responses of all the variable items while that of employee performance (dependent variable) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.19

Table 2: Summary of Regression Analysis for the Effect of Training & Development on Employee Performance of the Selected DMBs in South-west Nigeria

Model		F(df)	Anova Sig
R	0.257		
R Square	0.066	69.424 (1,982)	0.000
Adjusted R Square	0.065		
Coefficients	Unstandardized Coefficients	t	sig
(Constant)	82.268	44.954	.000
Training & Development	1.308	8.332	.000

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Training & development

Source: Researcher's Field Survey Results (2023)

From the results in Table 2, training & development has weak positive and statistically significant relationship with employee performance of the selected DMBs in South-west Nigeria ($R = 0.257$, $p < 0.05$). The coefficient of determination (R^2) of 0.065 shows that training & development explains 6.5% of the changes in employee performance, while the remaining 93.5% changes in employee performance of the selected DMBs is explained by other external factors other than those examined in this study. From the Table 4.19 the results of ANOVA (overall model significance) of regression test which revealed that Training & Development has a significant influence on employee performance of the selected DMBs in South-west Nigeria. This can be explained by the F-value (69.424) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that Training & Development in the selected DMBs examined in South-west Nigeria significantly influenced their performance at work.

Furthermore, the results of regression coefficients revealed that a positive and statistically significant relative influence was reported for Training & Development. Specifically, the results reveal that at 95% confidence level, Training & Development ($\beta = 1.308$, $p = 0.000$, $t = 8.332$) with the DMBs in South-west Nigeria is statistically significant as the p-values were less than 0.05 and the t-values greater than 1.96. This suggest that a unit change in Training & Development will lead to a 1.308 increase in the Training & Development on employee performance of the selected DMBs in South-west Nigeria, given that all other factors are held constant. Given this result ($R^2 = 0.065$, $F(1,982) = 69.424$, $p = 0.000$), this study rejects the null hypothesis four (H_04) which states that Training & Development will have no significant influence on employee performance of the selected DMBs in South-west Nigeria.

Conclusion

The paper examined the nexus between training and development on employees' performance in selected deposit money banks in Southwest Nigeria. A stratified sampling technique was used in this study and a total Sample size of 984 employees was selected for this study from the six banks in South West Nigeria. The finding revealed that training & development has weak positive and statistically significant relationship with employee performance of the selected DMBs in South-west Nigeria ($R = 0.257$, $p < 0.05$). The results of ANOVA (overall model significance) of regression test which revealed that Training & Development has a significant influence on employee performance of the selected DMBs in South-west Nigeria which can be explained by the F-value (69.424) and low p-value (0.000). Furthermore, the results reveal that at 95% confidence level, Training & Development ($\beta = 1.308$, $p = 0.000$, $t = 8.332$) with the DMBs in South-west Nigeria is statistically significant as the p-values were less than 0.05 and the t-values greater than 1.96. This finding supports the study of Akter, Momotaj & Al-Amin (2021) who reported a significant relationship between training and development and employee performance.

Recommendations

- Implementation of a robust mechanisms for evaluating the effectiveness of training programs on employee performance. Utilize metrics such as employee productivity, customer satisfaction, and revenue generation to measure the impact of training initiatives accurately.
- Development of a customized training programs that are specifically designed to meet the identified needs of employees. Develop customized training programs that are specifically designed to meet the identified needs of employees.

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