European Journal of Business and Management
ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online)
Vol.7, No.36, 2015

Effect of Training and Development on Employees' Retention in Selected Commercial Banks in Adamawa State-Nigeria

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Abstract
This study assessed the effect of training and development on staff retention in selected commercial banks in Adamawa state. The bed rock of this study was that inadequate skilled staff and inability to retain staff are bedevilling the Nigeria's banking institutions. Data were collected from 197 bank staff from Yola north, Yola south, Mubi north and Numan local government areas of Adamawa State, Nigeria using both close and open ended questionnaires. Regression analysis was used in the study. A 1% increase in internal training, (ITT), increased staff retention by 0.239, a 1% increase in fairness of training policy (FTP) led to 2.902 increase in staff retention. Finding of the study therefore revealed that training and development had positive effect on staff retention in commercial banks at 5% level of significant. Staff retention in commercial banks is encouraged when training and development are applied as motivational strategies. The study therefore recommended that the banks need to train their staff both on the job and in academic institutions for them to keep them on their jobs.
Keywords: Training and Development, Employees' retention, Commercial banks, Motivational strategies

Introduction
The issue of staff retention, especially skilled staff is a major concern to managers. This is because all organisations are set up to achieve specific goals and that human resource is the most crucial resource in the achievement of the goals. To retain employees requires motivation, the factors that motivate employees to stay in their jobs are therefore vital, as they affect performance of the organisation. This is because skilled employees enable organisations to gain competitive advantage. This agrees with Awolusi(2013), that a highly motivated person works hard towards achievement of organisational goals, given the ability and adequate understanding of the job. There are views among bankers as to what motivate employees to remain in their jobs. Monetary motivation such as end of year bonus, and housing allowances given to staff in bulk were common motivators in Nigeria's banking institutions. Money therefore led to the attraction and retention of employees in Nigeria's banking industry. This resulted to the relative stability of banking operations in Nigeria. However, motivational variables employed in retaining bank workers in the past may no longer motivate bank workforce of today. This explains why instability in workforce is looming in Nigeria's banking sub-sector (Ngutor, 2011), which in turn affects banks' performance, leading to persistent banks' failure. For instance, Nigeria's banking sub- sector witnessed tremendous failure at different points in time due to poor performance, as a consequence of inadequate skilled manpower (Adeyemi, 2011, Gunu and Olabisi, 2012).

Employees, especially those that are young and enthusiastic see training as the most important reason why they stay on their jobs. Training and development are sources of ideas and innovations that safe guards organisations against future workforce turnover. When employees' job is aligned to organisational needs and the employees are given appropriate training to perform the task, employees' job performance and willingness to work for the organisation increases. It is against this backdrop that this study assessed the effect of training and development as motivational strategies on the retention of commercial bank staffs in Adamawa state. The paper also review related literature, explained the methodology employed in the study, presented, analysed and interpreted data. Conclusion was finally drawn.

Conceptual framework
Employees' Retention
According to Sue (2001), employee retention means keeping those members of staff that one wants to keep and not losing them to other organisations, for whatever reason but especially to competitors. In other words, an organization needs to have right people in right number with the right skills and abilities in the right place and at the right time. This happens when organisations plan and implement effective recruitment; selection, training, development and retaining of competent and high performing employees.

To Sue (2001), a motivated employee becomes satisfied, productive and in most cases remain with the organization for long. Therefore, in the retention of employees a major issue to consider is motivation. The ability of a company to succeed depends on the retention power of the company. Organisations that cannot retain their key employee also find it difficult to retain their major customers and therefore cannot make high profits. Many organisations strive to improve on how to retain their staffs because in ability to retain staffs decreases organisational productivity and increases cost of recruitment induction and training of placement employees

(Brown, Gaia, and Martin, 2009; Hilmer and McRobert, 2004). It is for this reason that management practitioners in many organisations have become preoccupied with crafting sound employees retention strategies (Armstrong 2010).

Although it is expensive to keep experienced and skilled workers, it is more expensive to let them go. Failing to retain them has serious financial implication to the organisation. Keeping valuable employees is therefore a source of competitive advantage. In service delivery organizations, such as banks and other financial institutions, people tend to lose confidence in the organizations that cannot retain quality staff and so their integrity suffers.

Successful organisations realise that employee retention and talent management are integral to sustaining their leadership and growth in the market place smith (2004). In other words, attracting, hiring and keeping high calibre staff are the factors that make organisations manage talent and skills. It is always wiser and less expensive to retain existing employees that are of high calibre than to recruit in experienced staff in the name of cost saving.

To Smith (2004), a wise employer learns how to attract and keep good employees and that money and benefits may bring employees through the front door, but poor working conditions and poor management skills drive them out through the back door. This happens due to faulty recruitment processes, poor management practices and other inefficiencies leading to low productivity and high turnover. Low turnover makes organisations more stable which pleases organisational stake holders.

Training and development

In the present ever changing world, current knowledge are basically inadequate to meet up with the dynamic and technical business world. It is therefore a major priority of organisations to acquire skills in accordance with the changing technologies. For this reason most companies take proactive measures for maintaining a reservoir of high technology staff, by continuous training and retraining of their staff. Training according to chew (2004), provides employees with specific skills or correct deficiencies in their performance, while development is an effort to provide employees with abilities the organisation will need in the future.

According to Huselid (1995), providing training and job security by organisation are important determinants of employees Retention. Human resource practices, such as training are positively correlated to retention, because the practice 'lock' employees in their jobs- this is called employees retention. This is in agreement with the assertion of wan (2007) that the only strategy for organisation to radically improve workforce productivity and enhance their retention is to seek to optimise their workforce through comprehensive training and development. For organisations to achieve this purpose, they need to plough resources into the training of their personnel so as to be competitive in the near future. Staff that are not trained stand no chance of being promoted and so has a future that is bleak, this makes some employees look for alternative job where their training is guaranteed. According to Samuel and Chipunza (2008), employees consider training, education and development as crucial to their overall career growth and goal attainment and will be motivated to remain and build a career path in an organisation that offers such opportunity. Besides, if staff training is funded by the organisation, the employee may develop a moral obligation to give its money worth to the organisation by commitment to stay on the job. According to Huselid (1995), training increases the firm specificity of employee skills, which in turns increases employees' productivity and reduces job dissatisfaction, which has bearing on staff retention. Training and development of internal staff minimises the cost of selecting, hiring and internalising people from the labour market. Training and development requires reciprocity especially when organisation increases the market value of their employee through training, the staff become encouraged to maintain their jobs and accept more responsibility. Barringer (2005), made a comparison of rapid- growth and slow growth firms, he found out that rapid-growth firms used training of staff to achieve their objectives and put more emphasis on development of staff to a significantly greater extent than their slow-growth counterparts. These contributions by authors show that training is positively related to job satisfaction and staff retention.

Methodology

This research work is restricted to the commercial banks in Adamawa State, Nigeria. Four local government areas were selected using purposive sampling - Yola North, Yola South, Mubi North, and Numan are selected because of their large population. Exploratory research design was used in the study. The population of the study was the 403 staff of the five (5) commercial banks selected using systematic random sampling technique. The banks are: Diamond bank, First bank, Keystone bank, Union bank and Unity bank. The sample size is determined based on a formula given by Yamani (1967): i.e. n=N/ [1+ N (e2)] Where n =sample size, N =population, e = error margin= 5%, 1= constant. From the data given; N =403, e =5%, n = 403/ [1 + 403(0.0025)] = 200.75, i.e. 201.

Questionnaires were issued to the 201 respondents using convenient sampling technique. The data was analysed using special package for social sciences (S P S S) and the model was specified in line with the hypothesis that:

H_o: training and development do not have significant effect on the retention of commercial bank staff.

Hence, the linearity relationship between staff retention and Training and Development is:
SRT = β_0+ITT β_1 +TSL β_2 +TSR β_3 +TSA β_4 +CFT β_5 +TSI β_6 +TLR β_7 +FTP β_8 + μ.
$\beta_1 > 0, \beta_2 > 0, \beta_3 > 0, \beta_4 > 0, \beta_5 > 0, \beta_6 > 0, \beta_7 > 0, \beta_8 > 0$.

Where: SRT: Staff retention in commercial banks.
ITT = Internal training.
TSL = Loyalty of trained staff.
TSR = Trained staff are given responsibilities.
TSA = Trained staff are valuable assets.
TAC = Trained staff acquire competencies that endear them to the bank.
ESI = Experience and skilled staff are important.
TLR = Training makes staff relevant.
FTP = Fairness in staff training policy
$\beta_=$ Intercept (Constant).
$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7, \beta_8$ = Coefficient of independent variables
μi = random error or residual, to account for factors outside the equation that may influence retention of staff by Commercial banks in Adamawa State.
The a-apriori expectation is that giving responsibility to trained staff has positive effect on staff retention. internal training, loyalty of trained staff, taking trained staff as valuable assets, acquisition of competencies, taking experience staff as important staffs, provision of relevant training, fair training policy are also expected to have positive effect on commercial banks staff retention.

Result and Discussions

SRT = 7.074+0.239ITT+0.709TSR-0.066TSW+1.027TSA+0.484TOC+0.470TSI+0.172TLR+2.902FTP

Table 1: Regression Result showing the effect of Training and Development on Staff Retention.

Variables	Unstandardized coefficient	t-statistics	Probability (significance)	Others
Constant	7.074	4.411	0.000	R = 0.725
ITT	0.239	0.537	0.592	R2 = 0.526
TSR	0.709	1.409	0.161	ANOVA (F Statistics) = 26.034
TSW	-0.066	-0.115	0.908	
TSA	1.027	1.900	0.059	
TOC	0.484	0.711	0.478	
TSI	0.470	0.757	0.450	F (Probability) = 0.000
TLR	0.172	0.245	0.806	
FTP	2.902	5.303	0.000	

Source: Researcher's computation using SPSS 17.0

Table 1: presents the effect of training and development of staff retention. The table shows a positive effect of training and development on staff retention. This is shown by the value of R (0.725) that is 73%. R^2 which is 53% shows that the model explain 53% variation in the dependent variable. 47% variation in the dependent variable is explained by variables not included in the model. A 1% increase in internal training(ITT),loyalty of trained staff(TSR), responsibility for trained staff(TSA), organisational competencies training(TOC), skills and experience(TSI), relevant training(TLR),and fairness in training policies(FTP) leads to a 0.239,0.709, 1.027, 0.484, 0.470, 0.172, and 2.902, increase in staff retention respectively. A 1% increases in giving more work to trained staff (TSW) decreases staff retention by 0.066. Of all the independent variables in the model, it is only increase in work for trained staff (TSW) that is negative. This disagrees with the a-priori expectation that when staffs are given more work after training; they tend to stay longer on their job. Under the F-statistics TSW is the only negative variable (-0.115). Only FTP is statistically significant at 5% level. F-statistics from the ANOVA table is 26.034 while probability is 0.000.

Therefore, all the independent variables are statistically significant; they all explain the dependent variable. The null hypothesis is therefore rejected and the alternate hypothesis that training and development has a significant effect on staff retention is accepted.

Conclusions

The value of R is 73%, which is a positive effect on staff retention. this is in conformity with the findings of Adesola and Adeyemi(2013), Samuel and Chipunza(2008), Chipunza and Samuel(2009), that training and development have significant effect on staff retention. Since there is a growing need for organisations to retain their good staffs with the increase in competitive business environment; and findings of the study shows that training and development are crucial in influencing employees' decision to either leave or remain in the banking sector, providing proper training for bank staff is a major motivators that can keep bank staff on their jobs. In view of this, it is recommended that commercial banks in Adamawa state should provide adequate training for their staff. This guarantees the retention of the commercial bank staff in the state. Another research should however be conducted in the banking sector of Adamawa state to assess the effect of other motivational strategies on employees' retention.

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European Journal of Business and Management
ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online)
Vol.7, No.36, 2015

Regression analysis showing the effects of Training and Development on Staff Retention.

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	faire traning policy, trained staff are loyal, trained staff are assets, do go on training, trained staff are imprtant, train staff gieven more work, org comp from training, training leads to relevance[a]	.	Enter

a. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.725[a]	.526	.505	5.149	1.728

a. Predictors: (Constant), faire traning policy, trained staff are loyal, trained staff are assets, do go on training, trained staff are imprtant, train staff gieven more work, org comp from training, training leads to relevance

b. Dependent Variable: Retention

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5522.213	8	690.277	26.034	.000[a]
	Residual	4984.690	188	26.514		
	Total	10506.904	196			

a. Predictors: (Constant), faire traning policy, trained staff are loyal, trained staff are assets, do go on training, trained staff are imprtant, train staff gieven more work, org comp from training, training leads to relevance

b. Dependent Variable: Retention

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	7.074	1.604	
	do go on training	.239	.445	.039
	trained staff are loyal	.709	.504	.113
	train staff gieven more work	-.066	.577	-.010
	trained staff are assets	1.027	.541	.148
	org comp from training	.484	.681	.068
	trained staff are important	.470	.621	.065
	training leads to relevance	.172	.702	.024
	faire traning policy	2.902	.547	.424

a. Dependent Variable: Retention

Coefficients[a]

Model				Collinearity Statistics	
		t	Sig.	Tolerance	VIF
1	(Constant)	4.411	.000		
	do go on training	.537	.592	.481	2.077
	trained staff are loyal	1.409	.161	.389	2.573
	train staff gieven more work	-.115	.908	.347	2.883
	trained staff are assets	1.900	.059	.415	2.411
	org comp from training	.711	.478	.274	3.655
	trained staff are imprtant	.757	.450	.337	2.970
	training leads to relevance	.245	.806	.263	3.800
	faire traning policy	5.303	.000	.396	2.528

a. Dependent Variable: Retention