

Comparison of the Effect of Training and Development on Employee's Performance in Public and Private Sectors: A Case Study of Bank of Industry and United Bank for Africa

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Abstract

The study compare the impact of training and development on employees performance in private and public sectors in Abuja using United Bank for Africa and Bank of Industry in Abuja. The study find out how training and development (on the job, off the job, study leaves and induction) enhances employees performance (employees attitude, employees quality of work and employees punctuality).The study covered a period of five years from 2011 to 2015. A Point in time data was collected from primary source. The population was 247 and 276 (Bank of Industry, Abuja and DBA, Abuja) and the sample size was determined using Taro Yammine formula. The sample was 152 and 163. Regression was adopted and findings reveal that there is a significant relationship between training and development and employees performance in Bank of Industry in Abuja and United Bank for Africa in Abuja. It is there fore recommended that Bank of Industry in Abuja should continue to embark on training and development since it contributes significantly to employees performance and United Bank for Africa in Abuja should repetitively train and develop workers since it contributes to employees performance. Training is more effective in Bank of Industry in Abuja than United. Bank for Africa in Abuja.

Keywords: Training, Development, Employee's, Performance, Public and Private Sector

Introduction

There is no doubt that organizations worldwide are striving for success and out-competing contenders in the sectors. In doing so, organizations must ensure effective training and development of her human resources. Organizations need to be aware in order to be more realistic in keeping their human resources up-to-date. In recent years, organizations in the public and private sectors have witnessed tremendous changes in their environment

The most important and significant resources of any organization is often said to be its people. Such claims are evidenced in organizations' annual reports and mission statements. An organization is a collection of people whose activities has been planned and coordinated to meet organizational goal and objectives .An organization that exists to produce goods and services have a good chance of surviving and prospering if it consists of rightfully qualified and efficient people. In a similar vein, people need organizations. Batton et al (2009) said "vast majority of people work, primarily for economic security which is seen as the bane of human survival, in summary, as organizations need people for survival, so also in a reversal order people need organization for survival. Consequently, organization and individual should develop and progress simultaneously for their survival and attainment of these mutual goals. Modern and progressive's organizations has to develop their organizations through human resources development Cole (2010) refers to such organizations as 'invest in people'

The raining and development is important in most organizations, both in public and private sectors. This is particularly true when considered against the backdrop of the long inefficiency syndrome among most organizations- public; private and quasi departments which today, have continued to destroy the sectors. In my point of view, it is not out of place to say, that a conscious effort in redesigning effective training and development policies and strategies would be a better and ideal policy option towards solving the problem of inefficiency militating against most public and private sector organizations alike.

Every organization, both public and private faced with keeping abreast with emerging world order tagged "globalization". The rapid shrinking of the world into a global village therefore calls for a more concerted effort towards employee's training and more importantly, management development which is the mechanism for preparing employees into accepting and adapting to these changes. Every private organization's human resource department like its counterparts in the public sector of the economy are required to wake-up to these challenges by re-engineering its training and development policies and strategies in line with this new trend in order to ensure effectiveness and efficiency.

Statement of the Problem

Despite the increase in training of organizational employees by private vis-a-vis public sector organizations, there are still limited development issues in developing countries such as Nigeria (Deborah & Ofori 2006) and increasing concerns from organizational customer towards inefficiency in service delivery in both sectors.

Training and development exercise in United Bank for Africa and Bank of Industry in Abuja have not been conducted frequently and this reduced the employees performance in these organization. However, employees is the key to all problems not monetary; funds are valuable only when used by trained, experienced and devoted employees who can work with small resources to draw wealth out of a barren land to improve their performance.

The structure of employment in United Bank for Africa and Bank of Industry in Abuja has undergone serious changes which make it inevitable to update obsolete skills and talents of the workers. The old staffs appear to have become obsolete in skills as a result of the rapid changes within the environment. In spite of various United Bank for Africa and Bank of Industry in Abuja interventions and efforts, the United Bank for Africa and Bank of Industry in Abuja score-card has remained poor and inefficiency. As organization became obsolete in training and development, employees are confronted with the problem of inability to deliver quality service, inability to attract and retrain the employees and difficulty in the development and training of highly talented personnel. Employees training on the job and some form of in-service training are not considered in same United Bank for Africa and Bank of Industry in Abuja.

The desire of every organization is to attract, train and retain skill employees. However, many employee always tend to look out ward for a better pay offer from other organization who always lure them with better job offer, leading to the issue of employee performance. This research therefore is aimed at determining comparative ways of reducing employee performance after training and development in private vis-a-vis public sector organizations.

The existing study in this relation (Harvard 2011; Matt & Milord 2002; Jackson & Kraak 2002) have taken a general human resource management (HRM) focus creating a gap on issues such as the effect of training on employee performance. This study shall contribute in minimizing this gap in the literature and thereby establish the basis of comparison necessary for understanding some aspects of human resource management practices in both public and private sectors.

Research Questions

Based on statement of the problem above we formulate the following research questions:

- I. Of what impact is training and development programmes on employees' punctuality in private and public sectors?
- II. To what extent has training and development programmes affected employees' attitude in meeting targets in private and public sectors?
- III. What effects has training and development on employee's quality of work at the workplace in private and public sectors?

Objectives of the Study

The main objective of this study is to comparatively evaluate the effect of training and development in both private and public sector organizations. Consequently, the specific objectives of the study include:

- i. To ascertain the impact of training and development programmes on employees' punctuality in Nigeria's private and public sectors.
- ii. To determine the extent training and development programmes affect employees' attitude to work in meeting targets in private and public sectors.
- iii. To assess the effects of training and development on employee's quality of work at the workplace in private and public sectors.

Statement of Hypotheses

From the research questions and the objectives, the folio wings hypotheses have been drawn to guide the analyses of data to be collected.

H01: Training and development programmes have no significant effect on employees' punctuality in private and public sectors.

H02: Training and development programmes have no significant effect on employees' attitude in meeting targets in private and public sectors.

H03: Training and development have no significant effect on employee's quality of work at the workplace in private and public sectors.

Significance of the Study

The study, no doubt, shall provide useful framework for human resource management policies, which will enhance

employee's performance. It is also the belief of the researcher that personnel managers on whose shoulders rests the responsibilities of carrying out personnel management policies will be sensitized on the needs to critically re-examine their organizations training and development policies due to its linkage effects on staff performances.

This study shall be also an eye-opener to both private and public sectors personnel management practitioners in particular, for the need to be pro-active in formulating and implementing training and development policies as a way out of the eminent trend associated with globalizations.

Finally, the research work is hoped to be of empirical significance to students of personnel management, Industrial relations and other researchers who can use the materials in this research as a basis for further investigations or study.

Research Design

The adopted design is a non-experimental design type. Thus, it will be a survey type. It has the sole aim of appraising training and development activities in the selected organizations. It will also enable the researcher to ascertain the performance standard of the staff of the firm resulting from the training and development programs.

Results

Bank of Industry -Abuja

Table 1 Employees training positively affects bank of industry in Abuja

Responses	Frequency	Percent (%)
Strongly Agreed	31	24.04
Agreed	22	17.05
Undecided	1.	0.77
Strongly Disagreed	28	21.70
Disagreed	47	26.43
Total	129	100

Source: Field Survey, (2018)

The table indicates that 24.04% of the respondents strongly agreed that employees training positively affects bank of industry in Abuja. 17.05% of the respondents agreed that employees training positively affects bank of industry in Abuja and 0.77% of the respondents were undecided. 21.70% of the respondents strongly disagreed that employees training is not positively affects bank of industry in Abuja and 26.43% of the respondents strongly disagreed that employees training is not positively affects bank of industry in Abuja.

Table 2: Investment in employees' education positively affects Bank of Industry operation in Abuja

Responses	Frequency	Percent (%)
Strongly Agreed	23	17.82
Agreed	26	20.15
Undecided	2	1.55
Strongly Disagreed	37	28.68
Disagreed	41	31.78
Total	129	100

Source: Field Survey, (2018)

The table indicates that 17.82% of the respondents strongly agreed that investment in employee's education positively affects Rank of Industry operation in Abuja. 20.15% of the respondents agreed that investment in employee's education positively affects Bank of Industry operation in Abuja and 1.55% of the respondents were undecided. 28.68% of the respondents strongly disagreed that investment in employees education does not positively affects Bank of Industry operation in Abuja and 31.78% of the respondents strongly disagreed that investment in employees education does not positively affects Bank of Industry operation in Abuja.

Test of Hypotheses

Training and Development programmes and employees¹ punctuality in Abuja private and public sectors
 Bank of Industry -Abuja

Table 17: There is effective on the job training for employees of Bank of Industry, Abuja

Responses	Frequency	Percent (%)
Strongly Agreed	57	44.18
Agreed	31	24.03
Undecided	7	5.42
Strongly Disagreed	19	14.72
Disagreed	15	11.62
Total	129	100

Source: Field Survey, (2018)

The table indicates that 44.18% of the respondents strongly agreed that there is effective on the job training for employees of Bank of Industry, Abuja. 24.03% of the respondents agreed that there is effective on the job training for employees of Bank of Industry, Abuja and 5.42% of the respondents were undecided. 14.72% of the respondents strongly disagreed that there is ineffective on the job training for employees of Bank of Industry, Abuja and 11.19% of the respondents strongly disagreed that there is ineffective on the job training for employees of Bank of Industry, Abuja

Table 18: There is ineffective off the job training and development on the employees of the bank

Responses	Frequency	Percent (%)
Strongly Agreed	32	23.88
Agreed	12	8.95
Undecided	3.	2.23
Strongly Disagreed	59	44.02
Disagreed	23	17,16
Total	129	100

Source: Field Survey, (2018)

The table indicates that 23.88% of the respondents strongly agreed that there is ineffective off the job training and development on the employees of the bank. 8.95% of the respondents agreed that there is ineffective off the job training and development on the employees of the bank and 2.23% of the respondents were undecided. 44.02% of the respondents strongly disagreed that there is effective off the job training and development on the employees of the bank and 17.16% of the respondents strongly disagreed that there is effective off the job training and development on the employees of the bank.

United Bank for Africa-Abuja

Table 22: There is effective on the job training for employees of United Bank for Africa, Abuja

Responses	Frequency	Percent (%)
Strongly Agreed	47	35.07
Agreed	31	23.13
Undecided	3	2.23
Strongly Disagreed	29	21.64
Disagreed	24	17.91
Total	134	100

Source: Field Survey, (2018)

The table indicates that 35.07% of the respondents strongly agreed that there is effective on the job training for employees of United Bank for Africa, Abuja. 23.13% of the respondents agreed that there is effective on the job training for employees of United Bank for Africa, Abuja and 2.23% of the respondents were undecided. 21.64% of the respondents strongly disagreed that there is ineffective on the job training for employees of United Bank for Africa, Abuja and 17.91% of the respondents strongly disagreed that there is ineffective on the job training for employees of United Bank for Africa, Abuja.

Table 23: There is ineffective off the job training and development on the employees of United Bank for Africa, Abuja

Responses	Frequency	Percent (%)
Strongly Agreed	51	38.05
Agreed	36	26.86
Undecided	6	4.47
Strongly Disagreed	24	17.91
Disagreed	17	12.68
Total	134	100

Source: Field Survey, (2018)

The table indicates that 38.05% of the respondents strongly agreed that there is ineffective off the job training and development on the employees of United Bank for Africa, Abuja. 26.86% of the respondents agreed that there

is ineffective off the job training and development on the employees of United Bank for Africa, Abuja and 4.47% of the respondents were undecided. 17.91% of the respondents strongly disagreed that there is effective off the job training and development on the employees of United Bank for Africa, Abuja and 12.68% of the respondents strongly disagreed that there is effective off the job training and development on the employees of United Bank for Africa, Abuja.

Training and Development programmes and employees' attitude in Abuja private and public sectors
 Bank of Industry-Abuja

Table 27: Attitude of employees to work in bank of Industry in Abuja is encouraging

Responses	Frequency	Percent (%)
Strongly Agreed	56	41.79
Agreed	39	29.10
Undecided	2	0.74
Strongly Disagreed	21	15.67
Disagreed	17	12.68
Total	129	100

Source: Field Survey, (2018)

The table indicates that 41.79% of the respondents strongly agreed that attitude of employees to work in bank of Industry in Abuja is encouraging. 29.10% of the respondents agreed that attitude of employees to work in bank of Industry in Abuja is encouraging and 0.74% of the respondents were undecided. 15.67% of the respondents strongly disagreed that attitude of employees to work in bank of Industry in Abuja is not encouraging and 12.68% of the respondents strongly disagreed that attitude of employees to work in bank of Industry in Abuja is not encouraging.

United Bank for Africa-Abuja

Table 28: Attitude of employees to work in United Bank for Africa in Abuja is encouraging

Responses	Frequency	Percent (%)
Strongly Agreed	44	32.83
Agreed	31	23.13
Undecided	9	6.71
Strongly Disagreed	27	20.14
Disagreed	23	17.16
Total	134	100

Source: Field Survey, (2018)

The table indicates that 32.83% of the respondents strongly agreed that attitude of employees to work in United Bank for Africa in Abuja is encouraging. 23.13% of the respondents agreed that attitude of employees to work in United Bank for Africa in Abuja is encouraging and 6.71% of the respondents were undecided. 20.14% of the respondents strongly disagreed that attitude of employees to work in United Bank for Africa in Abuja is not encouraging and 17.16% of the respondents strongly disagreed that attitude of employees to work in United Bank for Africa in Abuja is not encouraging.

Major Findings

The study found that there is a significant relationship between training and development (on the job training, off the job training, study leaves and induction) and employees punctuality in Bank of Industry in Abuja. There is a significant relationship between on the job training (Oj) and employees punctuality in Bank of Industry in Abuja. There is a significant relationship between induction (IN) and employees punctuality in Bank of Industry in Abuja. There is a significant relationship between study leaves (SI) and employees punctuality in Bank of Industry in Abuja. There is insignificant relationship between off the job training (Of) and employees punctuality in Bank of Industry in Abuja

There is a significant relationship between training and development (on the job training, off the job training, study leaves and induction) and employees punctuality in United Bank for Africa in Abuja. There is a significant relationship between induction (IN) and employees punctuality in United Bank for Africa in Abuja. There is a significant relationship between study leaves (SI) and employees punctuality in United Bank for Africa in Abuja. There is insignificant relationship between off the job training (Of) and employees punctuality in United Bank for Africa in Abuja. there is insignificant relationship between on the job training (Oj) and employees punctuality in United Bank for Africa in Abuja

There is a significant relationship between training and development (on the job training, off the job training, study leaves and induction) and employees attitude in Bank of Industry in Abuja. There is a significant relationship between on the job training (Oj) and employees attitude in Bank of Industry in Abuja. There is insignificant

relationship between off the job training (Oft) and employees attitude in Bank of Industry in Abuja. There is a significant relationship between study leaves (SI) and employees attitude in Bank of Industry in Abuja. There is a significant relationship between induction (IN) and employees punctuality in Bank of Industry in Abuja.

There is a significant relationship between training and development (on the job training, off the job training, study leaves and induction) and employees' attitude in United Bank for Africa in Abuja.

There is significant relationship between on the job training (Oj) and employees attitude in United Bank for Africa in Abuja. There is significant relationship between off the job training (Oft) and employees' attitude in United Bank for Africa in Abuja. There is a significant relationship between study leaves (SI) and employees' attitude in United Bank for Africa in Abuja. There is a significant relationship between induction (IN) and employees attitude in United Bank for Africa in Abuja.

There is a significant relationship between training and development (on the job training, off the job training, study leaves and induction) and employees' quality of work in Bank of Industry in Abuja.

There is insignificant relationship between on the job training (Oj) and employees quality of work in Bank of Industry in Abuja. There is insignificant relationship between off the job training (Oft) and employees' quality of work in Bank of Industry in Abuja. There is a significant relationship between study leaves (SI) and employees' quality of work in Bank of Industry in Abuja. There is a significant relationship between induction (IN) and employees' quality of work in Bank of Industry in Abuja. There is a significant relationship between training and development (on the job training, off the job training, study leaves and induction) and employees' quality of work in United Bank for Africa in Abuja. There is significant relationship between on the job training (Oj) and employees quality of work in United Bank for Africa in Abuja. There is significant relationship between off the job training (Oft) and employees' quality of work in United Bank for Africa in Abuja. There is a significant relationship between study leaves (SI) and employees' quality of work in United Bank for Africa in Abuja. There is a significant relationship between induction (IN) and employees' quality of work in United Bank for Africa in Abuja.

Discussion of Findings

The results of the analysis indicate that training and development on employees performance in private and public organizations with a particular reference to United Bank for Africa in Abuja and Bank of Industry in Abuja is statistically significant. This implies that training and development (on the job training, off the job training, study leaves and induction) significantly contribute to employee's performance (employee's punctuality, employees attitude and employees quality of work) in United Bank for Africa in Abuja and Bank of Industry in Abuja. However, the study is in tandem with human capital theory which recognizes that human capital is one of the most important factors of national economic growth in the modern economy. The theory argues that a employees formal education determines his or her earning power. Human capital theory holds that it is the key competences, skills, knowledge and abilities of the workforce that contributes to organizational performance. Training and development is an investment because it is believed that it could potentially bestow private and social benefits. The study is also consistent with the findings of Degraft-Otoo (2012); Neelam, Israr, Shahid and Muhammad (2014) and James and Daniel (2014) who found a significant relationship between training and development of firms.

The analysis in hypothesis 1 reveals that there is a significant relationship between training and development (on the job training, off the job training, study leaves and induction) and employees punctuality in Bank of Industry in Abuja and there is a significant relationship between training and development (on the job training, off the job training, study leaves and induction) and employees punctuality in United Bank for Africa in Abuja.

The analysis in hypothesis 2 reveals that there is a significant relationship between training and development (on the job training, off the job training, study leaves and induction) and employee's attitude in Bank of Industry in Abuja. There is a significant relationship between training and development (on the job training, off the job training, study leaves and induction) and employees' attitude in United Bank for Africa in Abuja.

The analysis in hypothesis 3 reveals that there is a significant relationship between training and development (on the job training, off the job training, study leaves and induction) and employee's quality of work in Bank of Industry in Abuja. There is a significant relationship between training and development (on the job training, off the job training, study leaves and induction) and employees' quality of work in United Bank for Africa in Abuja.

Conclusions

The study therefore concluded that there is a significant relationship between training and development and employees punctuality in Bank of Industry in Abuja and there is a significant relationship between training and development and employees punctuality in United Bank for Africa in Abuja. This means that training and development contribute significantly to employee's punctuality in Bank of Industry in Abuja and United Bank for Africa in Abuja. The Bank of Industry training and development is higher than United Bank for Africa in Abuja in achieving employees punctuality. Bank of Industry has a coefficient of determination of 0.99 and United Bank

for Africa have a coefficient of 0.97. There is a significant relationship between on the job training and employees punctuality in Bank of Industry in Abuja. There is a significant relationship between induction and employees punctuality in Bank of Industry in Abuja. There is a significant relationship between study leaves and employees punctuality in Bank of Industry in Abuja. There is insignificant relationship between off the job training and employees punctuality in Bank of Industry in Abuja. There is a significant relationship between induction and employees punctuality in United Bank for Africa in Abuja. There is a significant relationship between study leaves and employees punctuality in United Bank for Africa in Abuja. There is insignificant relationship between off the job training and employees punctuality in United Bank for Africa in Abuja. There is insignificant relationship between on the job training and employees punctuality in United Bank for Africa in Abuja

There is a significant relationship between training and development and employees attitude in Bank of Industry in Abuja. There is a significant relationship between training and development and employees' attitude in United Bank for Africa in Abuja. This means that training and development contribute significantly to employee's attitude in Bank of Industry in Abuja and United Bank for Africa in Abuja. The Bank of Industry training and development is higher than United Bank for Africa in Abuja in achieving employees attitude. Bank of Industry has a coefficient of determination of 0.97 and United bank for Africa have a coefficient of 0.95.

There is a significant relationship between training and development and employees' quality of work in Bank of Industry in Abuja. There is a significant relationship between training and development and employees' quality of work in United Bank for Africa in Abuja. This means that training and development contribute significantly to employee's quality of work in Bank of Industry in Abuja and United Bank for Africa in Abuja. The Bank of Industry training and development is higher than United Bank for Africa in Abuja or well performance than United Bank for Africa in achieving employees quality of work. Bank of Industry has a coefficient of determination of 0.97 and United bank for Africa have a coefficient of 0.95.

Recommendations

The study therefore recommended the following:

1. Bank of Industry in Abuja should continue to embark on training and development since it contributes significantly to employee's punctuality in Bank of Industry in Abuja. United Bank for Africa in Abuja should repetitively train and developed workers since it contributes to employee's punctuality in United Bank for Africa in Abuja.
2. Bank of Industry in Abuja should improve in training and development of employees since it leads to employee's attitude in Bank of Industry in Abuja. United Bank for Africa in Abuja should continue in the activities of training and development of employees since it leads to employees' attitude in United Bank for Africa in Abuja.
3. Bank of Industry in Abuja should improve on training and development of employees since it leads to employees' quality of work in the Bank of Industry in Abuja. United Bank for Africa in Abuja should continue to training and development since it leads to employees' quality of work in United Bank for Africa in Abuja Bank of Industry. The quality of work in united bank for Africa is more effective than Bank of Africa.

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