AN EVALUATION OF MANPOWER TRAINING AND DEVELOPMENT IN STERLING BANK PLC, LAGOSSTATE

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ABSTRACT

Manpower development has been described as the systematic process which a bank has to go through to ensure that it has the effective managers it requires to meet its present and future needs. The objectives of the study is to access the manpower and development, selection and training programmes and from and to conduct an empirical investigation through a review of the manpower planning and development policy of the bank industry. This was because various alternative explanatory variables that were not easily quantified were used. Finally, it was recommended that as a result of importance of manpower planning and development, Banks should endeavour to always provide funds to enable its staff to participate in training and development programmes and based on the established positive relationship between training and Bank’s performance vis-à-vis profit after tax, bank should always vote a reasonable proportion of its profits to training and development of its employees.

1. Introduction

There are a number of factors that contribute to the success of any Bank, these factors include, capital, equipment, manpower, etc. All these factors are important but the most significant factor is the human factor. Since it is the people that will put the other resources to work, it should be viewed as such by management by giving it due attention in order to achieve its Organizational goals and objectives. Graham (2001) assumes that manpower planning is aimed at ensuring that the right person is available for the right job at the right time. This involves formulating a forward looking plan to ensure that the necessary human effort to make it possible for the survival and growth of the Bank, it becomes imperative to develop the employee. Manpower development is a process of intellectual and emotional achievement through providing the means by which people can grow on their jobs. It relates to series of activities, which an enterprise would embark upon to improve its managerial capacity. Manpower development is important in any discussion of strategic human resources management (Adeyemo 2000).

The main objective of setting up a company is to make profit and to achieve this Bank goal, adequate manpower planning and development programmes should be put in place to enhance performance. Human resources (manpower) is considered the most critical to any organization’s survival is a fact because it is the Human factor that utilizes all other resources towards the achievement of the desired organizational goals. The very few Banks that give thought to this very important aspect of staffing functions do so with lack of seriousness. The programmes are carried out not only once in a blue moon but are also lopsided in terms of content and staff participation. According to Roger (1982) as a result of this, lackadaisical attitude of management towards training and manpower development, there had been a progressive decline in the ability of manpower to cope with the challenges that attend the over unfolding new dispensation in the industry. In this circumstance, what we find is that the rise in industrial output is inconsequential in spite of the enormous wave of modern technology that now exist in industrial activities. It is the opinion of industry observers that the poor performance of the Bank-workers follows from their inability to keep abreast with the new technological current as a result of the absence of appropriate and sufficient staff training (Bells 1999). It is against this background that this researcher considered the impact of performance training and development on Bank performance Sterling Bank Plc as a case in point (Bruce 2001).

The following were the objectives of the study:

i. To conduct an empirical investigation through a review of the manpower planning and development policy of the bank industry.
ii. To access the staff recruitment, selection and training programmes and from it, to establish some relationship between the programmes and problems enumerated.
iii. To highlight the need for manpower planning and development in the Banking Industry in Nigeria.
iv. To identify some of techniques of manpower training and development in the Banking industry and their relevance to the industry’s needs and the industry at large.
v. To establish the relationship between personnel training, development and staff performance.
The hypotheses of this research study are the following:

**Hypothesis One**

$H_0$: Lack of manpower training and development in the bank is not directly responsible for the high labour turnover in the bank.

In his view, Nwachukwu (2000) belief that banking services constitute the backbone of the economy of any great country like Nigeria, it is always the most active sector in Stock Exchange. It is upon this premise that government monitors the activities of the banks through the Central Bank of Nigeria which provides the necessary infrastructures for optimum services to the public. In spite of all efforts geared towards improving the services of the banking industry, there are some doubts as to the quality of services rendered by the banks to its customers. It is in the light of this that the researcher through this work, intends to look into the factors militating against Sterling Bank Plc in achieving its sets objectives through this, the study will look into the manpower base and quality of staff of Sterling Bank Plc and assess their suitability with the aim of developing training programmes to enhance their performance since the progress of any Bank is a function of the quality of those directing its affairs. The importance of this cannot be overemphasized especially in this period when most companies are international standard compliant. It therefore behooves of company to plan and train its workers for the best quality of work to be relevant in the scheme of globalization. This is particularly directed to establishments that are prone to think that the intractable problems of their Bank is finance and not manpower planning and development. This research will also evaluate aspects of the recruitment, selection and training processes, which bear strong relevance to corporate image, productivity, efficiency and morals. Sterling Bank Plc was selected for this study. The area of coverage is intended to give a good representation in the government owned enterprises in the economy and the organized private sector. The study was limited to employees of the bank.

2. **Literature Review**

**Conceptual and Theoretical Frameworks**

**Manpower Planning**

Most writers have concerned themselves essentially within putting forward arguments for and against the very idea of manpower planning and development in Banks. Some other writers have emphasized the need for manpower planning and how to ensure increased efficiency and productivity through the use of manpower plans and development programmes. Kempnett (2000) sees manpower planning as the name given to the drawing up of different types of plans that the company require over a period of years. He believes that once a company has developed a long-range strategy (corporate planning), it become possible to estimate the number of people of all types and categories that may be required over the following years. Ubeku (2002) defined manpower planning or human resource planning as a medium for determining and assuring that an Bank will have, adequate number of skilled and experienced persons available at the right time and place performing jobs which meet the needs of the Bank and which provides satisfaction for the employees involved. Manpower planning in providing adequate number of skilled workers is expected to provide job satisfaction to the employees in return (Luthans, 1998).

**Training**

Training according to Oxford Advance Learner’s Dictionary states that training is the process of preparing somebody or being prepared for job. In manpower development, training is therefore an indispensable element and at the same time, a vehicle for development and planning. According to Schwartz (1986), training is a short-term process utilizing a systematic and organized procedure by which non-managerial personnel learn technical knowledge skilled for a definite period. Thus, training is technically oriented. It is designed to improve the technical and mechanical skill of personnel. Training therefore are usually designed for both non-managerial and managerial staff.

**Development**

Development generally means the process of causing somebody or something to grow or making something to become larger gradually. But in relation to manpower development can be seen as a process of increasing the quality or value or skill of an employee (personnel).

From the definition, it can be sent that training facilitates manpower development and consequently his performance. Manpower training and manpower development are two inter-related processes whose importance cannot be overemphasized in any decision of strategic human resource management. They are related to the series of activities, which an enterprise would embark upon to improve the quality of its managerial capacity.
Development and Training

Olufunke (2000) argued that manpower training and development are two interrelated processes whose importance cannot be overemphasized in any discussion of strategic human resource management. This relates to the series of activities, which an enterprise would need to embark upon to improve the quality of its managerial capital.

Manpower development has been described as the systematic process which an enterprise has to go through to ensure that it has the effective managers it requires to meet its present and future needs, (Bateman and Snell 1999), while according to Kempnet (2002), training is a process when under company auspices seeks a planned, coordinated and conscious manner to develop in the employees those understanding skill and attitude, which will maximize individual’s present and future efficiency and effectiveness of the overall company operations.

Types of Training and Manpower Development Programmes

There are many types of training and manpower development programmes available. The particular method chosen by a company can be influenced by considering cost and time available, number of persons to be trained, depth of knowledge required, background of the trainee, etc (Amital 1998).

On-The-Job Training

This is a widely accepted method of developing workers used by most Banks, according to ChimUbeku (2002), “old and experienced workmen perform much better in any Bank when they undergo training and manpower development through on-the-job training programmes”.

The advantage of this method is that it creates good working relationship because employees get to know each other better and the working environment. On the other side, this method is disadvantageous in the sense that it could result to unorganized supervision, monotonous work and also using unqualified personnel for supervision when the qualified are undergoing the training.

On the job training could take the following forms:

i. Training by experience workmen.
ii. Apprenticeship, which is the oldest method of training.

Information Presentation Method

The aim is to impact the facts, theories, concepts, etc without actual practice. Examples of information presentation method are:

a. **Conference method**: This could be in form of a seminar programme where a small group are drawn from different Banks (David 2001).

b. **Classroom method**: It can be used to reach a large crowd and it is usually two-way communication, where questions are asked and answered are received.

c. **Programmed instruction**: It is teaching aides such as cassettes, films, etc. This method is different from conventional form of training in which the trainer guides the process because the materials to be learned with is presented in a way the student can control.

d. **Lecture method**: This is a student institutional method used in colleges, polytechnics and universities. It is cheaper and has the ability to accommodate more students.

e. **Simulation approach**: People are trained on real life experience, i.e. problem that present itself on real life. Simulation approach could take demonstration or role-playing method.

f. **Role playing method**: It is a technique in which some problems real or imaginary involving human interaction is presented and then spontaneously acted out.

Professional Training

This is used to help trainee acquire more skill usually in technical or commercial fields, where skills are acquired for performing a task. Vestibule training is a system of training sued when large number of people is to be trained on special machines or equipment’s (Margerson and Ashtons 2001).

The Need for Manpower Planning and Development

While reviewing discussions on the need for manpower planning and development we noted that while some people feel that money is the bedrock or business, some scholars stress the need for human resource planning and management as the main essence of Bank survival and growth (Ibekwe, 2004).
Drucker (2001) is of the opinion that since no one can foresee further, management cannot make actual and responsible decision unless it selects develop and test the men and women who will have to take care of these decisions. Welsh (1988) emphasized that the most important factor underlying manpower planning is the understanding of human behaviour and the resulting social process. This goes to buttress how environmental influence affects the behaviour of workers which in turn affects the productivity. Ubeiku (2002) feels that “forward looking” should be rule in every aspect of running a business. This is even more important when taking about adequate manpower and the right type of manpower especially in a country where technical and managerial skills are few. According to him, the days of unsystematic and intuitive improvement in the use of manpower has come to a close. He sees manpower planning as part of Bank, which should not be seen in isolation but in the context of the growth of the Bank. It covers more than simple planning of the manpower requirement of an Bank since it hinges on all aspects of the business and concerned with the future.

Ethical issues
At the onset of data collection, the researcher sought the use of questionnaire to collect information necessary for the research work. The researcher introduced his self to the Management staff and Operational Staff who introduced the researcher to the staff as well. In addition, each questionnaire contained an opening introductory letter requesting for the respondents cooperation in providing the required information for the study. The respondents were further assured of confidentiality of the information provided and that the study findings were to be used for academic purposes only. Respondents were further assured of their personal protection and that they had authority to refuse or accept to give information (Normal 2002).

3. Methodology
In order to appreciate its relevance, it is necessary to understand the subject matter and the method adopted in this study. Research can be defined as the process of finding a dependable solution to problems through planned and systematic collection, analysis and interpretation of data. Osuala (2000), saw research methodology as the overall strategy used by the researcher in collecting and analyzing data for the purpose of investigation of problems. However, the method to be used by any researcher depends on the purpose of the study, the nature of problem to be investigated. This research is designed to be both descriptive and empirical in nature. This research study was based mainly on the effect of training and manpower development in human resources management with particular reference to Sterling Bank Plc. However, for the purpose of complete analysis, references were made to other banks in the industry when substantial evidence relating to the research study was offered. Some of these banks are First Bank of Nigeria Plc, Union Bank of Nigeria Plc and Zenith Bank Plc. The period covered in the study is from 2013 to 2015. The research study had been designed to be current in both descriptive and empirical in nature. The descriptive aspect of it reinforces the behavioural pattern of workers in the organisation, which included the contribution for the trained personnel to the organizational goals, and the general impact of the training received in the organization.

The empirical analysis entails the various analysis of the data collected for the purpose of testing and consequently either for accepting or rejecting the stated hypotheses. In conclusion, therefore, the study does not only basically transcend the provision of information on the magnitude of training the personnel received, it also focuses on the various problems of training and development in the selected Banks. The data collected for the purpose of analysis and consequently testing of the formulated hypotheses were secondary data that were sourced from Sterling Bank Plc. The primary data were collected using personal interviews and simple questionnaires administered to the employees of the Bank. The entire number of employees in Sterling Bank Plc constitutes the population of this study. The population boundary was fixed and it was described by the characteristics of individual member comprising it as well as the nature of the variable being studied (Lucey 1996). Given the fact that the relevant authorities such as the Central Bank of Nigeria (CBN), Nigerian Deposit Insurance Corporation (NDIC), National Bureau of Statistics (NBS) and the Nigerian Stock Exchange (NSE) do not have reliable and current data regarding the population of employees in the banking industry, this researcher faced a lot of difficulties of getting the accurate population for this study. Hence, the sample size used for the analysis was fifty (50). The techniques of sampling employed in the data collection was mainly random sampling. This was adopted with a view to reducing the degree of bias and subjectivity of the respondent’s opinion on the topic during the personal interview and the distribution of the questionnaires. Secondly, to ensure that the views of the junior, middle and management personnel are well and adequately represented, a cluster sampling techniques was used to complement the random sampling.

Method of Data Analysis
The method of data analysis adopted in this study included the sample percentage and tabular presentation of the collected data. This was because various alternative explanatory variables that were not easily quantified were
used. To reduce the problem of quantification of the variables, attitudinal type measurement using Likert Scale was used for the opinions supplied by respondents. To further test and accept or reject the formulated hypotheses, Chi-Square distribution was employed. In this test, whatever the calculated values of the Chi-Square was greater than the table values at a given level of significance, the null hypotheses would be rejected which would automatically lead to accepting the alternative hypotheses and vice versa. To ensure a high level of confidence, our test of significance level of 0.0 and 0.05 were used. A simple regression analysis was also employed to determine the relationship between the amount expended on training and development using the profit level as the index of the Bank’s growth. In other words, the annual profit of the Bank was used to determine the trained personnel’s contribution. Other contributions of the trained personnel such as public relations and efficiency were quite difficult to quantify, hence the choice of the annual profit level.

Data Analysis, Findings and Discussion

The purpose of this chapter is to analyze the data collected in a systematic way so as to facilitate verification and authenticity of the prepositions that were stated earlier on tests of the propositions that are intended to provide the much needed answers to the research questions and also form a basis of good and reliable recommendations. The primary objective of manpower training and development in Sterling Bank Plc as already enunciated earlier was to impact positively and to ensure effectiveness for optimum performance with a view to achieving the corporate goals of the bank.

Based on this, a set of questionnaire were designed to obtain the needed data. The response to the various questionnaires distributed were collected and analyzed. Secondly, the secondary data collected were analyzed using the simple regression analysis. The responses to the questionnaires were analyzed. Firstly, the responses to the bio-data questions were dealt with before those in the part B of the questionnaire.

The tables below show the responses of the respondents to the sex, age, marital status, distribution in the questionnaires. A total of fifty (50) questionnaires were duly completed and returned. The figure in the brackets shows the corresponding percentage of bio-data analysis of the respondents.

Table 1: Sex

<table>
<thead>
<tr>
<th>VARIABLES</th>
<th>NO. OF RESPONDENTS</th>
<th>% OF RESPONDENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>34</td>
<td>68</td>
</tr>
<tr>
<td>Female</td>
<td>14</td>
<td>32</td>
</tr>
<tr>
<td>Total</td>
<td>48</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data, 2018

A cursory look at the table revealed that 34 of the respondents representing 68% were male while 16 respondents 32% were female.

Table 2: Age

<table>
<thead>
<tr>
<th>VARIABLES</th>
<th>NO. OF RESPONDENTS</th>
<th>% OF RESPONDENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 – 30 years</td>
<td>4</td>
<td>80</td>
</tr>
<tr>
<td>31 – 40 years</td>
<td>16</td>
<td>32</td>
</tr>
<tr>
<td>41 – 50 years</td>
<td>24</td>
<td>48</td>
</tr>
<tr>
<td>51 and above</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data, 2018

It also showed that 48% representing 24 out of the 30 employees sampled on age bracket 41 – 50 years of age, 32% representing the ages of 31 – 40 while 12% representing 6 are 50 years and above only 4 out of 50 employees representing 80% are between the ages of 21 and 30 years.

Table 3: Marital Status

<table>
<thead>
<tr>
<th>VARIABLES</th>
<th>NO. OF RESPONDENTS</th>
<th>% OF RESPONDENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>Married</td>
<td>38</td>
<td>76</td>
</tr>
<tr>
<td>Widowed</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Divorced</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data, 2018
From the table above, 6 or 12% of the respondents were single, 38 or 76% married, 3 or 4% widowed while 4 or 8% were divorced.

Table 5: Position of respondents

<table>
<thead>
<tr>
<th>VARIABLES</th>
<th>NO. OF RESPONDENTS</th>
<th>% OF RESPONDENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior Staff</td>
<td>30</td>
<td>60</td>
</tr>
<tr>
<td>Senior Staff</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>Middle Mgt.</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>Management</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data, 2018

The table revealed that majority of the respondents were junior staff and this is 36 which represents 60% of the management level. 17% representing only 14% of the respondents were senior staff and 8% representing 16% out of the respondents are in the middle level management.

Analysis of Some Responses to the Questions in the Questionnaire

Table 7: Distribution of responses whether it is essential to assess training and development programmes against performance.

<table>
<thead>
<tr>
<th>OPINION</th>
<th>NO. OF RESPONDENTS</th>
<th>% OF RESPONDENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>38</td>
<td>76</td>
</tr>
<tr>
<td>No</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data, 2018

The table above shows that 38% of the total respondents representing 76% out agreed that it was essential to assess training and manpower development programmes against performance. The opinion was corroborated by Alpha (1988) when he opined that employees’ performance is determined by the amount of training and development received.

Table 8: Distribution of Respondents view on how they would Recommend that every Staff be Rained on the Job.

<table>
<thead>
<tr>
<th>OPINION</th>
<th>NO. OF RESPONDENTS</th>
<th>% OF RESPONDENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-the-Job</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>Stimulation</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>Induction</td>
<td>17</td>
<td>34</td>
</tr>
<tr>
<td>Induction</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Seminars</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data, 2018

A cursory look at the table above revealed that 17 of the respondents representing 34% out of the sample preferred workers to be trained by induction while 17 of the respondents representing 34% of the sample preferred workers to be trained by induction while 15 representing 30% of the respondents believed that workers should be trained on-the-job, 7 representing 14% and 6 representing 12% respectively of the respondents suggested stimulation and seminars as mode of staff training and development respectively. Only 5 representing 10% respondents were of the view that employees of the bank should be trained and developed through conference programmes.

OPINION     | NO. OF RESPONDENTS | % OF RESPONDENTS |
-------------|--------------------|------------------|
| On-the-Job  | 5                  | 10               |
| Stimulation | 10                 | 20               |
| Induction   | 2                  | 4                |
| Induction   | 7                  | 14               |
| Seminars    | 14                 | 28               |
| Hands-on    | 9                  | 18               |
| TOTAL       | 50                 | 100              |

Source: Survey data, 2018

It was in view of majority of the respondents internal and external courses bring about greater efficiency on the job as depicted by 28% of the respondents’ opinion. This was closely followed by those who thought that it
enriches employees’ knowledge and increase performance skills which indicated 20% while those who believe that it increases productivity and leads to higher profitability are 18% of the sampled opinion. Other responses are as indicated above but there was a consensus that there are benefits from internal and external courses.

Testing of the Hypotheses

The various hypotheses earlier stated are to be tested here, the simple repression analysis technique and F-Test statistic will be used.

Hypotheses One

H0: Lack of manpower training and development in the bank is not directly responsible for the high labour turnover in the bank.

Labour turnover is the rate at which an Bank hires and fires employees. Labour turnover is said to be in an Bank when employees leave an organization frequently and new ones are hired frequently.

It is also argued that a staff trained and developed by Bank has a higher probability of staying longer in the Bank. To test the hypothesis empirically, relevant secondary data were collected from Sterling Bank Plc, on the number of staff employed and analyzed with repression analytical tool with the view to establishing the relationship (David and Terence 2003).

Thereafter, an inference was drawn to determine whether lack of manpower training and development in the bank is not directly responsible for the high labour turnover in the bank.

The table below showed the total number of staff employed and trained in Sterling Bank Plc for the period 2013 – 2015.

Table 10: Total number of staff employed and number of staff trained in Sterling Bank of Nigeria Plc.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>NO. OF STAFF EMPLOYED</th>
<th>NO. OF STAFF TRAINED</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>12,962</td>
<td>4,231</td>
</tr>
<tr>
<td>2009</td>
<td>12,820</td>
<td>4,482</td>
</tr>
<tr>
<td>2010</td>
<td>12,325</td>
<td>4,319</td>
</tr>
<tr>
<td>2011</td>
<td>12,136</td>
<td>5,173</td>
</tr>
<tr>
<td>2012</td>
<td>11,752</td>
<td>5,807</td>
</tr>
<tr>
<td>2013</td>
<td>8,911</td>
<td>4,560</td>
</tr>
<tr>
<td>2014</td>
<td>8,560</td>
<td>4,934</td>
</tr>
<tr>
<td>2015</td>
<td>4,081</td>
<td>6,883</td>
</tr>
</tbody>
</table>


Model Specification 2

Y = 9 + bx

Where:
Y = Number of staff trained.
X = Number of staff employed.
A = Intercept of the repression line.
B = Slope of the repression line.

The detailed result of the regression analysis using software package for social science (SPSS) is shown in appendix four (4) extracted and summarized as follows:

Y = 9300 – 0.375x
\[ = (5.09) (-2.354) \]
SE = 1827.24 0.159
R = 0.693, R2 = 0.480
DW = 2.099, F(1.6) = 5.541
Y = 5040.90, X = 11365.

The relationship between the number of staff employed (X) and the number of staff trained (Y) was expected to be positive but the result of the regression analysis from the model above showed that there is a negative
relationship between the number of staff trained and those employed. This negative relationship between the dependent and independent variable can be explained by the restructuring, re-engineering and re-Bank programmes being carried out in the bank. This was due to the recent technological development in the banking industry to cope with the current demand. For instance, in 2013, 4,081 staff of the bank were trained out of the total of 12,962 employed.

Meanwhile the coefficient of the independent variable X implies that 375 staff were be trained out of 1,000 staff employed. The recent increase in the number of staff trained could be also attributable to the importance of staff training and development in the Bank.

The value of the (0.693) implies that there is a high relationship between the variables under study while the value R2 the coefficient of determination (0.480) showed that 48% variation in the number of staff trained is explained by the variation in the number of staff employed while the remaining 52% variation in staff training was due to other factors such as introduction of new technology not considered in the model.

The F-Test showed that the regression equation was a good fit since it is statistically significant at 0.05 level of confidence (Fagbohungbe 2003).

The mean of the staff trained within the period under review was 5040 while the mean of the staff employed in the bank within the same period is 11,365.

Meanwhile, the value of DW = 2099 showed that there was auto-correlation between the data in the time services based on the findings. It can be concluded that hypothesis 2 is rejected meaning that the number of staff trained was not directly related to the number of staff employed in the bank.

Testing this further, the Chi-Square test distribution was used. The calculated value of the Chi-Square is obtained with the formula:

\[ X^2 = \frac{(O_i - E_i)^2}{E_i} \]

Where:
- \( X^2 \) = Chi-Square.
- \( O_i \) = Observed frequencies.
- \( E_i \) = Expected frequencies.

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>5.6</td>
<td>-0.6</td>
<td>19.36</td>
</tr>
<tr>
<td>8</td>
<td>5.6</td>
<td>2.4</td>
<td>1.9</td>
</tr>
<tr>
<td>10</td>
<td>5.6</td>
<td>4.4</td>
<td>0.36</td>
</tr>
<tr>
<td>7</td>
<td>5.6</td>
<td>1.4</td>
<td>12.96</td>
</tr>
<tr>
<td>6</td>
<td>5.6</td>
<td>0.4</td>
<td>2.56</td>
</tr>
<tr>
<td>2</td>
<td>5.6</td>
<td>-3.6</td>
<td>12.96</td>
</tr>
<tr>
<td>4</td>
<td>5.6</td>
<td>1.4</td>
<td>1.96</td>
</tr>
<tr>
<td>2</td>
<td>5.6</td>
<td>2.56</td>
<td>0.457</td>
</tr>
<tr>
<td>7</td>
<td>5.6</td>
<td>5.76</td>
<td>1.027</td>
</tr>
</tbody>
</table>

The value of the calculated Chi-Square is 10.755.

DF = n, 1 = 9, 1 = 8

The table value of the Chi-Square at both 0.05 levels of significance is 15.507 and 20.090 respectively.

Since the calculated value of the Chi-Square (X2) = 1.755 is less than the table value at both 0.05 and 0.01 respectively; it was concluded that there was no significant difference in the responses, thus accepting the hypothesis that training improves the productivity of employees and Banks. This is because all the alternatives in the question are all benefits to the Bank and the employees.

4. Discussion of Findings

From the table, the respondents to the questionnaires who served the bank for between 11 – 20 and 26 and above years were 12% representing 24% out of total 50 respondents. None of the respondents was less than 5 years of service. This shows that all respondents were experienced in the service.
The table revealed that majority of the respondents were junior staff and this is 36 which represents 60% of the management level. 17% representing only 14% of the respondents were senior staff and 8% representing 16% out of the respondents are in the middle level management.

The table above shows that 38% of the total respondents representing 76% out agreed that it was essential to assess training and manpower development programmes against performance.

The table above revealed that 17 of the respondents representing 34% out of the sample preferred workers to be trained by induction while 17 of the respondents representing 34% of the sample preferred workers to be trained by induction while 15 representing 30% of the respondents believed that workers should be trained on-the-job, 7 representing 14% and 6 representing 12% respectively of the respondents suggested stimulation and seminars as mode of staff training and development respectively. Only 5 representing 10% respondents were of the view that employees of the bank should be trained and developed through conference programmes.

5. **Conclusion and Recommendations**

The objective of manpower and training development is to help yield operational results that will bring about meaningful changes in the output of a company. The study of the input of manpower and training development in the achievement of organizational goals in Sterling Bank Plc had become a useful and reasonable insight into the ideas, views and feelings of the employees about the Bank.

Every Bank should know that training does not end with the initial orientation limited to adjusting to new jobs or altered work. Job should be constantly planned and people also trained. Development is a management tool skillfully and systematically planned and executed to improve the performance of current and future employees. The aim is to develop, sharpen and thus change the employees’ attitude as well as increasing their knowledge and skill.

Sterling Bank Plc is one of the leading banks in the industry and has a network of branches of over ten thousand members of staff. This is a singular reason for the need for training and development of its staff to meet the challenges in the industry.

Actually, the research work came up when the banking industry in Nigeria was undergoing technological change and experiencing a lot of competition. This informed the right choice of the research topic. However, in carrying out the research work, various methods were adopted to achieve the desired goals. Deijemioah(1988) in his contribution, attributed the shortage of desired manpower in the banking industry to lack of appropriate and adequate training, education and insufficient training institutions and facilitation. In a paper titled “Manpower Development and Utilization in the Nigerian Banking Industry”, he identifies the role of manpower development as it affects the service being performed by the banks. He identified manpower shortage which he found to be partly due to the increasing manpower requirement resulting from rapid expansion of banking facilities and inadequate supply of trained personnel due to lack of institutions to turn out good graduates.

In recognition of this fact, Sterling Bank Plc set up a Training and Manpower Development Unit in the Personnel/Human Resources Department to constantly train its staff and develop a welfare packaged for the overall development of its staff. From the research, it had been discovered that Sterling Bank Plc adopted various methods of manpower training and development. Among these were in-house training, seminars, conferences, orientation programmes and overseas’ training.

**Conclusion**

When employees are properly managed, trained and developed on the job, it reduces the amount of foreign exchange that would be used in paying expatriates.

Changes in technologies, automation and the consequent effect they have on the existing skills and jobs have necessitated the need for the continuous training of employees. The effective management of human resources is very important to any Bank which can only be achieved by effecting good manpower planning policies and training programmes. The essence of this is to achieve the broader aims of the Bank as well as satisfying the individual aim of developing oneself.

Training and manpower development are an important aspect of Bank management because it is a function that seeks to make available for the Bank skills that are necessary for its effective and efficient functioning. Knowledge of the future requirement supply of labour is important especially, where labour is reactively scarce, costly and skillful manpower development does not exist with the initial orientation and induction of employee, neither is it to be limited to retaining few new job nor attend work methods. Employees are constantly being trained and retrained by the banking industry.
Recommendations

Based on the analysis of data collected in the course of this research work, the researcher made the following recommendations with a view to reducing the problem of training and manpower development of staff of the bank:

i. Banks in Nigeria should embrace manpower development as a Corporate and management strategy. It seeks to improve knowledge, skills and attitude required by employees to perform adequately on a given task or job and cumulatively enhances organizational Productivity.

ii. Manpower development should be a matter of organizational policy and should be continuous rather than hand picking of employees who the management is pleased with for a training and/or development exercise.

iii. Quality and relevant training and development programmes should be organized by organizations as many developmental programmes of organizations have never met up with employees’ expectation or improved Productivity.

iv. On-the-Job method of manpower development is highly recommended to organizations. These methods ensure that there is no loss of man hours as a result of off-the-job trainings where employees travel out of the country or out of station to tour around.

References


