

**IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEES'  
PERFORMANCE IN CENTRAL BANK OF NIGERIA (CBN)**

**BY**

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## ABSTRACT

There's no doubt around the world that organizations in the same industry aspire to be competitive and outcompeting others. Employees are seen as the primary force that controls the organization's capital. Over the years, training and development of employees has received valuable attentions from private and public researchers because of its invaluable contributions to the performance of both employees and the organization. However, much work has not been done linking training and development to employee's performance in the Central Bank of Nigeria. This concept forms the basis of this study, which aims to investigate the impact of training and development on employees' performance in Central Bank of Nigeria. This was followed by the formulation of four specific objectives, developed from the review of relevant literature. The methodology used in the study was quantitative method (survey research design) through the developing of a questionnaire used for the collection of primary data for the study, which was analyzed on tables, charts and hypotheses tested with the Statistical Package for Social Sciences (SPSS). The study hereby established that all for investigated objectives of this study has been fulfilled and the study accepts all alternative hypotheses and rejects the null hypothesis. It is on this ground that the study concludes it can be obtained that mentoring has a significant impact on employee commitment in CBN, the delegation of jobs has significant impact on employee commitment in CBN, job empowerment has a significant impact on employee commitment and rotation of job has a significant impact on employee commitment in CBN.

Key words: Training, Development, Employee, Employee performance and Organizational Performance.

# Submission of Thesis and Dissertation

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# CHAPTER ONE

## INTRODUCTION

As a result of globalization, technology, political and economic changes, businesses face increased competition and therefore oblige these companies to prepare their employees to respond and thus improve efficiency. It is necessary not to overlook the prevalent proof of business world awareness in the last decade. This development was due not only to technical changes and a combination of production factors, but also to increased efforts to establish human resources organizationally. Therefore, it is the responsibility of all organizations to increase the quality of employees' efficiency (Afshan, Sobia, Kamran & Nasir 2012).

### 1.1. Background of the Study

There's no doubt around the world that organizations in the same industry aspire to be competitive and outcompeting others. Employees are seen as the primary force that controls the organization's capital. It is also observed that organizations usually prioritize technology and systems over employees, without recognizing that employees control an organization's technology and systems (Beloor, Nanjundeswaraswamy, and Sammy, 2017). Globally, the issue of organizational commitment has grown significantly over the century, especially with the employment opportunity induced by globalization within the nation and abroad. Organizations are in the race of pulling competent staff from competitors along with the traditional focus of retaining skilled staff.

The success of every organization in Africa and in many other developing countries depends on employees adhering to the principles and values of organization. Once employees experience a "sense of unity" in the organization, the degree of productivity is very strong and they work as a team in the corporation. The scenario has induced employee development opportunities while intensifying the organizations' challenge. It is specifically in Africa that organizational variables in Kenya are influenced by, the organization's environment, its dependency, and the efficacy of social processes. According to Bhavn and Swati (2012), other factors affecting employee commitment are the company's systemic nature, ability to meet employee standards, and leadership behaviour. The question is why human resources are important in many circumstances. Since the intellectual property of the company is provided by human resources,

employees demonstrate that they are a good source of competitive advantages and are prepared to improve the organization's intellectual property through skill development for employees. Companies must successfully acquire and utilize human capital (Bhavn and Swati, 2012). Therefore, organizations need to plan their management of human resources as it fits the framework of the organization to support organizations' achievement of their objectives. Organizations also need to help their employees gain the requisite skills and engage them.

In Nigeria, the Nigerian banking sector has a weak organizational culture which is shown by the procurement of staff work-leave and the inappropriate leave for their employees (Obiageli, Uzochukwu and Ngozi, 2015). As a result, failure by Nigerian banks to comply with the leave policy makes those bankers work nearly 24 hours, without paying any attention to themselves and their families. This can have an adverse effect on banking sector which cause health problems, broken homes and child abuse. Anam, Muhammad and Rab (2015) added that employee commitments in Nigeria represent employee desires for the company's success and believes it is the best option to stay in its current workplace. Therefore, the management of human resources is particularly difficult in Nigeria because it is difficult for most organizations to find adequate human resources (Aidah 2013).

Fortunately, management days passed through the times of trial and error. — Today the focus is on the role of employee development through effective training, thereby updating the social and economic progress of the nation, particularly in the Central Bank of Nigeria (Akujuru and Enyioko, 2015). With the move for technical innovation in Nigeria, employee development is unavoidable in order to maximize efficiency in banking industry. The transformations to using electronic computers and telecommunications have, for example, led virtually all industries to change their operations, which require employee training and development that enables them to cope with environmental changes. Amadi (2009) supports it, noting that society at large is still practically engaged in training and development projects aimed at encouraging jobs and making use of citizens' talents. In today's dynamic market environment, the need to have professional and well-trained employees has become more challenging than could be expected in businesses and organizations (Ahiauzu 2011). A deliberate and well-articulated analysis of the impact of training and development on the employees' performance in Nigeria's central bank is therefore essential to achieve the development of human capital.

## 1.2 Problem Statement

Training and development of employees is seen as a key factor in achieving organizational goals and objectives. One of the key goals of human resources management is to establish the conditions for the employees to realize their latent potential and to ensure their contribution to the organization's success. Competition intensification and the relative success of organizations, in which substantial emphasis is placed on investments in personnel development, have greatly affected the recognition of the importance of training in recent years. The banking industry recently faces problems which in turn can lead to a reduction in the number of employees, which shows that highly skilled bank employees are immediately required to meet current demands.

Mentoring: In recent years, the need for mentoring programs to increase the performance and productivity of employees by decreasing absenteeism and turnover have been developed by organizations (Torrington, 2005). The banking industry, however, has done very little to improve retention and employee satisfaction through mentoring programmes. Rotation of jobs: employees are fainting, exhausted and frustrated with work performed everyday in the same transactional tasks. The value of rotation of work therefore depends year after year on the physical and mental needs of employees who have a similar job (McCourt and Eldridge, 2003).

Management development is typically considered to be aimed at equipping employees of organizations for potential employment or at addressing wide-ranging obstacles related to, developing or sharpening their skills needed to fulfill the Specific Roles and tasks associated with their future positions actually or foreseen. It is also important to note that although there is much knowledge about the economics of training in the developed countries, in less developed countries studies of training issues rarely occur. The research focused on the general management of human resources (HRM) and created a gap in the impact on employee performance on training and development. This research should contribute to the reduction of this gap in literature so that the impact of training and development on employee performance in the central bank of Nigeria can be recognized.

### **1.3. The Study Objective**

The study's key aim was to explore the impact of training and development on employees' performance in Central Bank of Nigeria (CBN). So the specific objectives were to;

- i. Determine the impact of mentoring on employee commitment in CBN.
- ii. Investigate the impact of job delegation on employee commitment in CBN.
- iii. Examine the effect of employee empowerment on employee commitment in CBN;
- iv. Assess the impact of rotation of job on employee commitment in CBN.

### **1.4 Research Questions**

The questions in this research are:

- i. How can mentoring impact on the commitment of employees in CBN?
- ii. How can the role of the job delegation affect the commitment of employees in CBN?
- iii. What is the impact of employee empowerment on employee commitment in CBN?
- iv. How does rotation of job impact on commitment of employees in CBN?

### **1.5 Research Hypotheses**

The following hypotheses are based on the objectives, so as to drawing valid conclusions on the subject. In null form are the hypotheses stated:

H0<sub>1</sub>: Mentorship has no significant impact on employee commitment in CBN.

H0<sub>2</sub>: Job Delegation has no significant impact on employee commitment in CBN.

H0<sub>3</sub>: Empowerment of employees has no significant impact on employee commitment in CBN.

H0<sub>4</sub>: Rotation of job has no significant impact on employee commitment in CBN.

### **1.6 Study Significance**

This study will help highlight areas where there is an employee issue, and thus the management of organizations, employees, and researchers will benefit greatly. The results of this study will ideally be important in that it would allow the management of CBN to understand more clearly how training and development programmes impacts on employee's performance.

The importance of the training, and why it is important to train regularly, should be well understood by CBN employees and other financial institutions. The report would also enhance

the preparation and implementation of training and development programs by the human resources department for its employees.

This research would also benefit stakeholders who, as a result of good results, would interact with a growing organization. This ensures that they invest in an organization with an effective training and personnel development that offers promising performance. This research would also be useful for the government to formulate strategies to help these employees to develop and enhance their skills.

### **1.7 Chapter Synopsis**

The research outline on the impact of training and development on the performance of employees in CBN as a whole will be in five chapters. The literature review will be discussed further within the following subheadings:

Chapter one focuses on general introduction/background study on the topic and identifies the study problem, the study's main goals along with the research questions and hypotheses. It'll further explain the study 's significance.

Chapter two will include the overview of relevant literature by different writers on the subject identifying their main variables of training and development and employee performance, along with the observations of other scholars that will be done to back up the analysis and then summarize the gap in literature.

Chapter three will cover test methodology which will include research design, sample size and sampling technique, study population, method of data collection, method of data analysis, model specification, technique of evaluation and ethical consideration.

Chapter four will include the presentation, interpretation of the data and further discuss the results.

Chapter five will be the conclusion and together with the recommendations would give a summary of the study findings.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 INTRODUCTION

This chapter includes conceptual reviews that illustrate the meanings of the main variables: training and development and employee performance, attributes, benefits, disadvantages and functions of all variables, both dependent and independent, as well as results by other studies focused on study review objectives. For study purposes it addresses the various concepts of training, development, employee performance, relationships between independent and dependent variables, the other variables and the positive and negative effects of previous research.

The primary focus in training is the development of skills, know-how, techniques and procedures. Training and development will boost employees, collegial and corporate accomplishments as one of the key divisional human resources management. With the continuous urge to increase the ability of employees to fulfill their duties, the organizations are more and more interested in organizational learning and collective development.

Sims (2002) claims that, both individual employees and the company benefit from training and development. Training and development can increase profitability, generating more positive attitudes, profit incentive job habits, growing employment knowledge and skills at all levels of the company, enhancing the efficiency of the working place and helping workers identify business goals.

Training and development strengthen the decision-making capacities of individual employees and problem-solving skills, which promote self-esteem and trust. This helps workers deal with pain, fear, frustration and dispute resolution. This improves job satisfaction and moves people to personal objectives while also enhancing cohesion and work environment interactivity (Sims, 2006).

For the purpose of this review, relevant literature on training and development will be examined: the work will shed light on the effects of training and development in the central bank of Nigeria (CBN) on employee performance. The impact of training and development with positive and negative impacts of training and employee performance on positive and negative effects between

employee development and performance will be established. The literature review will address information relating to the training and development on performance of employee.

## 2.1 Training

Training is the systematic evolution of a person's intended attitude and skill pattern to carry out a given task correctly. It strengthens their skills, changes their working attitude and creates a commitment to the company. Training aims at enabling employees to develop the requisite experience and skills to work and to truly improve their abilities in the business fields. To succeed in their work the performance and skills of the trained employee should be improved.

Gordon (1992) training is a kind of activity that is structured and organized and leads to a higher level of skill, knowledge and skills required to perform the job effectively and smoothly. These organizations employ structured and coordinated approaches to improve and develop new and existing employee's skills and strengths. Training is known to be a systematic approach to learning and improving individuals, communities and organizations (Khawaja & Nadeem 2013). Therefore, the sequence of activities carried out by an enterprise leads to the development of knowledge or skills. Thus it increases human capital, industry and society as an entire well-being and development. Manju& Suresh (2011) also defines training as an action aimed at increasing competitiveness and the professional abilities of employees in order to improve quality for the goods and services provided by the organization. William Fitzgerald (1992) explains training as a means of learning and of expressing the activities.

This is also used by Goldstein & Ford (2002) as a structured learning and growth tool for increasing groups and organizational efficiency. Aguinis&Kraige (2009) discusses the importance of training by explaining that it enhances employees working efficiency as well as bringing other beneficial improvements, such as gaining new talent. Gansberghe (2003) defines it to optimize power and performance as a long-term process. Reynolds (2004) argues that training plays an instrumental part in improving development. It should be reserved for situations that illustrate a more oriented and organized approach to employee development, instead of being treated as a systematic and comprehensive solution. He also argues that the current teaching style tends to focus on the subject – contextual awareness rather than improving fundamental understanding.



The objectives of the study are to examine: mentoring, job delegation, job/employee empowerment, and job rotation.

**Mentoring:** which has many diverse advantages in maintaining integrity and establishing ties, are also argued for as another method of training (Torrington 2005). The method is often used by mentors who may be their immediate supervisors or other senior managers for newly recruited graduates. This does not mean, however, that older employees do not receive this training method but that they mainly target the new employees in the company. The less experienced staff are mentored (Devanna, Fombrun&Tichy 2004; McCourt & Eldridge 2003; Torrington 2005). Mentoring is an unintentional option for the individual needs of employees and the training, since it can be personalized and if the coach or mentor is immediate supervisor or superior (Khan, Khan, & Khan, 2011), it can gain further support. The study by Nkosi (2015) also says that coaching and mentoring are used to "help self-development and are important skills for workers as the strategies of their company are continually changing and developing." In order to evaluate the opinions of 120 respondents, the study used a structured questionnaire. As a result of commitment of employees, they find mentoring leads to the company's long-term health.

Baranik, Roling and Eby (2009) have developed a model describing the impact of mentoring positions on work-related outcomes. As mentors, they find their protected companies more positive and concerned about their well-being, providing more funding and access and attention to their protégés. If the mentored people think that they are significant for their job, they report greater work satisfaction and loyalty to their firm. Allen, Eby, Poteet, Lentz and Lima (2004) have shown that their mentoring positions are positively linked to income, promotions, success in their jobs, development goals, dedication to their work, high job satisfaction and low turnover expectations. They also believe that the mentoring of workers has a positive effect on the overall performance of the organization.

**Job Delegation:** The delegation of duties is often seen as very important to the employee's performance. It requires training techniques which attempt to capture the trained worker and provide decision-making conditions. As a transfer of authority to executives and other managers, from high management is what Dessler (2006) saw delegation of authority as. The delegation of authority as defined by Lutgans and Hodgetts (2004) is a mechanism for assigning

the functions and the authorities of an entity. The word delegation was defined as the way in which a leader assigns a delegated portion of his power to his task (Kiiza&Picho, 2014). Hashim, Ahmed and Jaradat (2013) submitted that the Authority delegation makes employees feel that they are valued as members of their organization. Workers should thus seek to validate their authority in exercising their tasks and roles and using the available resources of the company with a constructive attitude. The role of the employee delegation in achieving organizational objectives has been investigated by AL-Matouaa (2003). The study showed that the employment delegation played a key role in the fast success of the company. In the working class, it raises morality. This offers employee development opportunities and helps staff with complementary training and management skills. The findings of Olajide, Idowu and Adeoye (2017) support this idea that the work delegation has a significant positive effect on the efficiency of workers. The Darwish and Maher (2010) study showed that employee participation and job performance can best be increased efficiently by delegating work.

**Job/Employee Employment:** Empowerment of personnel is the creation of the capacity to generate added value in organization, role-plays and responsibilities within the company, which is necessary in terms of efficiency and effectiveness (Doaei 1998). Brymer (1991) defines empowerment as a decentralizing decision-making process, giving managers greater autonomy and flexibility. Employee empowerment is an effective technique to enhance employee productivity and maximize human and collective capacity for achieving organizational goals. Empowerment is a growth and impact process that can contribute to on-going improvement and success, both for individuals and teams. Empowerment is, to put it another way, a development strategy and a successful organization (Gilaninia 2012). The empowered employee with high effort and success comes from the motivation of instinct, commitment, motivation and dedication. The relationship between job empowerment and employee commitment has been observed by Rawat (2013). Employee empowerment has been found to have an important relationship with employee commitment. Aryan, Singh and Amirinder (2016) study showed that independent decision-making and open communication have important implications for employee performance in the company. In the current banking scenario there has also been found a lack of substantial relationship between employee empowerment and employee performance (Bose, 2018). In a linear regression analysis study by Sharma and Monika (2017), a positive relation between employee commitment and empowerment factors was revealed.

**Job rotation:** Rotation of job as a means to build employee skill in an organization involves moving employees from one official responsibility to another, for example, from one branch to the next (McCourt & Eldridge 2003). "The process of changing an individual from work to work" is described by Edward (2005) as job rotation, which increases an employee's work and value to an organization. The employee's temporary performance of a new assignment may be described as rotation for an agreed period of time. The position-oriented job rotation is decided by management by a special work requirement. The Human Resource Development Council (HRDC 1997) defines job rotation as a "career development strategy in which workers are briefly moved to a current or" shadow role "on a lateral basis (HRDC 1997). According to Malinsky (2002), it is an organized movement of personnel from job to job, and it also states that a person must not stop work to obtain a more satisfying job. This can be done by changing, enhancing and reforming the job at the same job. Parker (2002) reports that the rotation of employees is a form of training in which staff leave their jobs already and people unemployed are put to work. The Mohan and Gomathi (2015) study found that rotation has played a major role in the development of employees. Salih and Allbed findings (2017) demonstrated a statistically significant correlation between job rotation and the employees' performance at Red Sea University. Research by Mohsan (2012) has found that most people have spent a considerable amount in the banking sector and rotated from time to time during their careers. It has been found that employees are less driven when they are more committed and involved in different work in different departments. Baro, (2012) found the job rotation program to be an important tool for bibliographers to acquire new qualifications, to improve their worker productivity, to build new connections and skills through the university library to develop their future career.

### 2.1.1 Positive Impacts of Training

Training was considered helpful in increasing the performance of organizations. As addition to enhancing workplace capital, it offers a forum for them to develop and improve their skills. Training thereby increases staff 'productivity and companies' competitiveness. The Akujuru and Enyioko (2015) study found that CBN uses a range of development programs for personnel resources. The requirement to use a specific scheme includes the amount of work content and the rate of market of the structure of organization's costs. It has had a positive impact on their human

capital development and the performance of workers in the Central Bank of Nigeria. Nonetheless, numerous reports examine the contribution to employee performance that training provides. According to Ekaterini&Constantinos(2019), training is one of the most common methods for increasing efficiency of employees and communicating to employee organizational priorities. This claim is further supported by (Mubarak et al, 2019) that training was described as an important resource to enhance workforce efficiency and also enhances the value of the organization. The Mubarak et al (2019) believe that organizations need to balance training and its value. In addition, Rohan &Madhumita (2012) argued that huge investments in employee training could impact company growth and employee performance on decision making, teamwork.

Training has also an enormous impact on the actions and skills of workers at work (Satterfield &hughes, 2007). They say that it enhances workers' morality, promotes healthy competition and helps to improve systems in a company. Training can inspire and foster the best talents of an organization (Cherrie J.Zhu, Kate Hutchings, Brain K, Cooper, Yiming Zhang and Sijun Shao 2009). This premise is further endorsed by Lowry Simon & Kimberley, (2002), as training provides a way to improve employee commitment and workability.

In addition, (Koning's&Vanormelingen 2009), (Colombo &Stanc 2008) and (Sepulveda, 2005) feel that training has been implemented in order to make the workforce more productive and competitive. The authors see this as the objective of any organization; therefore every organization should prioritize training to achieve its fixed objectives.

Elnaga& Imran (2013) points to the importance of workplace training. It is their belief that training is necessary to understand their roles and job description for workers. Training, they conclude, is key to improving the efficiency and performance of new employees and employees at work. It also offers an efficient transitional system for employees to take up more jobs and help solve work-related problems.

Elnaga& Imran (2013) notes that training in the workplace must be a priority, in order for workers to understand their role and job description, they believe training is necessary. Training is therefore vital if new recruits and employees on the workplace are to improve efficiency and effectively achieve their jobs. It also offers for workers to take more jobs in the workforce and help overcome workplace problems. It also offers a simplified transition system. Elnaga& Imran

(2013) further explored the role played by training to generate high returns on investment and their competitive advantage potential. The author stresses that better performance is part of all of these due to the good training. Efficient training is an important factor in the success of employees and business skills. Training fills the difference between the performance required and the results achieved, the author sums up.

Furthermore, Imran & Elnaga, (2013) highlights the skills of employees, i.e. information, expertise and skills are critical to the competitive advantage in an evolving global market. Any employees who have the appropriate skills and expertise can influence their employee's moral and commitment must have a good training plan in place. To optimize the capacity of the workforce, training must be successful at work. Organizations adjust their training systems to achieve long-term productivity, focusing and workforce creation to allow workers to respond to volatile and changing business dynamics, resulting in better results by empowering and contributing themselves. Employees tend to increase their efforts and place the organization's best interest first as a reward for their training, thereby achieving the goal and increasing employee performance of the organization (Imran et Elnaga 2013). Beardwell and Holden (2007) accept that the key objective of training is to will the real or anticipated success inequalities. Ameer-ul-Ameer and Furqan Hanif (2013) conclude that training is the core of each process designed to improve the performance of employees, due to its potential to significantly influence organizational performance and to achieve organizational objectives.

Ameer-ul-Ameer and Furqan Hanif (2013) believe that untrained workers cannot work because they can develop training skills for employees and help to achieve organizational objectives. Furthermore, well-designed training systems can better fulfill organizational requirements. Any organizations prefer to fulfill their training needs haphazardly, which means that their specific training requirements are hard to grasp (Afshan Sultana et al., 2012). In Aidah Nassazi (2013), training and organizational accomplishment are closely related at different levels. The author claims that training is an important practice for politicians, human resources managers, research organizations and the government. The training of employees will provide the organization with significant benefits in order to achieve its objectives better by improved efficiency.

### 2.1.2 Conclusion and link to the study

From the analysis we can infer that a step-by-step training process can only be completed after a sequential task has been carried out successfully. Past literature on training suggests that company training requires a structured strategy that typically includes the development of a training agenda accompanied by the definition of training needs, the planning and implementation of training strategies and services, reviewing and preparing reviews for future interventions. A comprehensive, step-by-step approach involving the definition and assessment of training needs builds the successful training plan. The needs for the training of employees may already be identified in the strategic, human resources or development plans of the organization. The requirements of training contrast normal performance with actual performance. The specified vacuum should be analyzed, prioritized and turned into priorities for organizational training. The training program must be built to bridge the gap between conventional performance and real results. The training goals are identified and assessed by means of an action plan. The main task is therefore to improve the know-how of the employees to enhance their performance. In particular when there is a time gap between training and actual performance the knowledge and abilities derived from training during the training period differ from those used at work.

Research to date found that there is a positive and important relationship between mentoring, which has a direct effect on employee commitment and that there is a positive and significant relationship between job delegation and employee commitment. Finally, there is a positive and meaningful relationship between the rotation of work and employees commitment. This means that the training is important and clearly affects the success of workers (Purcell, Kinnie & Hutchinson 2003; Harrison 2000). Training is therefore taken to be an important influence on the performance of employees. In other words, training should be provided by each bank, in particular CBN, to ensure the adequacy of the employees, whilst ensuring that employees are adequately paid by attractive wage packages after training, in order to avoid employees' temptations of banks being disappointed. The study draws a review from Cole (2001) of questions relating to research which improve confidence and motivation for employees who receive training; training reduces risks as trained staff are able to use materials and equipment better and more effectively and therefore minimize and avoid waste; training gives a sense of safety in the workplace where they operate.

### 2.1.3 Negative Impact between Training and Employee Performance.

The knowledge and expertise of a company has gained increasing importance for its sustainability, competition and innovation (Lawler, Mohrman & Ledford, 1998; Martocchio & Baldwin, 1997). And it isn't surprising that career planning is a worldwide multi-billion - dollar business. The US employment expenditure was \$55.8 billion in 2006 (Industry Report, 2006). This is because a multibillion-dollar project is needed to keep thousands of people united, and that is the reason why it needs such valuable efforts to achieve. Kraiger (2003) reported more efficient firms than other organizations, spending on training and development. The large volume of businesses expended on structured training and development programs annually is expected to contribute towards improved organizational performance or results (Dolezalek, 2005; Salas & Cannon-Bowers, 2001).

Training is also called faddish, too costly, not appropriate for practice and not to improve the result (Salas, Cannon-Bowers, Rhodenizer, & Bowers 1999; Wright & Geroy, 2001; Caudron, 2002; Kraiger, McLinden & Casper, 2004). For the lean time to be cherished or ordered, training is often seen as a cost center (Kraiger, 2003). A lean time is when it is not enough to conduct organizational activities, especially money (Kraiger, 2003). In addition, for other reasons than improving efficiency, training programs are implemented, including legal compliance, recompense and retention of staff or training fads (Kraigen, 2003).

The relationship between training and standards of performance is questionable. For example Alliger et al. (1997) argued that the majority of training activities can not influence the outcome requirements explicitly.

Without a simple definition, the link between training and job performance is difficult, especially in terms of measuring it (Grugulis and Stoyanova, 2006). The indicators are productivity, quality of products, financial performance, wage rates, sales, scrap rates, personal sales, growth in jobs, absenteeism, organization's perceptible performance and perceived market efficiency. Secondly, there is unlikely to be a single structural cause for productivity or competitiveness; companies can improve in a number of ways, including retraining and improved employment. The bulk of experiments are focused on individual respondents who cannot measure relative success accurately within the organization. The cross-sectional existence of several studies often leads to

a lack of firm identification of the causal links between the selected variables (Melanie 2008). Intensity and profitability were also associated in particular with larger companies. Innovation in the workforce could also be encouraged through training (Bartel and Lichtenberg, 1987). So it is not clear that various types of training affect performance negatively or positively. Dysvik and Kuvaas (2008) have explored other collaborations, including training programs with employee performance, within Norwegian aid organizations. The study found that the relationship between perceived training opportunities and both success and citizen attitudes was fully mediated, with partly an intrinsic employee motivation mediating the relationship between perceived training and intent.

Brum, (2007) agrees that training has been used as a strategic technique by companies, and states that there are significant differences in the discussion of how training affects staff as well as organizational objectives between experts and academics. The other says that training is a tool which can lead to the retention of employees, but, irrespective of the way of thinking, most people agree that staff training is a complex human resources practice that can directly affect the company success. He says that the first school believes training leads to higher turnover.

#### 2.1.4 Conclusion and Link to the study

Training tends to enhance the performance of employees, but much more needs to be learned to clarify the relationship. In order to understand why the training improves the employees' performance, it is particularly necessary to look at the impact of the type of training contents, how the training contents are aligned with the organizational outcome and productive performing position of the staff, how training methods are developed and principles of learning.

In the light of recent studies in organizational growth, training for employees plays an important role both in performance and in rising productivity. In turn, this leads to better positioning of organizations to compete and remain at the top. Therefore, there is a significant gap between the companies that train their employees and non-trainers. Existing literature shows the existence of clear effect on employee performance, especially in terms of training and development (Purcell, Kinnie & Hutchinson 2003; Harrison 2000), whereas others extended their overall organizational performance perspective (Guest 1997; Swart et al. 2005).



In this respect, the research found that a lack of corporate support means that companies lack effective mentoring programs. Many organizations, however, have discovered that mentoring affects the retention and engagement of employees substantially. Managers and organizations could benefit considerably by using effective mentoring strategies. Negative attitudes and negative contact with their own companies are ineffective mentored workers (Friday and Friday 2002). However, different organizations have found that mentoring influences the retention and involvement of employees significantly (Short, 2013). By using effective mentoring approaches, organizations and managers alike will benefit significantly.

The delegation encourages subalterns to improve their delegating skills. The lack of delegation is, however, also related to the coordination between subordinates, and the need for input is linked to these tests. Delegation means that one has been empowered by a superior to take over certain activities (Kastelle, 2013). Once authority and control is passed to staff, they have greater independence and achieve a variety of positive outcomes such as greater job satisfaction, company engagement, creative actions and task performance (Chen et al., 2007). There is a strong link between the delegation and empowerment.

Empowerment is a concept of motivation, which is connected with autonomy. Once people feel accountable they perform meaningful tasks with psychological empowerment. You always have the feeling of empowerment, awareness and power. Usually they find that they have to work independently because the workers are motivated, because it can require a high degree of ability and is necessary for they often find it difficult and complicated (Xiyang et al., 2017). More particularly, social control has been demonstrated to play an important role in the feedback search process (e.g. Chen Z. et al . 2007; Huang 2012). Job empowerment in the workplace therefore means that employees will feel that their task is important. Managers are more likely to motivate their employees, who are relatively long working for them and highly trained, to assign to employees who are managers. Consequently, employees can feel confident, organizationally significant and of an enhanced position within the company when empowered.

In same manner, rotation of jobs is also one of the strong predictors for motivation, commitment of employees and work. It decreases job stress and exhaustion and motivates workers by diversifying jobs, and innovative companies strongly advocate expanding the workforce to meet the current and potential demands of the changing business climate. Nonetheless, there are so

many problems and obstacles in today's banking sector. One of the most important strategies of the financial institutions of the 21st century has to be to implement effective and well-designed rotational employment programmes, in order to ensure that employees are motivated, dedicated and working for themselves in their respective jobs. By implementing projects that can further enhance its competences, the performance of employees is further improved if the company improves its workforce.

## 2.2 Development

Development refers to activities for the purpose of growth which acquire new knowledge or skills. Organizations provide employees with educational programs to improve their skills. Developing employees is one of the most important roles of human resources administration. Employee development involves improving each employee's and the company as a whole's skills and competencies. The organizational development therefore includes progress for individuals or employees and development for employees as the organizational employees improve, develop the organization further and increase employee performance. There is also a strong correlation between organizational development and employee happiness (Elena, 2000). And if the employees are completely trained, they are happier with careers, employment and productivity. The organization's productivity will have a huge effect on improved work efficiency (Champathes, 2006).

Rhernebergen and Wognum (2002) describe the development of their employees by actively wanted process organizations to meet future challenges. The project aims to improve their employees. The initiative is also being managed to establish an ambitious human resources development plan in order to provide training to employees and improve their skills as businesses become participants with higher-level responsibilities. Keissler (2002) argues that career development encourages a clear but flexible growth direction for businesses in presenting their employees. Development is a long-term curriculum that provides a formal system that managers learn about operational and technological skills for a general purpose. The development of a person involves growth and self-fulfillment within the base of the mark according to Campbell (1971). In Gansberghe (2003), development is defined as a long-term process aimed at optimizing capability and performance.

Human resource development is thus the programs and activities of the organization undertaken in recent studies with the aim of preparing and training individuals to develop their skills and abilities to make their best contribution to their workplace. The most important and dynamic item of any organization is human capital. Its significance is embedded in the fact that it is the elements of capital that enable certain capital to be exploited and converted into valuable objects within the organization. The human asset had to coordinate and achieve the organization's objectives.

Ogbeide (2010) has observed that human assets have the formidable skills and characteristics to make up the organization, because of their value and complexity. Development of employees under the leadership of the Personnel Director is the primary responsibility of the company. Each company will develop human resources planning plans and policies. In this situation, companies should develop strategies and policy that manage and maintain skilled workers successfully. The objective of the workforce development program is to prepare people for the organization's potential needs. It is important for the organization and its employees to expand and evolve sustainably, due to its willingness to attract and manage talent and cocky personnel (Akujuru1 and Enyioko, 2015).

The development of employees according to Nnedu (2006) involves not only mechanic training or employment development, but also the improvement of existing personnel for the organization's present and future needs. Developing workforce helps a person to learn skillfully and to develop considerable knowledge. The promotion achieved through effective work gives a sense of self-fulfillment and rejection especially if one believes one's worth deflects one's own ego. Nwachukwu (2009) proposed that each organization would recognize and support its workers who can make a difference to the whole company and society. Each company's success depends mainly on employee management. That is why human resources occupy a very sensitive position among all the other resources that the organization uses. Ubeku (2009) Department of Human Resources has the job planning job description job descriptions recruitment training for the selection staff and management and incentive development for performance evaluation.

### 2.2.1 Positive Impact between Development and Employee Performance

Different factors affect the development and growth of any organization. In light of current research and growth in businesses, development of employees plays a key role in improving performance and productivity. Indeed, this leads to better competitiveness and staying at the top of companies. This also means that between companies which train employees and those which do not. There is a considerable gap. Current literature shows that training and development clearly have implications for employee performance (Aidah, 2013)

Myles (2000) argues that a company that is committed to training its employees and to rewarding them for their performance is motivated primarily by its employees and is more likely to participate in their work, improving morality and loyalty to business. These same people would provide better service as the point of contact with customers that would result in increased sales and customer-friendly references. The increase in sales by references and replicas would increase the turnover of the company and thereby increase the investment by the shareholders. As a consequence, shareholders benefit from higher returns on the company's investment. In addition, the company also attracts new financially efficient shareholders (Myles 2000). Due to their financial strength and their reputation, suppliers are pleased to have business with the company. The organization will also discuss reasonable buying terms with its suppliers. This example shows the interaction between training and development and performance where there is a reciprocal partnership (Lisk, 1996).

Learner (1986) carried out an 11-year analysis to demonstrate this reciprocal relationship, and found that companies with cultures that stressed training and that and ethical values in all fields, as far as owners, clients and management are concerned, outperformed firms with no broad cultural margin. According to Noe (2001), suppliers, owners and shareholdings will draw long-term customers, as they are perceived to be more trustworthy, better serving the interests of the various stakeholders. This results in an increase in the financial performance of the company.

Motivating employees is the most difficult process for a company. Effective human resources practices are critical because the human resources of the organization are critical for the success of the organization. Present literature illustrates the impact on organizational success of exchanging workplace actions and behaviors with "full commitment" management practices,

such as workforce growth (Whitener, 2001). The overall goal of Ronald and Christopher (2003) employee development programmes, regardless of the use of enhanced expertise for the present or future jobs, was to provide a systematic route to enhance employee skills. Therefore, both organizations are responsible for improving employee performance and training and development is definitely one of the key steps to achieve this for most businesses. As it is clear that employees are a key resource to help ensure effective performance, it is important that employees contribute optimally to the company's objectives and goals. Therefore, managers are called on to ensure an adequate technical, socially qualified staffing that will be able to develop their careers in departments and executive positions (Afshan, Sobia, Kamran & Nasir 2012).

Employee development investment reminds of a high level of commitment and motivational policy (Ichniowski et coll., 1997; MacDuffie, 1995; Snell and Dean, 1992). The 'investing in employee development idea involves providing workers with new ideas and expertise in order to use them for the advancement of individuals and to be prepared for future work needs. Human capital development refers to the employer's organized training programs for enhancing productivity and personal growth (Nadler and Nadler, 1989). As a result of continued development in the employee and the acquisition of existing capabilities that could then be adapted and effectively implemented, investment also offers the company a competitive advantage (London, 1989).

### 2.2.2 Negative Impacts between Development and Employee Performance

Rowden and Conine (2005) say that small and medium-sized businesses have limited research on the development of human capital. According to these authors, the majority assume that small enterprises expand their jobs little or no. Essentially, Rowden and Conine cite the training survey, which analyzes the US employment market quarterly, as it seeks not just to reach businesses with fewer than 100 workers. Moreover, only 16 percent consisted of businesses from 100 to 500 employees, while the remaining 84 percent were over that number in their annual study survey. Small companies typically have no human capital growth (Hill & Stewart, 1999). In summary, there are more and more writers working in the fields of training and development and their impact on the employees than previous literature has seen. Various studies have not provided conclusive proof that the relation between training and attitude, their effect on the skills

of jobs and employees' expectations are related to skills and attitudes without substantive instruction.

Therefore, there is evidence that development increases workers' abilities and behaviors, as well as work understanding, productivity and job satisfaction (Arthur et al., 2003; Burke & Day, 1986; Guzzo et al . , 1985). Very few mediatory measures on how training and development affect HR efficiency-related results. One of the three intervention studies have found, however, that planning has an impact on corporate accomplishment by strengthening the workplace environment and commitment, albeit based on cross-sectional results. Contingencies impact all three levels of a company's strategic plan, including corporate strategy on which business segment is to be based and where to execute the business; business strategy on how to perform on the different product segments; and operating strategy on how to optimize the efficiency of capital in each business segment.

Working conditions can also be linked to employee development and performance. While working conditions do not impact output or production specifically, they operate indirectly, for instance if physically or mentally work in certain plant positions becomes exhausted, this does not only damage the property of the company but also leads to injuries that can lead to events such as deaths. The morality of the whole workforce could be affected. For this cause, organizations should develop working conditions, including the development of noise-free workplaces, proper lighting systems and sufficient temperatures for employees to not adversely affect their workplace (Hogber 2005). By developing a positive safety culture to secure good work conditions and thus improve performance, organizations can prevent accidents and maintain good safety data (Newstrom 2002).

Once again, the overall aim of the systems of award is to attract and maintain high quality personnel. The employee considers pay rates fair and commensurate with improvements in performance. Non-financial rewards can be used by organizations such as transport fees, incentives for improved performance (Armstrong 2006). However, where there is no improvement and work performance is adversely affected. Organizations should therefore implement compensation mechanisms similar to those in which they work or organizations should be able to develop performance-based pay structures that compensate employees in accordance with performance and profitability goals. Organizations, for example, need to build

and maintain a sense of equity and consistency in their pay structures to improve performance (Davar 2006). Employees expect employers to purchase their jobs at a certain price.

The working conditions will be negotiated through collective trade unionization, management and trade union processes. Nilsen (2002) argued that industrial peace is an important characteristic of organizational success and development. If labor disputes and strikes are threatening the company, efficiency is expected to decrease. That is to add, conciliation and not disagreement should be considered in order to improve health unionization performance (Daft 1997), whereas talks should prevent labor disputes. All managers and syndicates will therefore have a shared partner to ensure a safe working environment and the well-being of employees in the organizations. Unionizations strengthen labor relations where management requires the free participation of employees in trade unions.

Mentoring, job empowerment, job delegation and job rotation have been identified, but much more needs to be done to appreciate this interaction in employee performance and organizational efficiency. Recent analyses of these performance and growth factors (mentoring, job empowerment, job delegation and rotation) and employee commitment have shown significant findings. This has demonstrated that it creates similar gains that enhance the efficiency of both the employee and the company through the development of employee awareness, abilities, skills and attitudes (Appiah 2010; Harrison 2000). This is a positive influence on employees' performance.

### 2.3 Employee Performance

Holton (1995) defines employee performance as a multi-dimensional building with different dimensions depending on the number of factors involved. In comparison, Armstrong (2000) considers success as actions and results and stresses that both actions can be implemented in performance management (input) and output (output). The organization's success is the result of the activities of individuals and organizational units. Organization, other than external effects on human actions and personal characteristics, can use formal and informal means of controlling or regulating all factors affecting individual and group performance. Informally, communication can exert more personal power; the philosophy and style of Kasturi's (2006).

The performance of employees includes all affecting workers and leads directly or indirectly to their employment. Performance requires conduct and outcomes. The performance emanates from the performer and transforms the performance from representation. Components are not only measures of success, but also effects that can be measured independently from research – the effects of behavioral and physical activity (Brumbranch, 1998). The curriculum in high-performance employment systems (2000) should be compliant with and translated into actual practice. Employees require group dynamics and interpersonal relationships training as well as programs to understand better how all aspects of their organization are mutually complementary and influence each other. Trainers play a crucial role in reviews on their performance and financial results for company employees.

It is more important that satisfied employees are associated with customer services (Locke & Latham, 2002; Weatherly & Tansik, 1993). It is agreed that employee attitude and behavior have a profound impact on customer perception of service quality during critical customer contact moments (Schneider et al., 1980; Schneider & Bowen, 1985; Bitner, 1990). Schmit and Allscheid's (1995) empirical analysis revealed that without satisfied, loyal employees, it is difficult to maintain a happy and loyal customer. On the other hand, Crosby, Grisaffe and Marra (1994) point out that employers should also help to meet employee's satisfaction if they really want a quality work which is responsive to customer requirements. This will expose consumers to a favorable environment for business (Uhlrich, Halbrook, Meder, Stuchlik & Thorpe, 1991) in greater employer satisfaction and efficiency.

Many clients view employees as a real business (Barlow & Fax, 2000). The positive associations between employees and consumer attitudes show the effects of this positive interaction loop (Schneider et al., 1980; Schneider & Bowen, 1985). The study examines the impact on job satisfaction in the work atmosphere both the workforce and the customer and the quality of the service for employees as well as subsequent customer preferences.

The development of employees promotes self-performance and capabilities for employees, reduces operating costs, limited organizational responsibility and changing goals and goals (Donald, 2009). Training is essential to employee achievement. Without a pre-training, an



employee finds it difficult to do well (Garavan, 1997). Trained employees perform better than those without training (Adenuga, 2011). Therefore, training each company's employees to meet the ultimate goals of the enterprise is very necessary. The performance of the organization significantly influences development and training (Khan, Khan & Khan, 2011). In turn the employee must gain greater flexibility and confidence in the performance of the work in order to improve their performance, knowledge and skills. The employee must then ensure that he or she is completely involved in his work. The report on employee performance brings us to the employee commitment.

### 2.3.1 Employee Commitment

In Nigeria, any company or enterprise piloting its affairs inside and outside the company has its foot-soldier. The employee is the individual. The organization can hardly survive without employee commitment. Meyer & Allen (2007) states that commitment is a psychological state marked by a partnership between the employee and the organization, which implies a decision to continue to become members of the association. That is the emotional attachment of the individual to the organization.

Organizational commitment with Meyer and Allen (2007) shows the commitment undermined by factors such as obstacles, clarity of roles, clarity of objectives and difficulties, receptiveness to the management, unity between subordinates, meaning, personal significance, response, interest, efficiency. Yilmaz and Çokluk-Bökeoğlu (2008) argue that employees with a high sense of organization, who lower their negative behaviors and improve quality of service, have a positive impact on organizational performance. A committed employee is a more productive and efficient person with a greater degree of contentment, engagement and commitment. They continue to point out that organizational involvement not only enhances the efficiency of a certain work, but also encourages the person to undertake certain voluntary tasks required for organizational life and to provide a high quality system.

Park, Christie and Sype (2014) suggest that employees who work in the field of organizational citizenship behaviours (OCBs) could participate more likely, in other words, outside-the-role activity like creativity or naivety that makes companies competitive as well. Bosiook and Sad (2013) says creativity is the ability to think in new, different ways and types that other people

can't see. Some authors claim that employee commitment will reduce the turnover of employees (e.g. Lambert&Hogan, 2009). The situation where employees either voluntarily leave their jobs or are fired inadvertently is what Lambert and Hogan describes employee turnover. Allen, Bryant and Vardaman (2010) explain that a volunteer turnover starts leaving the job, i.e. leaving and taking another position during the unintentional turnover of the organization; e.g. when a company discards the employee due to poor performance or organizational restructuring. Lambert and Hogan (2009) say that dedicated employees are loyal to, share their ideals and agree with the organization's objectives. And they have very little incentive to go.

Hueczynsky and Buchanan (2001) claimed that employee commitment is associated closely with the organizations' success, growth and sustainability. Robbins (2003) claimed that the company's workplace structure was enabled by its commitment to withstand environmental turbulence. Additional scholar Snell and Bohlander (2007) concluded that the dedication of workers increases the company's efficiency and profitability. The relationship between an employee and the work place employer is strengthened when the employee is devoted to his / her duties (Truss, 2008). Nonetheless, employees are satisfied with the benefits of the involvement of employees in the workplace. Nkpoyen (2003) argued in support of this submission that its commitment to the workplace increased without being coerced when employees were part of the organization.

By instituting programs to enhance its expertise, the above study will help boost employee morale, if the company improves its results. Career development programmes, like Çiğdem and Belgin (2014), enable all employees to make progress in the organization right from the beginning. They also argued that professional development also helps to define career paths and remove barriers to worker progression. Werther and Davis (1992) argued that career development would lead to improved corporate employee loyalty, higher job satisfaction, lower staff turnover, and fewer complaints from staff. Osibanjo, Oyewunmi and Ojo (2014), said that professional development enables organizations, for the growth and relevance of the industry, to have adequate, necessary and formidable staff resources. In Osibanjo, Oyewunmi and Ojo (2014), Byars and Rue (2004) have set the following key career growth targets: timely addressing the organization's immediate and future human resource needs; (ii) further informing organizations and individuals of the sustainable career paths within the organization; and (iii) using existing human resources programmes;

The entire history of every company organization is as long as organizational training and development (Miller, 2006). It is precisely because ordinary employees knowledge or expertise are inadequate in organizational complex tasks. But it is not until nearly 100 years ago that scholars began work under the term 'technical training' that the systematic study of the different methods of training starts (Salas & CannonBowers, 2001).

In short, the commitment of employees appears to be a key factor for successful organization. Low-income individuals can only do anything to work through this. You don't focus on the organization's work and mission. They seem to focus more on personal success than on the success of the entire organization. People with less commitment are also more likely than long-term organizational members to see themselves as outsiders. They would most likely be motivated by an enticing opportunity to work elsewhere. Highly committed employees, by contrast, consider themselves as part of the company. Anything that threatens the company is also a threat to it. Such employees invest actively in the vision and ideals of the organization and also look for means of developing their work, employees who work mainly for the organization as if they are members of the organization.

Gellatly, Hunter, Currie and Irving (2009) note the rise in feelings of internal autonomy and competences (e.g., ability training) in HRM activities that enhance one's identity, engagement and relational relations with individual function and company as a whole. The results of Bhavn and Swati (2012) show that, employees with a good wage would definitely stick to the company simply because they would not want themselves to sacrifice high salaries. Hausknecht et al (2012) proposed that a company's performance would affect an employee's level of commitment. An organization that is not highly profitable or that exceeds the Board's expectations can negatively affect employee morality. Employees will start looking for jobs in other firms if they fear that the company will not stand up to competition on the market.

## 2.4 Training and Development on Employee Performance

Training and development of employee, profitability, engagement, inspiration and growth are essential to employee performance. Nwachukwu (2009) emphasizes that many employees have suffered from the failure to identify and to make their training requirements part of the management process. Ubeku (1975) has said that hiring and that its staff allows businesses invest

in their workers to increase their profits in today's life and in the future. Training and development is like strengthening the capacity of an organization to represent patterns of technology and other socio-cultural environments. Productivity is the goal of today's dynamic business world and workers' formation and growth and efficiency are a spring board or methods for improving organizations' performance and productivity. Training includes management classes aimed at improving practical capabilities to effectively carry out the tasks he / she deals with. On the other hand, improvement addresses work done to bring an employee into the workforce to perform additional tasks and important assurance roles in the hierarchy of organizations (Nwachukwu, 2007).

Armstrong (2009) maintains that the main objective of training and development is to increase employee efficiency, with the resulting increase in corporate productivity. This explains why organizations spend a lot of time and money on improving their skills in different ways at one time or another. The preparation of manpower and growth are also very important to both employee productivity and the organization's input. Udeze (2000) stressed the importance not only of proper selection but also appropriate training and staff growth in order to build efficient workforce. Sev (2011) identifies the success or failure of an organization to include: skill development, change in attitude, training and developments, higher moral standards, and greater coordination, as a result of the employee's productivity and the purpose of any training and development.

The findings by Joseph and Emakwu (2017) support this, which show that the formation and development strategies adopted by commercial banking companies in Nigeria for employees have a positive relationship with the productivity of banking companies. Once more, training and development also strengthened the acquisition of skills and knowledge in the workforce. The latest findings demonstrate that training and development programs / strategies influenced companies' employees by changing their business activities and their working attitudes to meet the expectations and requirements of commercial banks for the provision of services and sound business.

## 2.5 Overall Conclusion

In this study, instructions for future research were identified. It indicates, first, that the effects of training and development, such as individual rewards to workers, may have a positive effect that will later affect employee performance and organizational results. More study is however needed to consider characteristics which allow for a smooth and variable transition in employee training and development. However, some basic questions of vertical change, such as how trainings and development impact individual and organizational levels directly.

Secondly, there is a gap between practical and theoretical studies in the use of cycle time as a measure of the success of the training and development program (Holton 2003). The impacts on performance quality cannot be the same as those who find and apply solutions to new problems. Organization, which is under intense business strain, understands the advantages of the training and development plans of workers. Additional work into influences that can improve understanding of the benefits of training and development at different discovery phases is required. This work may be accompanied by prime studies on the impact of training and development on employees 'and organizations' excitement and adaptability.

Thirdly, even though the essential impact of training and development reactions has been acknowledged, the impact is additionally important in the overall training and development cycle. Recent work has focused on the link between training system and employee performance (Alliger et al., 1997), but the connection between affective conditions in the training program and learning has been less carefully addressed. The provision of employee training and promotion programs which the Company cares for its employees was developed (Aguinis, 2009). Employee knowledge can provide advantages, while the training and development method and the change may not be ideal. In brief, it would be the extent of analysis into which employment programs are used as the message of interest for staff by the company and the important message that is being conveyed in the new business climate by reduction and layoffs. The report found, more likely than untrained employees, that qualified people will succeed more successfully, especially as the trained staffs are more familiar with the job they expect. Employees want to fulfill their objectives and the managers will recognize the challenges their workers face and will consider solutions to resolve and boost their performance. They will then be able to accommodate their expectations and desires. Mentoring, job delegation, job empowerment and

job rotation were also presented as a sub variable under training and development. And, the value of employee training and development has been found to be an integral element of any company seeking the best for its employees to achieve organizational success and growth. The contribution of employees to the under-variable analysis of employee performance is, on the other hand, significant as it increases the efficiency of employee jobs. That is because it decreases the number of workers causing harm; encourages the actions of employees in the company of citizenship, lowers employee morale and increases the ability of employees to implement organizational improvements.

The literature review also demonstrates the need for training and development in order to succeed for every organization. Consequently, public and private sector management, industry, government and society as a whole must ensure that training and development are part of their core agenda while implementing strategies aimed at maintaining a staff and organizational equilibrium.

## 2.5 Gap in Literature

Although numerous published works and even insightful research into the impact of training and development on and performance of employees are encouraging, most of them are for the profit of the public sector and organizations. Therefore, more research is required to better recognize how the employee training and development programme, both public and private sector organizations, can impact their performance and improve organizational efficiency. Thus, this research aims to resolve the literature deficiencies in the Central Bank of Nigeria by exploring the impact that training and development may have on employee's results, as well as resolving some of the issues impacting both employees and the institution. In terms of mentoring, job delegation, employee empowerment and job rotation, as a sub variable in training and development and employee commitment, a sub variable in employee performance was identified. This then reveals a gap in literature, which explains the study's actions.

## CHAPTER THREE

### METHODOLOGY

#### 3.0 Introduction

This chapter covers research design, population of research, sample unit, sampling framework, sampling size measurement, techniques of sampling, methods for data collection, research tool, validity, and reliability of research tools and data analysis method. This study is done by descriptive methodology. This method is used to concentrate on critical data, demographic information and the actions of respondents to provide responses to the study instrument. This study will adopt a survey method using questionnaire as an information recovery tool.

#### 3.1 Restatement of Research questions

The study's key aim was to explore the impact of training and development on employees' performance in Central Bank of Nigeria (CBN). The study seeks to answer the following questions:

- i. How can mentoring impact on the commitment of employees in CBN?
- ii. How can the role of the job delegation affect the commitment of employees in CBN?
- iii. What is the impact of employee empowerment on employee commitment in CBN?
- iv. How does rotation of job impact on commitment of employees in CBN?

#### 3.2 Research Population

This study's population is comprised of Central Bank of Nigeria (CBN) employees. The study's population size comprised two hundred CBN, Lagos State, Nigeria employees. CBN employees being surveyed as normal employees are the sampling unit for the research study and may provide insight on the purpose of training and strategies for development. Due to the current pandemic, the research distribute questionnaire through electronic (Google form) for the employees to include useful details about how they can improve their contribution to the company by training and development. The sampling frame will be achieved by using the register of CBN's employees and the numbers of CBN employees and Nigeria. The demographic

samples of a minimum number of 200 employees are considered, given that the population is not large and not smaller than 200. The methods used for a larger collectivity survey would rely on what form of study a simple random sample will need. The simple random sample, each with an equal probability of being selected, is used for this study.

### 3.3 Research philosophy

The research philosophy contains three primary axiological, ontologic, and epistemological methods(Saunders et al 2012). Each reflects the different ways in which we think about the research process. The focus of epistemology is on how we get to know something, and ontology is about the nature of reality, which is about what we do. Axiology explores the concepts of decision. The philosophy that affects the research's success must be defined by the researchers (Burns and Burns, 2008). The nature of the study influences the conceptual decisions to be created by researchers. The definition of research philosophy will lead to a more precise method of research and to explain the strategy for research further (Saunders et al. 2012).

Nevertheless, there is no particular design that is better than the other; the design of research is tailored to the problems of the research. At this stage, various methods and existing methods can be checked and we can prevent inappropriate use by identifying limitations earlier Saunders et al.(2012) described three main approaches: positivism, realism and interpretivism.

#### 3.3.1 Positivism

The positivism, according to Bryman and Bell (2011), shows the nature of science philosophy. The philosophy of positivism seeks to describe and understand the phenomena in an observable social reality (Kumar, 2011). This process is deductive to the development of the theory and hypothesis testing. Positivism approach should be measured using objective approaches (Easterby-Smith et al., 2008). Saunders et al., (2012) stresses that positivism is likely to be exercised in a value free way. This means that the researcher is considered independent from the data collection, and therefore may affect the results. The study would then take an unbiased view of this. Positivism is the most common way of looking at human and social actions (Burns and Burns, 2008).



### 3.3.2 Realism

Positivism is somewhat related to realism. Realism also takes a realistic approach to knowledge creation. Another growing approach to positivism is data collection and description (Bryman and Bell, 2011). Realism is a result of the idea that our senses give us the truth. Our senses communicate what is true to us, in other words, and it is independent of human minds. Therefore, without our thoughts objects will exist (Saunders et al 2012). Realism is divided into two primary approaches: empirical and critical. Bryman and Bell's (2011) empirical realism has mainly been characterized by appropriate methods for understanding through our senses the reality of experience. Critical realism arises from practical and experience describes the nature of the natural order and the social events.

### 3.3.3 Interpretivism

The epistemology of interpretativism is opposite of positivism. Interpretativism was also referred to as social constructionism by Easterby-Smith et al (2008). This is important to consider corporate behavior, communication, and human resource management in the relation of industry, leadership, and management science. Interpretivism refers to the study of social processes in their natural context (Babbie, 2010). The interpretativism is more subjective than empirical according to Saunders and Lewis (2012). This philosophy is also based on men's thought and emotions, which explains social behaviour.

For this dissertation, the researcher adopted the positivism philosophy. This philosophy was adopted by the researcher because with this it will be possible to analyze the phenomenon with a general perception of social reality and get answers from the respondents to the online questionnaires. The study adopts this philosophy so as perceive and understand phenomena, and it as well contributes to an observable social reality, This philosophy will clarify whether the CBN Online questionnaire would be better off due to the COVID 19 pandemics on the effect of training and development on employee performance. Consequently, positivism gives rise to research questions and hypotheses that can be tested and examined.

### 3.4 Method for Data Collection

In order to address the research question and accomplish the research goals, this study utilizes primary and secondary data sources. The research involve scholarly books, magazines and articles as secondary information. The research is based upon primary data regardless of the present pandemic. To capture the primary data, the researcher used semi-structured questionnaires. The key data was collected via Google Form, an online survey and publishing platform that delivers questionnaires to the mailbox of respondents. There are five forms in which the questionnaires could be distributed according to Saunders and Lewis (2012): Web-based questionnaires, email, telephone, face-to - face questionnaires, postal questionnaires. This dissertation adopts the online based questionnaire (Google Form) due to the fact that work has been conducted on academic study with survey questionnaires by Baruch and Holtom (2008), cited by Saunders and Lewis (2008), they have found that online and telephone communication studies are more sensitive than conventional paper-based questionnaire distributions. Secondly it was adopted due to the COVID 19 pandemic and the social distance regulation.

This research collected primary data through semi-structured questionnaires. In the same order, the same questions were put to all participants. The questionnaires had been filled-out anonymously. Questionnaires were also directly assigned, and certain respondents were reached by phone. Thus the questionnaires were more possible than interviews, in the policy of social distance. This makes it fairly easy to collect information using a questionnaire. Using the selection approach, the researchers can easily explore and explain the relationship between variables (Bryman and Bell, 2011).

Consequently, online questionnaires were primarily used in this study. They were kindly asked to respond to the questionnaire and if you could, give them to their colleagues.

#### 3.4.1 Quantitative and Qualitative Methods

**Quantitative research** is “*explaining phenomena by gathering interpreted numerical data using mathematics-based techniques (specifically statistics)*” Quantitative research can be simpler to describe and classify. The created data is often numerical and is evaluated using math and

statistical methods. If no statistics or numbers are involved, it is therefore not quantitative research (A-stlund, Kidd, WengstrÃim&Rowa-Dewar, 2011). Typical approaches for gathering quantitative data include: clinical trials, Observing, monitoring and documenting of well-defined events (e.g. number of emergency patients waiting for a specified time of the day), gathering accurate data from controlled information systems, performing closed-end evaluations (e.g. face-to - face and telephone surveys, questionnaires, etc.). For quantitative research (survey research) interviews are performed rather than in qualitative study. A survey is adopted in quantitative research of a large proportion of the population (Bryman& Bell, 2011). This allows large data collection to be used to address the research question.

Based on this, the data collection approach for this dissertation is quantitative, this was adopted since the study aims to analyze the effect of training and development on the performance of the employees. The researcher adopted online distribution questionnaire survey, and then analyzed data using statistical software and interpretation.

### **3.5 Sampling Strategy**

There are two available sampling methods, which are non-probability and probability (Saunders, et al, 2012). This analysis used probability sampling. First of all, this method of probability sampling was adopted because it is in line with survey research strategies and also because it allow the selection of equivalent populations while non-probability samples from non-representative populations are been used.A more realistic size for the researcher is collecting data from sample (Denscombe, 2007). Questionnaires were conducted for this study. This allowed the study to have substantial results. Using random sample thus allows the sample to have an equal chance of participating. (Bryman and Bell 2011).

### **3.6 Research Instrument**

Electronic questionnaires (Google Form) are the instruments of this research. There are various reasons for doing so, and of them is that since the study demands a large population, online questionnaires are more easily answered than hard copy (Bryman and Bell 2011). This approach

allows the researcher to take charge of the respondents before they respond. Second, online questionnaires (Google form) are simpler than hard copy questionnaires. The researcher will use this approach to analyze a wide population within a short time. Electronic questionnaires then allowed the respondent to track the results electronically in real time and at all times to summarize the outcome.

### 3.7 Research Instrument Validity and Reliability

The project supervisor inspected the questionnaire's content. The researcher assess whether the questions are in line with the study goals. The corrections made were acknowledged and the final draft of the questionnaire prepared. The findings of the pilot analysis were subject to the check and test approach for evaluating the reliability standard for the instrument. In order to determine how well the constructs are internally consistent, the Cronbach alpha-reliability test was introduced.

### 3.8 Method for Data Analysis

The study analyzed and interpreted all the data gathered via the questionnaires (Bell, 2005). The compilation of the results was based on statistical analysis and comparative methods (Denscombe, 2007). Data analysis requires the use of tools for the analysis. It will help quantify statistics, construct graphs and charts, thereby making the details more comprehensible and analyzing the relationship between data collected variables (Pallant, 2010). Thus, both descriptive and inferential approaches will be used for analysis of research data. Descriptive statistics will define the data's property and indicate differences in response and interpretation with frequencies, percentages and other descriptive instruments such as a measure of means and standard deviations. The inferential analysis will be carried out through the Social Science Statistical Package (SPSS) through regression analysis in order to estimate the impact on dependent variable by the independent variable. The purpose of the analysis was to minimize and

summarize data with a minimum loss of information, and to consider factors representing interrelated relations between variables. In this research a variety of variables was used.

### 3.9 Ethical Consideration

The researcher often took steps to ensure the information was not affected and that the study was conducted honestly and professionally. The respondent's confidentiality was maintained. Secondly, there was the issue of the respondent's acceptability to provide the researcher with information. Then, confidentiality issues and respondents' privacy were also raised. This study ensure it acted professionally by ensuring that it gets the consent of the respondents before allowing them to take part in the study. Nevertheless, all information collected from the participants in this study was viewed confidently.

### 3.11 Conclusion

The study reviewed the research methods and procedures used so far in this chapter for this analysis and explained the reasons for the use of the above research methods. But the results of this research and its explanation will be discussed in the following chapter.

**CHAPTER FOUR**  
**DATA PRESENTATION, ANALYSIS, INTERPRETATION AND**  
**DISCUSSIONS OF FINDINGS**

**4.1 Introduction**

This chapter aims to present the data gathered for the study, then analyze, interpret and discuss the findings as contained in the study. Questionnaire served as the basis for statistical analysis in which data obtained were analyzed using a Statistical package for Social Science (SPSS). The descriptive statistics will be presented under the following subheading: bio-data of the respondents, analysis of the research questions, testing of previously developed hypotheses, and interpretation of findings with a discussion of results. The researcher with the above in mind aims to subdivide this chapter into the following sub-headings: quantitative research findings, hypothesis testing, and results discussion.

**4.1.1 Questionnaire Distribution**

The researcher intended to distribute questionnaire to the entire staff of CBN but due to ongoing pandemic lavishing the globe and social distance policy been implemented by Nigeria government, the population size was restricted to 250 respondents. This is to ensure manageable respondents. More so, most of the questionnaire were distributed by electronic device via e-mail and through telephone call were necessary.

**Table 4.1.1: Return Rate**

Variable	Frequency	Percent %
Questionnaire returned	200	80
Questionnaire not returned	50	20
Total questionnaire distributed	250	100

Source: Researcher's Field Survey 2020

Table 4.1.1 reveals that 200 (80%) of the total respondents returned questionnaire while 50 (20%) failed to return their questionnaire. It indicates respondents that returned their questionnaire are more. The analysis is therefore based on the 200 questionnaire that were returned.

## 4.2 Quantitative Research Findings

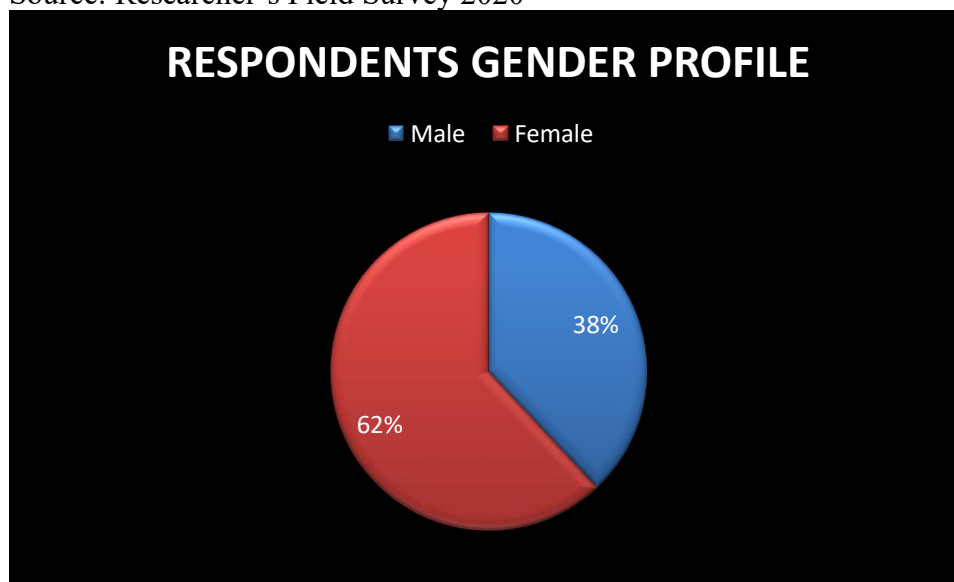
### 4.2.1 Demographic Information

This research includes three demographic variables. They are: Gender, age, and work experience. The findings in the tables below reflect distribution according to demographic variables of the sample individuals.

**Table 4.2.1: Gender Profile of the Respondents**

Variable	Frequency	Percent %
Male	76	38
Female	124	62
Total	200	100

Source: Researcher's Field Survey 2020



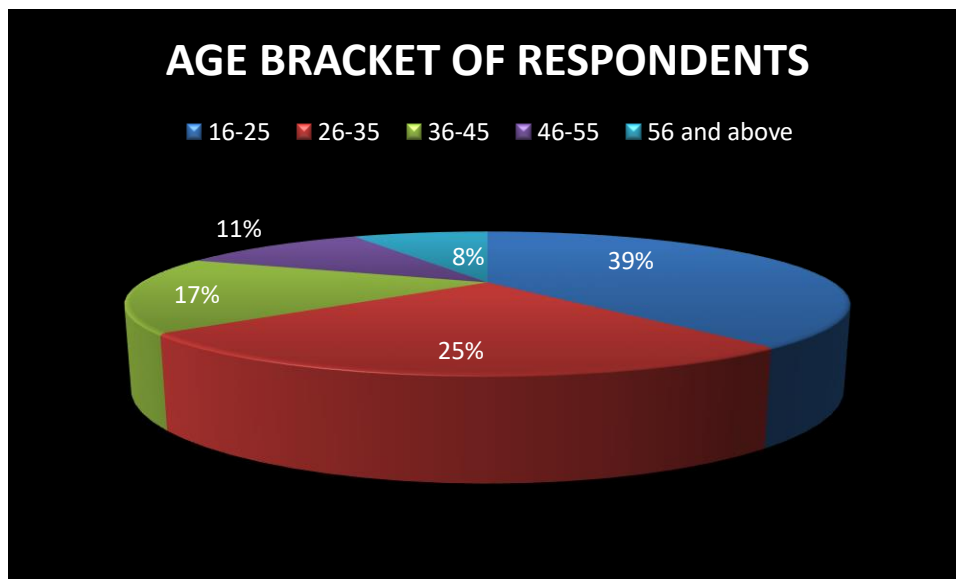
**Figure 1: Gender of Respondents**

Table 4.2.1 and figure 1 reveals that 76 (38%) of Respondents were males, while 124 (62%) were females. It indicates female respondents were more interested in the research than male respondents were.

**Table 4.2.1: AgeProfile of the Respondents**

Variable	Frequency	Percent %
16-25	78	39
26-35	50	25
36-45	34	17
46-55	22	11
56 and above	16	8
Total	200	100

Field Survey 2020





**Figure 2: Age of the sample**

Table 4.2.2 and Figure 2 shows 78 respondents (39%) aged 16-25years; 50 respondents (25%) aged 26-35years; 34 respondents (17%) aged 36-45years ; 22 respondents (11%) aged 46-55 years and 16 respondents (8%) aged 56 years and above. This shows that the age group of 16-25 years, and 26-35 years, were involved the most in the study.

**Data Analysis and Interpretation of Research Questions**

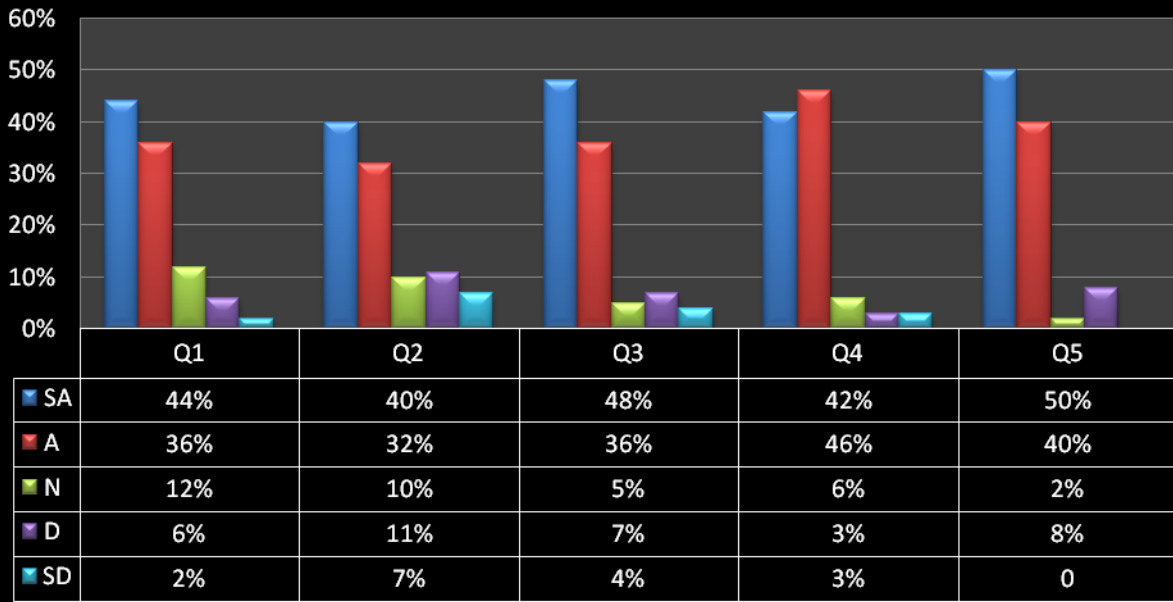
SD = strongly disagree, D = disagree, N= neutral, A= agree, SA = strongly agree

**Table 4.2.3: Showing responses on Mentoring**

S/N	MENTORING	No. of Respondents/ Percentage (%)					
		SA	A	N	D	SD	Total
1	My company services, help me do what is right	88 44%	72 36%	24 12%	12 6%	4 2%	200 100%
2	My mentor helps guide my successful behavior	80 40%	64 32%	20 10%	22 11%	14 7%	200 100%
3	I have strong confidence and trust in my mentor	96 48%	72 36%	10 5%	14 7%	8 4%	200 100%
4	My employer recognizes that work has been done well on time	84 42%	92 46%	12 6%	6 3%	6 3%	200 100%
5	My organization generally provides valuable feedback, insights and support	100 50%	80 40%	4 2%	16 8%	- -	200 100%

Source: Survey Fields, 2020

## RESPONDENTS RESPONSE ON THE DIFFERENT QUESTIONS ASKED ON THE IMPACT OF MENTORING ON EMPLOYEE COMMITMENT



**Figure 3:** Respondents response on the different questions asked on the impact of mentoring on employee commitment.

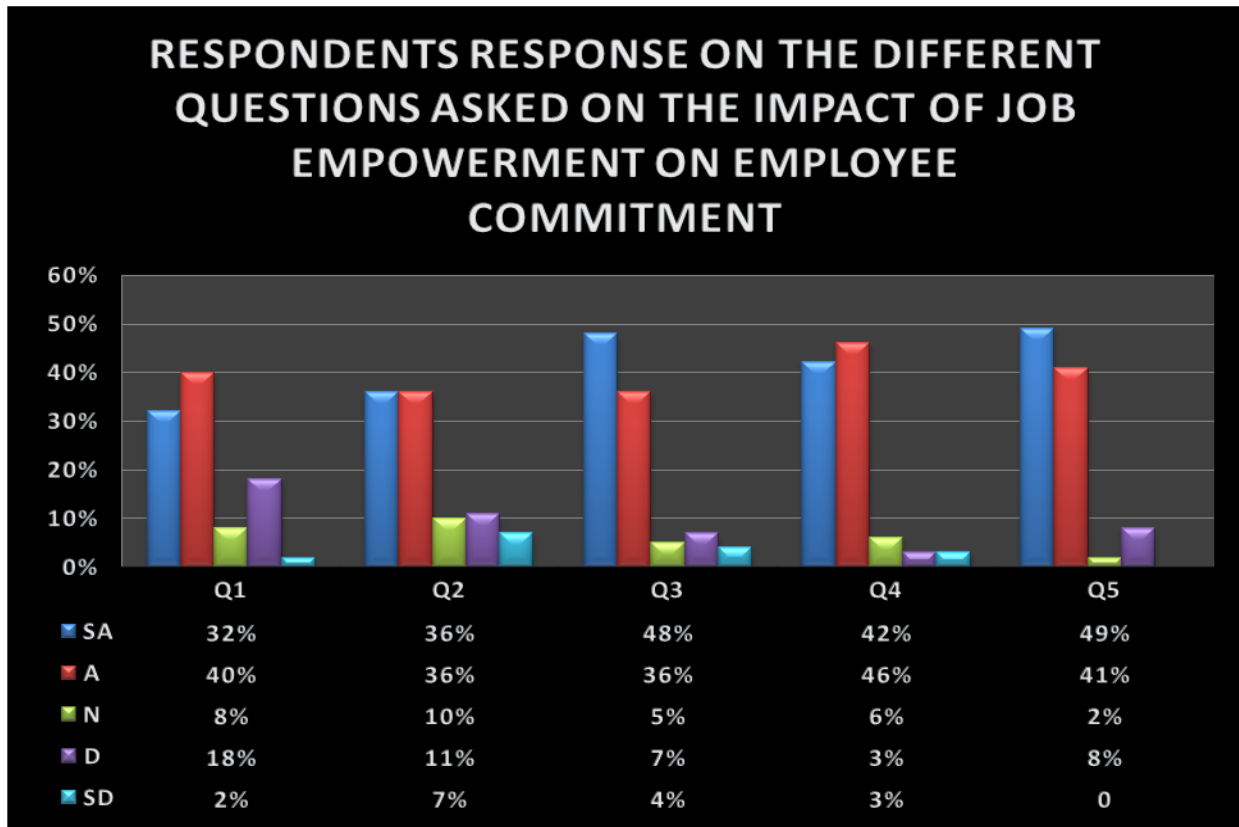
### Implication

This suggests that the impact of mentoring on employee commitment in CBN is that which typically offers valuable feedback, guidance, and encouragement. This is evidence with a 50% majority representing 100 strongly agreed respondents. This is in line with Nkosi's (2015) statement that "coaching and mentoring" encourages self-development and is essential for people who actively strengthen their business plans and grow them. This is confirmed by Akpan, Owzor&Nsikan (2017) results, which suggest that mentorship of employees has a significant effect on employees' commitment to efficient services. This study indicates that employee managers in all work of life should give more importance/interest to group/team, one-protégé-one mentor and informal mentorship, as they have been shown to play a significant role in the overall commitment of employees. Therefore mentoring approach is therefore called upon to be discussed by scholars and practitioners, as the mentoring in workplaces has an significant impact on employee commitment.

**Table 4.2.4: Showing responses on Employee Empowerment**

S/N	EMPLOYEE EMPOWERMENT	No. of Respondents/ Percentage (%)					
		5	4	3	2	1	Total
1	I have the means to fulfill my task	64 32%	80 40%	16 8%	36 18%	4 2%	200 100%
2	I have a degree of autonomy and responsibility in my decision-making tasks	72 36%	72 36%	20 10%	22 11%	14 7%	200 100%
3	The empowerment of employees always leads to more organizational answers to problems	96 48%	72 36%	10 5%	14 7%	8 4%	200 100%
4	I have a good understanding of the company's issues and concerns	84 42%	92 46%	12 6%	6 3%	6 3%	200 100%
5	My superiors appreciate my judgment and experience in carrying tasks.	98 49%	82 41%	4 2%	16 8%	- -	200 100%

**Source:** Survey, 2020



**Figure 4:** Respondents response on the different questions asked on the impact of job empowerment on employee commitment.

### Implication

This implies that job empowerment on employee commitment in CBN is more of managers who respect the judgment and experience of employees in carrying out their tasks. This is evidence with a 49% majority who strongly agreed representing 98 respondents. Rawat (2013) argument that job empowerment has a significant relationship on employee commitment support this finding. This is consistent with the findings of Zaraket, Garios and Malek (2018) that banks need to consider employee empowerment as one of the driving factors for organizational commitment, which contributes to employee retention. Wanjiku (2016) found that employee institutional capacity building on organizational commitment is a significant factor in evaluating employee commitment with the company in which he or she is involved. The findings from Movahedi and Azarpira (2016) show a relationship between employee empowerment and organizational commitment, while organizational commitment also relates to aspects of empowerment (skill, effectiveness, autonomy, trust and choice right). This study contributed significantly to existing

literature especially for academics and practitioners, since it motivated scholars to devise various strategies for inspiring and reducing employee turnover for their organizations. The results of this analysis indicate that employee empowerment is necessary to allow the organization to respond rapidly to changed circumstances and minimize employee turnover during this era of globalization.

**Table 4.2.5: Showing responses on Delegation**

S/N	DELEGATION	No. of Respondents/ Percentage (%)					
		5	4	3	2	1	Total
1	I am allowed to decide on assigned tasks	104	72	8	8	4	200
		52%	38%	4%	4%	2%	100%
2	My organization believes completely in my abilities	100	80	4	16	-	200
		50%	40%	2%	8%	-	100%
3	Right people are always responsible for the tasks assigned to them.	96	72	10	14	8	200
		48%	36%	5%	7%	4%	100%
4	My organization provides the necessary resources and support for the work	84	92	12	6	6	200
		42%	46%	6%	3%	3%	100%
5	I have plenty of time to do my job	102	78	4	16	-	200
		51%	39%	2%	8%	-	100%

**Source:** Field Survey, 2020

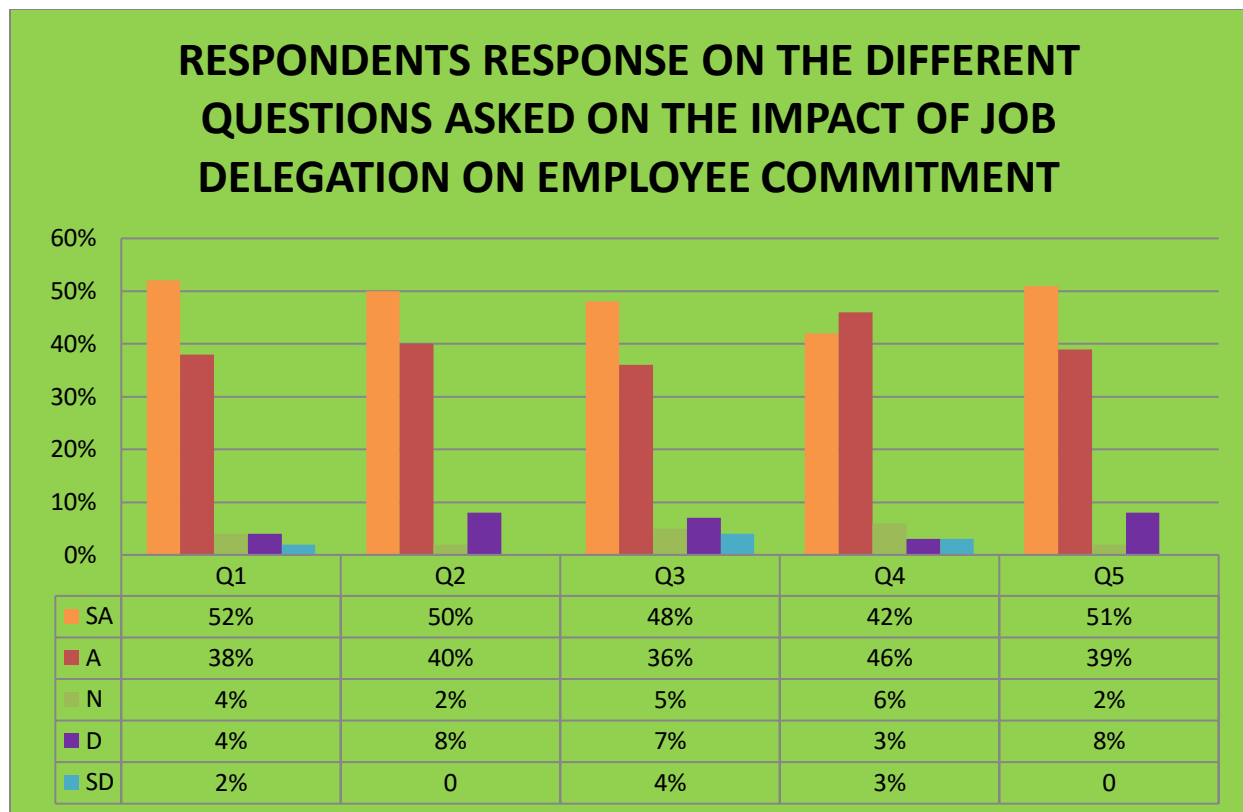


Figure 5: Respondents response on the different questions asked on the impact of job delegation on employee commitment.

### Implication

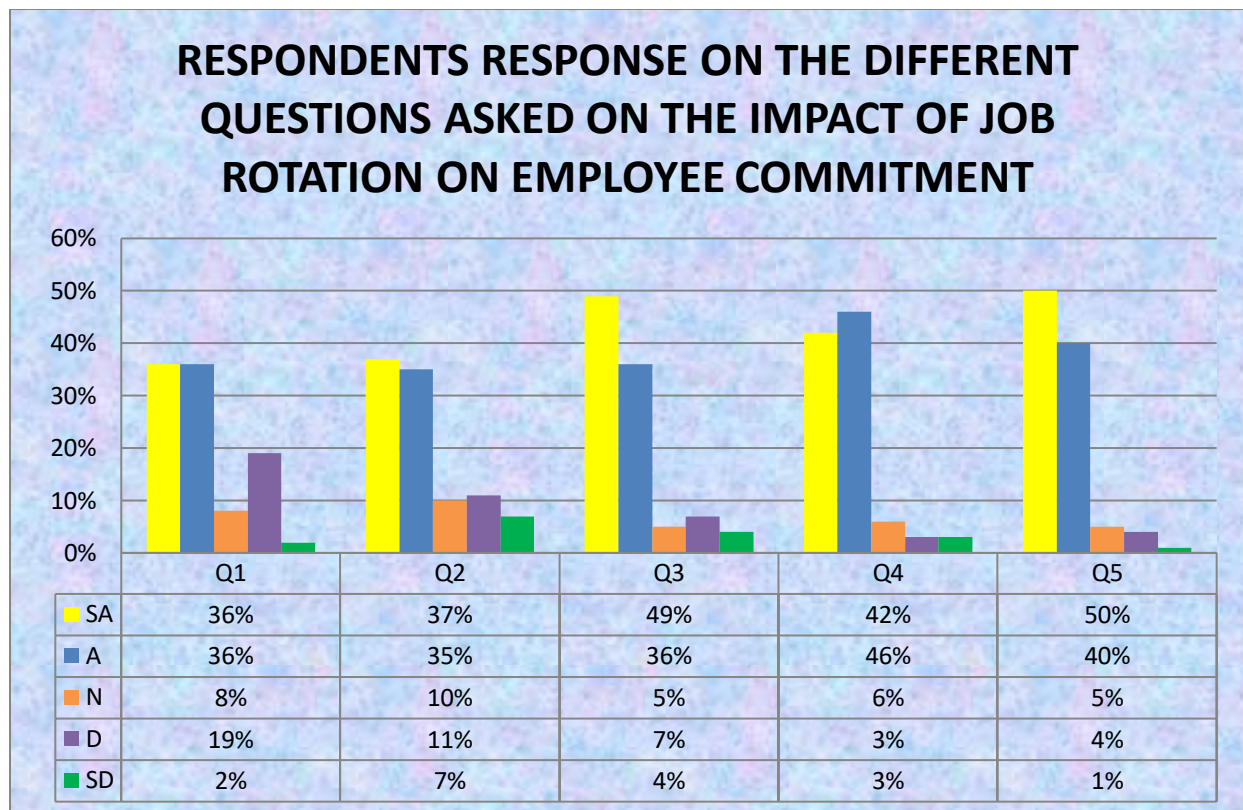
It means that employee commitment in CBN is influenced by job delegation because workers are permitted to make choices on assigned jobs. It is proven with a majority of 52% comprising of 104 strongly agreed respondents. The Delegation of Authority has submitted that, in accordance with the results of Hashim, Ahmed and Jaradat (2013) make an employee feel worthy of being part of the organization and that they want to be successful in implementing their authority. This also agreed with the findings of Kiiza and Odubuker (2015) that staff commitment is positively correlated with Delegation of Authority; whenever employees are delegated authority, they are likely to be more committed and vice versa. This also reflected in Olajide's, Okunbanjo and Adeoye (2016) finding that authority delegations have a significant impact on employee productivity. Suyeta (2015) acknowledged that authority delegation increases the moral of workers in each organization, and makes employees happy and conscious of their own participation in the organization's leadership. Therefore, a call is hereby made for this job

delegation to be given thought by academics and industry practitioners as it is so important for managers to delegate some of their authority to their subordinates. This will not only free managers from focusing on managerial tasks such as planning and control but will also go a long way in benefiting from the development of subordinates' skills.

**Table 4.2.6: Showing responses on Job Rotation**

S/N	Job Rotation	No. of Respondents/ Percentage (%)					
		5	4	3	2	1	Total
1	Job rotation are boosting job satisfaction	72 36%	72 36%	16 8%	38 19	4 2%	200 100%
2	The rotation of jobs increases the flexibility and adaptability of organization	74 37%	70 35%	20 10%	22 11%	14 7%	200 100%
3	Employees acquire experience and credentials through new responsibilities	98 49%	72 36%	10 5%	14 7%	8 4%	200 100%
4	Job rotation offer employees a break from stressful jobs	84 42%	92 46%	12 6%	6 3%	6 3%	200 100%
5	Job rotation help determine the most effective way of employees	100 50%	80 40%	10 5%	8 4%	2 1%	200 100%

**Source:** Field Survey, 2020



**Figure 6:** Respondents response on the different questions asked on the impact of job rotation on employee commitment.

### Implication

This means that rotation of the job has a significant impact on employee commitment at CBN. This is because a majority of 50%, representing 100 respondents, strongly agreed that job rotation helps to evaluate employees' most effective way. The results from Mohan and Gomathi (2015) support the positive contribution of work rotating activities to employee growth. Dessler and Varkkey, 2009; Malinski, (2002) accepted that the regular movement of employee at scheduled intervals was job rotation. It also indicates that commitment and involvement of employees could be slightly increased with a change in the rotation of jobs in the banking sector. This contrasts with the findings of Faizan, Muhammad and Sarfraz (2012) that employees are less motivated when rotated to various jobs across different departments, while being more dedicated and involved in the work they are doing. Academics and practitioners have to think about this, so as to know that HR managers have the task of incorporating the rotational activities that are planned in this respect in the overall training program of bankers so that employees can

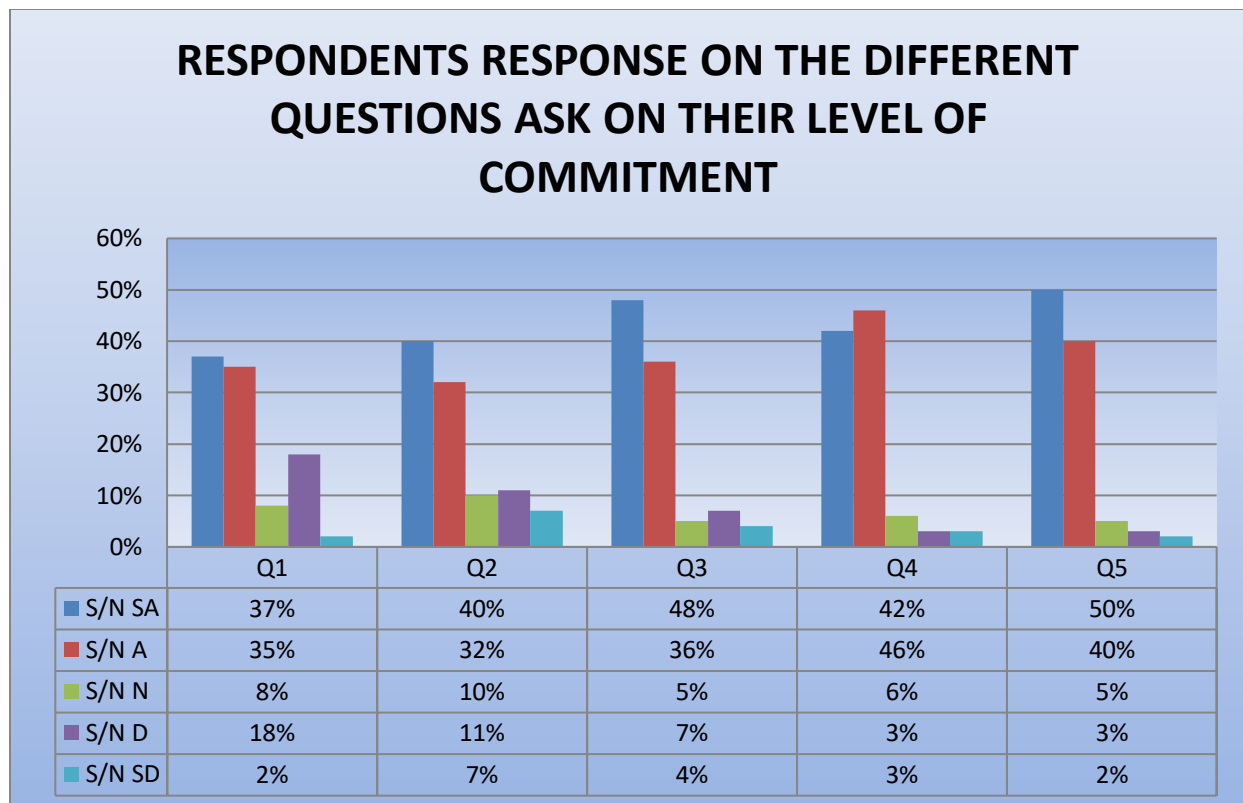


realign themselves to the common goals and views of the organization. Not only is this dynamic age required but also a gateway to supplying employees with a variety of skills and expertise.

**Table 4.2.7: Showing responses on Employee Commitment**

S/N	Employee Commitment	No. of Respondents/ Percentage (%)					
		5	4	3	2	1	Total
1	I have a strong link with my organization	74	70	16	36	4	200
		37%	35%	8%	18%	2%	100%
2	I understand my organization's priorities and what they want me to do	80	64	20	22	14	200
		40%	32%	10%	11%	7%	100%
3	I have a positive attitude to my work	96	72	10	14	8	200
		48%	36%	5%	7%	4%	100%
4	I can go extra mile to make sure the tasks I am given is carried out	84	92	12	6	6	200
		42%	46%	6%	3%	3%	100%
5	For the rest of my career, I am very pleased to be with the organization	100	80	10	6	4	200
		50%	40%	5%	3%	2%	100%

**Source:** Field Survey, 2020



**Figure 7:** Respondents response on the different questions asked on their level of commitment.

### Implication

It means that the organizational goal of employee commitment at CBN is significantly impacted. The 50% of respondents, consisting of 100 of them, have agreed strongly that they are very glad to be with the company. Irefin and Mohammed (2014), both of them, affirm this finding that Coca Cola Company Plc's level of employee commitment is quite strong; there is a very clear correlation between employee commitment and organization efficiency. Anthony's (2017) results show that the employee commitment and organizational efficiency have a positive relationship. The findings also indicate that the employee commitment and organizational efficiency are closely correlated. The results in effect should lead the top management to work to improve employee commitment, and management should hire employees, who can have a positive impact and lead them to a successful competitive advantage, who are likely to become attached to the company. The results from Owoyemi, Oyelere and Elegbede (2011), shows that a positive and significant statistical relationship exists between the different training levels and the

organizational commitment of the employees. The study showed that the various levels of training and the commitment of employee in the company have a positive statistical relationship. Academically, it has contributed to the literary body as it has analyzed the corporate goals and employee commitment so far and this study has also contributed to the current literature that training is not only likely to increase and develop the awareness and potential of the employees. Management and manager must thus realize that without the enduring commitment of leaders of the organizations, organizational goals are unachievable.

### **4.3 Test of Hypotheses**

The data collected is used in this part to test the hypotheses established in chapter one previously. The researcher used the Ordinary Least Square Method to evaluate the quality of the relation between the dependent and independents variables with the aid of Version 23 of the Statistical Package for Social Sciences (SPSS). Therefore, due to its simplicity, the basic regression approach was used and residual squares minimized.

#### **Decision Rule**

If the p value (calculated value) is greater than ( $>$ ) the defined level of significance (critical value), null hypotheses ( $H_0$ ) shall be accepted, when it is less than the critical value ( $<$ ) accept the alternative hypotheses( $H_a$ ) (Saunders et al., 2009). Therefore the condition for accepting the alternative hypothesis ( $H_a$ ) and for the level of significance (p-value) of 0.05 for this study is stated above. If however, the p-value is less than 0.05 is the condition for the rejection of the nullhypotheses ( $H_0$ ).

### 4.3.1 Test of Hypothesis one

H<sub>01</sub>: Mentoring has no significant impact on employee commitment in Central Bank of Nigeria.

**Table 1 Regression Test for mentoring and employee commitment**

Model		Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-39.200	24.984		-1.569	.215	-118.711	40.311
	Mentoring	26.400	7.533	.896	3.505	.039	2.427	50.373

a. Dependent Variable: Employee Commitment

SOURCE: Compiled by researcher from the results of SSPS software, V. 23.

### Interpretation

The outcome of regression in Table 1 shows that mentorship coefficient is less than 0.05 and is considered statistically significant at a p-value of 0.039. Consequently, the null hypothesis is rejected and the alternate interpretation is accepted. We conclude, therefore, that mentoring has a significant impact on employee commitment at the Central Bank in Nigeria. The Nyamori, (2015) findings indicated that mentoring helps employees feel more positive and makes others feel positive too. This is not in line with Monika and Nischay's (2017) findings that mentoring has a negative impact on organizational commitment and people feel that protégés are not emotionally bonded to the mentor as they are concerned about the relationship's confidentiality.

### 4.3.2 Test of Hypothesis two

H<sub>02</sub>: Job delegation has no significant impact on employee commitment in Central Bank of Nigeria.

**Table 2: Regression Test Result for Job delegation and employee commitment.**

Model		Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-40.000	23.383		-1.711	.186	-114.416	34.416
	Delegation	26.400	7.050	.908	3.745	.033	3.963	48.837

a. Dependent Variable: Employee Commitment

SOURCE: Compiled by researcher from the results of SSPS software, V. 23.

### Interpretation

The regression result in table 2 shows that the level of significance (p-value) of the Job Delegation is 0.033 which is less than 0.05, and thus the model is statistical significant. Consequently, the null hypothesis is rejected and the alternate is accepted. We conclude that the Central Bank of Nigeria Job Delegation has a significant impact on the commitment of employees. This is in line with Kiiza and Epiphany's (2015) findings that employee commitment is positively correlated with the Delegation of Authority; wherever employees are delegated authority, they are likely to be more committed and vice versa. Results from the Hamdan, Akif, and Mohammad (2015) study have shown that there is a statically significant relationship between authority delegation on efficiency, effectiveness, and performance empowerment for employees. They added that delegation of authority is one of the modern trends practiced by managers and it is function that stands out contributing and increasing the level of employee motivation and achieving positive returns for both (an organization with a manager) and (an employee with a client).

### 4.3.3 Test of Hypothesis three

H<sub>03</sub>: Job empowerment has no significant impact on employee commitment in Central Bank of Nigeria

**Table 3: Regression Test Result for Job empowerment and employee commitment.**

Model		Coefficients <sup>a</sup>					95.0% Confidence Interval	
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-38.600	25.227		-1.530	.223	-118.883	41.683
	Empowerment	26.200	7.606	.893	3.445	.041	1.994	50.406

a. Dependent Variable: Employee Commitment

SOURCE: Compiled by researcher from the results of SSPS software, V. 23.

### Interpretation

The outcome of the regression test in Table 3 indicates that Job empowerment (p-value) is less than 0.05 and is considered statistically significant. Therefore it considers the alternative hypothesise, and refuses this null hypothesis. We conclude that the Job empowerment at the Central Bank of Nigeria has a significant impact on employee commitment. This agrees with the results of Anne and Kellen, (2017) that empowerment of employees had a positive and significant influence on organizational performance; organizational commitment mediated the relationship between empowerment of employees and performance of organizations. No wonder Kazlauskaite, Buciuniene, and Turauskas (2012) say that empowerment leads to empowered and attentive workers, lower labor turnover and costs, higher efficiency, higher quality of service, higher income, higher customer satisfaction, better use of employee knowledge and abilities.

#### 4.3.4 Test of Hypothesis four

H<sub>04</sub>: Job rotation has no significant impact on employee commitment in Central Bank of Nigeria

**Table 4: Regression Test Result for Job Rotation and employee commitment**

		Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-40.400	22.540		-1.792	.171	-112.132	31.332
	Job rotation	26.800	6.796	.916	3.943	.029	5.172	48.428

a. Dependent Variable: Employee Commitment

SOURCE: Compiled by researcher from the results of SSPS software, V. 23.

#### Interpretation

Regression Table 4 reveals that Job Rotation has a significance value of 0.029 (p-value) which is less than 0.05, which is considered to be statistically significant. The null hypothesis is therefore rejected and the alternative hypothesis is accepted. We conclude that Job Rotation has a substantial impact on employee commitment in Nigeria's Central Bank. Murad and Amani (2015) revealed that, in mobile network companies, the five components of job rotation (JR) have positive significant relationship with employee motivation (EM). The Nyamori, (2015) findings indicated that mentoring helps employees feel more positive and makes others feel positive too. This is not in line with Monika and Nischay's (2017) findings that mentoring has a negative impact on organizational commitment and people feel that protégés are not emotionally bonded to the mentor as they are concerned about the relationship's confidentiality. In addition, JR's most influential components on the EM are company regulations (i.e., systems & procedures), followed by training and capacity building.

#### 4.4 Discussion of Findings

The purpose of this research is to explore the impact of training and development on employee commitment at Central Bank of Nigeria. To achieve the purpose of this study, objectives were set to test the validity of the hypotheses stated in the Methodology chapter of this report.

The first alternative hypothesis accepted in Table 4.4.1, states that mentoring has a significant impact on employee commitment at the Central Bank of Nigeria because the level of significance (p-value) of  $0.039 < 0.05$  and is statistically significant. This is supported by the opinion of Singh, Bains, and Vinnicombe, (2002) that mentoring contributes to the long-term health of the company as a result of employee commitment. The results of Baranik, Roling and Eby (2009) revealed that more help and attention and access were provided by mentors to their protégés; the protégés considered their organization more positive and concerned about their well-being. This is consistent with results from Allen, Eby, Poteet, Lentz, and Lima, (2004) that the mentoring positions are positively related to salary, promotions, work satisfaction, progression expectation, work commitment, high job satisfaction and low turnover intent. We conclude that the mentoring has a positive impact on employee commitment in CBN.

The second alternative hypothesis accepted in Table 4.4.2 indicates that job delegation has a significant impact on employee commitment in CBN because the significance value (p-value) of  $0.033 < 0.05$  and is statistically significant. Such results are confirmed by Olajide, Idowu and Adeoye (2016) that the job delegation has a positive and significant impact on the productivity of the workforce. Darwish and Maher's study (2010 ) supported this conclusion, as their findings showed that the best way to increase employee commitment and quality of work performance is through job delegation. No wonder Hashim, Ahmed, and Jaradat (2013) indicated that the authority delegation would assist a person who has an interest as a member of the organization and who wants to succeed in the execution of his authority. On this basis, we conclude that the job delegation has a significant impact on the commitment of employees at the Central Bank of Nigeria.

The third hypothesis which can be seen from the findings in Table 4.4.3, that the employee commitment in the central bank is significantly impacted by job empowerment since the significance value (p-value) of  $0.041 < 0.05$ . This was supported by Sharma & Monika's (2017)



findings that there is a positive connection between empowerment and motivation of the organization and the commitment of its employees. Study by Aryan, Singh and Amirinder (2016) has demonstrated a strong impact on employee performance of the Organization on independent decisions and open communication. Then Rawat (2013) also agreed that there are strong connections to the commitment of employee and capacity-building. Based on this we agree with the empirical results, that empowerment of employees in the Central Bank of Nigeria has a significant impact on their commitment.

Table 4.4.4 finally showed that the rotation of the job would have a significant impact on employee commitment in CBN since the p-value of  $0.029 < 0.05$  and is statistically significant. This contradicts with the results of Salih and AlIbed (2017), which indicate that the job rotation and efficiency of employees are not statistically significant. Mohsan (2012) has found that, when jobs are rotated through departments to new positions, they become less motivated and are more committed. Baro (2012) findings confirmed this by demonstrating an effective job rotation plan for librarians to learn new skills, to increase the morale of the staff, to establish new connections in the college library and to acquire the skills required for potential career-building. This is consistent with Mohan and Gomathi (2015) findings that job rotation has played a role in the growth of employees.

## CHAPTER FIVE

# SUMMARY, CONCLUSION, RECOMMENDATIONS, LIMITATIONS OF STUDY, AREAS OF FUTURE RESEARCH AND PERSONAL LEARNING STATEMENT

### 5.1 Introduction

This chapter consists of a summary of the impact of training and development on employees' performance in Central Bank of Nigeria. It will further provide an overall summary of findings, conclusion and recommendations. The research work sought to investigate the impact of training and development on employee performance using Central of Bank Nigeria (CBN) as a case study. The limitations of study, areas of future research and personal learning statement are given by the researcher for further studies.

### 5.2 Summary of Findings

- i. That the impact of mentoring on employee commitment in CBN generally provides valuable feedback, insights and support. It is evident with a majority of 100 respondents whom strongly agreed to the assertion.
- ii. That job empowerment on employee commitment in CBN is more respected by subordinates for their judgement and professional experience. This is evident with 49% representing 98 respondents whom strongly agreed.
- iii. That job delegation impacts employee commitment in CBN as employees are allowed to decide on assigned tasks. This is evident with majority of 52% representing 104 respondents whom strongly agreed.
- iv. That job rotation has a significant impact on the commitment of CBN employee. This is because majority of 50% representing 100 respondents strongly agreed that Job rotation help determine the most effective way of employees.

## **5.2.2 Implication of Findings**

The implications for the study is examined under the following subheadings: management practices and industry.

### **Management Practices**

The findings of CBN mentoring should help managers to understand the training and development approaches that can be used to motivate staff to enhance their company efficiency.

The findings of the job delegation would significantly impact on employee commitment in CBN, helping management take strategic decisions affecting employee performance for general business growth.

The findings would help to improve job empowerment by creating a working environment that motivates and increases profitability from the workers' willingness to bring value to the company.

The findings would benefit to the management by allowing staff to get to know each other's activities and differences in the various department of the organization works. The effects of this job rotation will have a direct effect on employee commitment.

### **Industry**

The findings that mentoring has significant impact on employee commitment in CBN provide an incentive for self-development as the strategies of their company constantly evolve and change.

The findings that job delegation significantly impact on employee commitment in CBN will provide trainees with some evidence on the idea of the positions, expectations and duties of the industry.

The findings that job empowerment significantly impacts on employee commitment, will benefit the industry by supplying staff with the tools and incentive to pursue organization activities. The findings that job rotation has a significant impact on employee commitment would help the company by motivating workers to gain the experience and differences of the various activities in the organisation.

### **5.3 Conclusion**

The study examined the impact of training and development on employees' performance in CBN, which the objective generally was to establish the relationship between training and development and employee job performance in Central Bank of Nigeria. From empirical findings, it can be obtained that mentoring has a significant impact on employee commitment in CBN, the delegation of jobs has significant impact on employee commitment in CBN, job empowerment has a significant impact on employee commitment and rotation of job has a significant impact on employee commitment in CBN. Every business is likely to realise its return on its investment in training and development of its employee. Employees are essentially an organisation's assets and thus should be regarded as human resources. The more that is invested in them, the more success outcomes that will give the company its competitive advantage can be expected of them. It has been demonstrated by the study that it is through mentoring, job delegation, job empowerment and job rotation that training and development can influence on the employee performance of any business and CBN in particular. Therefore the study concludes that Training and development are also important to increase employee performance.

### **5.4 Recommendations and Implementation Plan**

Based on the findings, some recommendations are given on training and development on employee performance in CBN:

- i. Since mentoring has a significant impact on employee commitment at the Central Bank of Nigeria, successful mentoring strategies are needed for the job that could offer considerable benefits to organizations and organizational managers.
- ii. CBN management should make sure that their employees are free to work independently and experience a series of positive results such as better job satisfaction , organizational commitment, innovative behavior and work performance. The deficiency of delegations is correlated with the communication gap between subordinates.
- iii. However, the study indicates that empowering employees at the Central Bank of Nigeria has a major effect and that CBN management will have to strive to make employees believe their work is important and that they are accountable for their performance.

- iv. Finally, CBN management ought to continue pursuing reliable and well-designed job rotation systems to keep employees engaged, dedicated and active and remind them of the rapidly changing business environment that any company needs to survive and compete effectively within a market-driven economy.

#### 5.4.1 An Implementation Plan

- i. The Central Bank of Nigeria management should arrange training programs at least once a month to ensure its workers continue to gain insight into what is needed for their effectiveness and efficiency.
- ii. A personal trainer should be assigned by the CBN to new recruits, who train them on the job and also give other advice in appropriate fields, and employees should be provided with feedback during training so that they are aware of places where they can enhance their performance.
- iii. To stop wasting money on external human resources consultants, CBN should embrace on-the-job preparation and mentoring as tools for succession planning.
- iv. Finally, a robust work-development training curriculum will be created and enforced by CBN Human Resources (HR). It will make them optimistic and responsive and promote government policies effectively.

#### 5.5 Personal Learning Statements

The researcher acknowledged that people have different learning styles during this programme. The word learning styles applies to the belief that the various people learn knowledge in different ways (Harold, Mark, Doug and Robert 2008). The researcher agreed with Honey and Mumford 's statement (1992) that learners had been defined in two distinct ways. First, by teaching, we learn: although we conduct case studies, lecture and books. The second way is by our experience, which has often unconsciously taken place. We have experience every day, and learning is a cycle that lasts a lifetime. This method described four learning styles by Kolb ( 1984). This is discussed as thus:

- 1. **Activists:** This allows the practice and the gain experience of what one want to learn. These people are usually free-minded, are not divisive, such as brainstorming, and open to discussion

group and troubleshooting sessions because they enjoy challenges. Activists thus benefit from the new information and experience.

2. **Reflectors:** Reflectors tend to carefully observe others and take a low profile during discussions. They need time to look at things from all angles and collect data before they decide. A individual who reflects is courteous, impartial, compassionate, reflective and prudent.

3. **Theorists:** Learners usually try to understand the significance behind the action. They can take part better in the learning process by following examples and reading information. Theorists like to hear stories and quotations, so they need as much context knowledge as possible. A theoretic person has precise, detailed and consistent conceptual thinking in the pursuit of analyses.

4. **Pragmatists:** This group of people want to know how to implement what they learn in the real world. Abstract concepts and games can not be played in any way. They pursue theories, ideas, strategies and take the time to think about how they apply what they did to reality. They think influencing people and changing situations are simple. They are realistic and are quick to make decisions. A pragmatist person enjoys challenges and takes risks to attain his or her goals. They influence their surroundings, and accomplish things.

According to the learning style discussed above, the researcher's personal note that most of us use all levels of learning style but there may be a first choice for one or more types from different people. At all times the reflector reviews and reveals. Hence, it is important to remind activist, theorist and pragmatist to periodically reflect. The researcher had developed a personal learning style from student life. To determine the researchers' interests in learning, the researcher completed the Honey and Mumford Learning Style Questionnaire. The researcher has pointed out that he is more a reflector among the four forms of learning. This is, through observation and reflection the researcher learns. Reflector appears to be careful before acting, collecting data, experimenting, taking some time to work and drawing appropriate conclusions. Therefore, reflectors tend to look at issues from multiple viewpoints before they have a different point of view, which fits the student's learning style (Honey and Mumford, 1992).

### 5.5.1 Self analysis during the learning process

#### **Research and Investigation Skills**

The researcher analyzed his academic skills gained prior to the start of this program and found out that he can't use academic search and journal resources online. In order to complete this program academic research has to be created. The researcher wasn't enlightened and disoriented earlier in his first semester, but he was thinking somewhere about how to go with other school activities with family issues.

The course of the second semester research method nevertheless allowed the researcher to clearly see the study cycle and enabled him to establish and perform dissertation surveys. The researcher found out that he must concentrate on qualitative knowledge before conducting quantitative studies. It helped him to analyze the background specifics and to appreciate them. It helps to calculate the resulting quantitative analysis. Moreover, data collection methods have helped the researcher to excel in evaluating, which was a new experience, as it had never done so before, as well as a challenge for the researcher. The researcher can now easily and effectively prepare the research. He could then use more time to write and focus throughout his learning process.

#### **Personal management skills**

In addition, the researcher has developed personal management skills. The program allows individuals to become independent learners. The researcher needed to organize the time during the program period: Determine the most important task, then organize the tasks in the proper order. Restrict each section of the dissertation to be finished, based on the amount of time that will be spent on each. Limiting the time to be spent on each section, such as reading and writing literature review, the part of the methodology, gathering and analyzing data and finishing the research on time.

A manager must be able to handle the workers. He is responsible for preparing and following up his team and, where necessary, taking disciplinary steps. However, we must first learn how to manage ourselves, such as having positive attitudes and behaviours, taking initiative and managing time, before we start managing others. This ability is very important if the researchers'

career goal is to be accomplished successfully. Through the dissertation, the researcher learns to efficiently plan and use time. The Researcher is now able to work more effectively and complete tasks quickly.

### **Communication skills**

Strong communication skills will improve interpersonal interactions and support others and using social networking which would be an important factor in my future career. In the presentation the researcher gained his communication skills: the researcher can be able to speak to audience that faces him without reading notes, to make eye contact and use the body language effectively. The researcher will now speak to an audience more fluently. Good communication skills should promote job opportunities. While my speaking skills have improved I still feel awkward sometimes. As a result, the researcher will continue to enhance presentation skills until he can attract audience during the presentation.

### **Plans to keep learning**

To improve my learning, the researcher needs to create opportunities for continually experimenting with new opportunities for experiences and gathering feedback to review experience. During the learning process reflection is an important part. Reflections provide people with the ability to learn from their shortcomings according to Barclay (1996). This also gives us time to think and to think on what we have done.

Therefore, any incident that has happened can be analyzed more easily. Reflection is therefore a central factor in the process of learning. As in a knowledge-based society, the researcher's primary educational aim was to study and improve skills. That is also why the researcher had taken the initiative to do this program. Lifelong learning is, and never will stop (Honey and Mumford, 1992). Of course, throughout the future career, the researcher will continue to learn, becoming a good lifelong learner would be of great importance.



## 5.6 Research limitations

According to the budget and time allocated to the project, the drawbacks faced in the analysis process were data collection from an entire population. Therefore, the questionnaires for the analysis were not spread equally among various categories of respondents. The issues also included choosing an acceptable sample that was well representative of the public and making a simple questionnaire.

Also, the sample size could be more, but the limitations posed by the covid-19 pandemic compressed the sample size and resulted in reduced engagements with respondents. The pandemic made access to many respondents difficult, but the goal of the research was eventually achieved with inputs from 200 respondents.

## 5.7 Suggestion for further study

This study which was on the impact of training and development on employee performance was on the central bank of Nigeria, which was a banking sector of the country's economy. A further research is suggested in the manufacturing sector to further determine the impact which training and development has on employee performance in the manufacturing sector in Nigeria.

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## APPENDICES

### QUESTIONNAIRE SAMPLE

**Section A:** Please enter the information needed or tick the correct column

1. Sex:

2. Age:

**Section B:** As they refer to you, please answer the questions below. Tick using the following rating: SD= strongly disagree, D= disagree, N= Neutral, A= agree, SA= strongly agree

S/N	MENTORING	SA	A	N	D	SD
1	My company services, help me do what is right					
2	My mentor helps guide my successful behavior					
3	I have strong confidence and trust in my mentor					
4	My employer recognizes that work has been done well on time					
5	My organization generally provides valuable feedback, insights and support					
	<b>EMPLOYEE EMPOWERMENT</b>					
6	I have the means to fulfill my task					
7	I have a degree of autonomy and responsibility in my decision-making tasks					
8	The empowerment of employees always leads to more organizational answers to problems					
9	I have a good understanding of the company's issues and concerns					
10	My superiors appreciate my judgment and experience in carrying tasks.					
	<b>DELEGATION</b>					
11	I am allowed to decide on assigned tasks					
12	My organization believes completely in my abilities					

13	Right people are always responsible for the tasks assigned to them.					
14	My organization provides the necessary resources and support for the work					
15	I have plenty of time to do my job					
	<b>JOB ROTATION</b>					
16	Job rotation are boosting job satisfaction					
17	The rotation of jobs increases the flexibility and adaptability of organization					
18	Employees acquire experience and credentials through new responsibilities					
19	Job rotation offer employees a break from stressful jobs					
20	Job rotation help determine the most effective way of employees					
S/N	<b>EMPLOYEE COMMITMENT</b>					
21	I have a strong link with my organization					
22	I understand my organization's priorities and what they want me to do					
23	I have a positive attitude to my work					
24	I can go extra mile to make sure the tasks I am given is carried out					
25	For the rest of my career, I am very pleased to be with the organization					



## Appendices

### Regression Results

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			B	
							Lower Bound	Upper Bound
1	(Constant)	-39.200	24.984		-1.569	.215	-118.711	40.311
	Mentoring	26.400	7.533	.896	3.505	.039	2.427	50.373

a. Dependent Variable: Employee Commitment

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			B	
							Lower Bound	Upper Bound
1	(Constant)	-40.000	23.383		-1.711	.186	-114.416	34.416
	Delegation	26.400	7.050	.908	3.745	.033	3.963	48.837

a. Dependent Variable: Employee Commitment

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			for B	
							Lower Bound	Upper Bound
1	(Constant)	-38.600	25.227		-1.530	.223	-118.883	41.683
	Empowerment	26.200	7.606	.893	3.445	.041	1.994	50.406

a. Dependent Variable: Employee Commitment

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			B	
							Lower Bound	Upper Bound
1	(Constant)	-40.400	22.540		-1.792	.171	-112.132	31.332
	Job rotation	26.800	6.796	.916	3.943	.029	5.172	48.428

a. Dependent Variable: Employee Commitment