

HUMAN CAPITAL IMPROVEMENT AND BUSINESS PERFORMANCE OF COMMERCIAL BANKS IN PORT HARCOURT, RIVERS STATE NIGERIA.

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ABSTRACT

The objective of this study was to examine human capital improvement and Business performance in commercial banks in Port Harcourt, Rivers State. The study looked at human capital improvement as the independent variable, business performance as the dependent variable. Including theoretical review, empirical review and x-rayed the relationship between independent variables against the dependent variables which includes: on the job training, off the job training and skills transfer as the dimensions of human capital improvement while the dependent variables are customers' satisfaction, growth and profitability. Primary and secondary sources were used for data collection and analysis using frequency distribution tables, mean scores and standard deviation. The population of the study was 300 top level and middle level managers. The Taro Yamane formula was used to determine the sample size of one hundred and seventy two (172). A total of 38 structured research items were designed and distributed to top and middle level managers of these banks in order to elicit responses from them. Methodology adopted was quantitative, descriptive and correlational research design. A structured questionnaire with 4 modified Likert scale was used as main source of data collection. Thereafter, mean and standard deviation were used to answer the research questions whereas Pearson Product Moment Correlation Coefficient was used to analyze the hypotheses with the aid of Statistical Package for Social Science (SPSS) version 21. It was then found that there was significant relationship between on-the-job training and growth of commercial banks operating in Port Harcourt, Rivers State and it was similarly found that there is positive impact of off-the-job training on business performance of commercial banks in Rivers State. In the light of the foregoing analysis, findings and conclusions, it was recommended that employees should be ready to embrace on-the-job training and off-the-job training as a measure to self-reliance and organizational effectiveness and that Managers should promote commitment of the employees through human capital development and training of the employees for the corporate growth/survival of the organization.

Keywords: Business, Commercial banks, Human capital, Improvement and Performance.

INTRODUCTION

The skills, experiences and abilities acquired by employees either through learning, on the job training, training and improvement is what is referred to as human capital (Blundell, 1999). It is such qualities that increase the employees' value in the business. According to literature, the main value of an organization or institution does not lie in its systems, controls, or machinery and equipment but rather the human capital. In as much as technology and data systems may evolve, nothing can substitute the value of the human capital. It is a known fact that big organizations in the world are recognized by the attitudes and talents their employees display (Martinez, 2013). An organization cannot survive if there are no competent and skillful employees. Organization runs with the help of individuals who contribute in their own small way in its success and productivity. Employees spend maximum part of their day in offices and strive hard to achieve the goals and objectives of the organization. This present study will ex-ray these human resource management foundations metamorphosing into human capital improvement strategies as veritable tools for effective and efficient performance of organizations, with particular attention on commercial banks

operating in Port Harcourt. Every human resource management functions/activities revolve round human capital improvement ranging from employee well-being, promotions, training, coaching, and mentoring relations and every other element that crystalizes employee efficiency toward organizational goals and objectives. The overall purpose of human resource management is therefore to ensure that organizations are able to achieve success through people (its workforce). It aims to increase organizational performance and capability – the capacity of an organization to achieve its goals by making the best use of the resources available to it. Through utilizing well designed and integrated human capital improvement programmes, employees may acquire relevant skills and competencies, and consequently improve in their task performance. To achieve improved performance, the human capital improvement strategies of employees to be given a fresh drive (Onojotah 2011). As a process of providing opportunities for the acquisition of the desired competences, there should be well designed programs put in place for the training, retraining, coaching, and mentoring of employees in new methodologies, technologies and corporate culture of the business. In the words of Peretomode and Peretomode (2012) human capital can only be improved upon through equipping the individual with the required competencies in productive capacities. In line with this assertion, Kaizer (2013) suggests that if human capital improvement is to be effective, the strategies used for its improvement must focus on the needs of the employees. Here, we are going to establish our point of departure using organizational performance as a product for effective installation of capable, competent and committed employees. In the course of the study, we shall examine the extent human capital improvement has impacted on the performance of organizations (whether positively or negatively). Business may be effective when employees are endowed with skills and talents and ineffective when these skills are not properly harnessed and imbibed on employees.

Statement of the Problem

Nigerian business have been facing problems of mediocrity bothering on lack of improvement of their human resources. This ignorance has often led to inefficiency, low productivity and at times, colossal failure of these business to operate in our competitive environment considering the heterogeneous nature of most of them. There is no gainsaying the fact that performance of business has a lot to do with how well employees are trained and developed (either on the job or off the job). For business to sustain superlative standard in the competitive business society, the ideal should be periodic training and improvement of their staff. It appears most business have not achieved their desired efficiency and breakeven as a result of the fact that they treat improvement of their workforce with kids glove. Commercial banks in the country may face liquidation and become moribund, not because they don't have the necessary resources, rather they may lack the relevant human capital to harness these resources maximally. Recruitment of staff may not be the problem, but engagement of staff with meaningful skills, talents, knowledge and attributes to bear in the organization has been a major challenge in business. If this problem is not tackled head on, business may likely have a bunch of unskilled, untalented manpower.

Aim and Objectives of the study

The aim of this study was to examine human capital improvement and Business performance of commercial banks in Port Harcourt, Rivers State.

The specific objectives of this study include:

1. To ascertain the relationship between on-the-job training and market share growth of these banks.
2. To ascertain the relationship between off the job training and service quality of the commercial banks.

Research Questions

The following research questions guided the Paper:

1. To what extent does on-the-job training relate to market share growth of the commercial banks in Port Harcourt, Rivers State?
2. To what extent does on-the-job training relate with service quality of the commercial banks in Port Harcourt, Rivers State?

Hypotheses

The following null hypotheses were tested:

Ho₁: There is no significant relationship between on-the-job training and market share growth of commercial banks operating in Port Harcourt, Rivers State.

Ho₂: There is no significant relationship between on-the-job training and service quality of the commercial banks in Port Harcourt.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Human Capital

The study of human capital, began back in 1776 with the known work of Adam Smith "Wealth of Nations" and ended in the 1960s when the theoretical and empirical basis of human capital, as an integral part of intellectual capital, were designed (Sweetland, 1996). In fact, Smith wrote in detail about the importance of knowledge and skills of employees in the production process, especially emphasizing that learning and education represent investments in people (Nerdrum & Erikson, 2001, 128). Almost a century later, in 1890, Marshall argued that the most valuable capital is the one invested in people, but none of them had used the term human capital. A significant contribution to the formulation of the modern theory of the human capital was given by Mincer (1958; 1962), Schultz (1961) and Becker (1962) who viewed human capital as an independent category of capital, which analogous to conventional capital possesses economic and production characteristics. Becker (2009) even believes that people are the most valuable resource that increases business opportunities. However, the improvement of the theory of intellectual capital has in recent years been guided by the ideas and thoughts of influential authors and practitioners, including Kaplan and Norton (1992), Sveiby (1997), Stewart (1997), Edvinsson and Malone (1997), Brooking (1997) and many others (Harris, 2000; Viedma Marti, 2007). The increased difference between the market and book value of the firms encouraged the academic and business community to consider the concept of intellectual capital as a key determinant in the process of creating value for shareholders, managers and society as a whole. It is the contributions of influential practitioners that have laid the foundations of the way intangible factors determine the success of the firm, i.e. the foundations of the "standard theory of intellectual capital" (Andreessen, 2001). However, the huge interest of researchers and practitioners to study the intellectual capital resulted in numerous improvements to the standard theory of intellectual capital and its further improvement in the future (Harris, 2000; Andreessen, 2001; Viedma Marti, 2007). Effective performance of organizations symbolize that their human capital is well-developed and skilled to utilize other resources of the organization effectively and efficiently. In other words, a symbiotic relationship exists between human capital and organizational performance, if properly executed by organizational managers.

Different authors have given different definitions for human capital as the knowledge, skills and abilities residing with and utilized by individuals (Schultz, 1961). Rios et al. (1998) human capital refers to competence, attitudes and intellectual agility of individual employees. These skills, abilities, competencies and intellectual dexterities are owned by the employees within organizations, and not owned by the organization itself (Lynn, 2002). Human capital consists of the intangible resources that employees provide for their employers. It represents the innate abilities, behaviors as well as the personal energy which employees choose to bring to work. Hence it represents the key element in improving firm's assets and employees in order to increase productivity as well as sustain competitive advantage. Johan (2013) contend that only employees

possessing values and uniqueness are qualified as human capital. In other words, human capitals are the values and uniqueness that individuals' employees possess. This view corroborate with the view of Piazza-Georgi (2002) who defined human capital as the stock of personal skills that an economic agent has at his disposal for use, as well as physical capital. Obiekwe (2012) further contends that people who possess high level skills and knowledge generate new ideas and techniques that can be embodied in work operations and services delivery to increase a company's effectiveness. Amah, (2014) posits that organizations are on the lookout for employees with adequate skills and competencies to serve as vital tools for organizations performance. This is because the qualities of employees with core skills are the fountain source for a firm's competency and profits (Josan, 2013). Hai-Ming and Ku-Jun (2003) human capital represent a company's investment made in talents and technologies to benefit competitive advantage. According, to them, this investment is valuable and unique, and should therefore be kept out of reach of other firms.

From all the definitions cited above, human capital represent all skills, knowledge, competencies and attributes embedded in an individual that can facilitate the creation of personal, social and economic well-being (Organization for Economic Co-operation and Improvement (OECD), 2001). Thus, the competencies, skills, knowledge and abilities of an employee are an employee's human capital and the right utilization by the organizations where the employee works. (Hill and Rothaermel, 2003). Human capital improvement is generally seen as fundamental for organizational efficiency and corporate performance, and therefore, is a major challenge of management and leadership. It refers to all effort put in place to make an individual acquire all necessary skills, competencies, knowledge and attitudes that is capable of making such person develop technical, relational and conceptual abilities that will make him successfully carry out assigned tasks and responsibilities. Human capitals are today being utilized by organizations as a prelude to gain competitive edge over rivals, and for other positive organizational outcomes. Marimuthu et al. (2009) notes that firms seek to optimize their workforce not only to achieve business goals but most importantly for a long-term survival and sustainability. Moreover, sustained human capital improvement results to increase productivity, profitability and long-term competitiveness (Oforegbunam and Okorafor, 2010; Josan, 2013). The aim of human capital improvement is to transform employees into a more tangible asset, and to match them to organizations strategic needs. Other scholars describe it as a human resource management strategy aimed at developing the skills, abilities and experience of people through recruitment, consultancy or subcontracting or grown by training and developing existing employees. Organizations with an internal job market orientation, for example most large German and Japanese companies have made a practice of growing or developing their own talents whereas the externally-oriented businesses typical of Anglophone countries have tended to buy in skilled people. In his contributions, Price (2011) opines that human capital improvement (HCD) is a strategic approach in investing in human beings (human resources). It draws on other human resource processes, including resourcing and performance assessment, to identify actual and potential talents. Human capital improvement provides a framework for self-improvement, training programs and career progression to meet organization's future skill requirements. Learning in workplace has a linear relationship with improvement of individuals on the job also enhances employee engagement and motivation. Systematic human capital improvement maximizes the human capital of organization, devoting time, money and thought to improve the pool of essential competencies among its staff. This has a general impact on business performance by enhancing product knowledge and service expertise, motivating staff, drawing on their talents and demonstrating that they are valued by the organization. It is also claimed to empower staff, allowing individuals to take a measure of control over their own careers and develop life patterns that offer increased opportunity and satisfaction both to the employee and the organization.

Human capital improvement and organizational performance.

Human capital improvement benefits individual employees, customers and organizations at large. For organizations, it maintains their growth, profitability and sustains the satisfaction of customers in the global and international markets. (Ndu, 2009); (Noe et al., 2003).

It also enhances organizational survival, performance and creation of new knowledge (Cohen, 1983; Olufemi, 2009; Obiekwe, 2012) and higher organizational commitment. McConnelli (2004) says organizations that values human resources management view training as a improvement method to increase long-term profitability and productivity, and provide solution to various organizational problems. It also allow management to maintain a stock of workforce that leaves the organization, as well as help workers cope with newly developed technology (Nel et al., 2004) and reduce cost and reputation damage for organizations (Frost et al., 2000). Organizations benefit a lot when employees are positively, economically, socially and dynamically imbibed with adequate skills, talents and knowledge through well cultured leadership and improvement programs. These ventures can go a long way to portray their image in a positive light in the eyes of customers, stakeholders and the society at large. There and then, they can stand at competitive advantage among the comity of other organizations in the same or similar industries. This is with particular reference to banking industries where there is heterogeneous number of banks carrying out the same or similar operations even within a particular metropolis like Port Harcourt, the Rivers State capital base. Furthermore, customers stand a chance to choose where to invest their money. It is a natural phenomenon that customers of any organization like efficient and effective service delivery, good service quality, consistency in operations and above all, transparency in their dealings and transactions with the organization. Anything short of these becomes unethical and unprofessional and consequently spotlights the organization in the bogus eyes of the government which may lead to sanction or ultimate closure. In his contributions, Price (2011) opines that human capital improvement (HCD) is a strategic approach in investing in human beings (human resources). It draws on other human resource processes, including resourcing and performance assessment, to identify actual and potential talents. Human capital improvement provides a framework for self-improvement, training programs and career progression to meet organization's future skill requirements. Learning in workplace has a linear relationship with improvement of individuals on the job also enhances employee engagement and motivation. Systematic human capital improvement maximizes the human capital of organization, devoting time, money and thought to improve the pool of essential competencies among its staff. This has a general impact on business performance by enhancing product knowledge and service expertise, motivating staff, drawing on their talents and demonstrating that they are valued by the organization. It is also claimed to empower staff, allowing individuals to take a measure of control over their own careers and develop life patterns that offer increased opportunity and satisfaction both to the employee and the organization. Sambrook (2001), human capital improvement has its roots in the early organization improvement interventions of the 1940s, but the term was first used by Nadler in 1972. Nadler (cited in Nadler and Nadler, 1989) described human capital improvement as organized learning experience provided by employers, within a specified period of time, to bring about the possibility of performance improvement and/or personal growth. There seem to be a symbiotic relationship between human capital improvement and organizational performance. This is because improvement of human resources through training, seminars, workshops and conferences go a long way to develop t the corporate image and potency of organizations. Human resources are the most vital resource of any organization used to coordinate and control other resources. Develop the human being; you have developed these resources effectively and efficiently. However, there is a long-standing tendency to regard training as something done to lower-level worker, whereas improvement is a process experienced by managers – hence, 'management improvement'. This seems to be incompatible with the central rhetorical principle of human resource management that all employees are assets whose

competencies need to be developed. It is appropriate therefore to regard training and improvement as an integral aspect of human capital improvement.

Based on this assertion, Sambrook (2001) argued that human capital improvement can be thought of as a construct like 'love' or 'quality'. It is intangible in itself since it cannot be found, touched or seen, but it may be investigated through features associated with the concept that might distinguish it from training and improvement organizations for their effective operations. She posits that training and improvement was focused on operational issues and took a short-term or reactive approach in which specialists did the training, delivered it to passive trainees and usually conducted it in classrooms. Sambrook describes this as the 'tell' approach as opposed to 'sell' or 'competent' human capital improvement. This chapter hopes to articulate and bring to focus the predictor, criterion, and moderating variables, including their dimensions, measures and indicators. In order to authenticate the findings and final result of the study, we gather information, materials from primary and secondary sources comprising textbooks, internet, journals, and magazines; substituted with personal contacts with the prospective respondents. Hence, in this chapter, earlier works by management experts/scholars and practitioners on human capital improvement and organizational performance in relation to the concepts, trends and challenges were reviewed comprehensively. The term, human capital improvement (HCI) often used as a single terminology shall be segregated into two sub-titles – 'human capital' and 'human capital improvement'. This we shall do in order to arrive at a lucid understanding, highlight and establish the nexus between human capital improvement and organizational performance—using these banks as our focal point. With increasing globalization and also the saturation of job markets due to the downturn in various economies of the world, the concept of human capital improvement is attracting wider attention.

On-the-job training: A key to human resource improvement

Training and improvement is important for the maintenance of the human resource base of the organization and must be viewed as an integral part of the core organizational strategy, rather than an ad hoc operation issue. (Rowley, 1995). A lack of training results in a lack of skill to use the knowledge existing in a person, which causes ineffective services, a lack of self-satisfaction, customer dissatisfaction and ensuing lower productivity, profitability and decreased customer patronage. The provision of training will foster an increase in professionalism and further exploitation of management methods, whereas a lack of training can cause frustration and lack of job satisfaction (Pugh, 1984). Well-trained individuals know the scope, expectations and depth of their jobs and will be able to add building blocks to their professionalism as they progress through their careers. Training is therefore critical for human resource planning and improvement. Without a regular flow of up-to-date knowledge, the organization and individual will both remain stagnant. Pantry further emphasizes the need for continuous updating of skills learned from starting the career. Since some skills may become redundant, she advocates training, retraining and training again. For effective training, it is very important to have some check and balance to measure its effectiveness. In this way both the trainee and the trainer benefit. Knowing that someone is watching one's progress, a trainee is always concerned about proving himself/herself most capable and satisfying the trainer. Participants themselves acknowledged that when they know there is no appraisal system to measure the after effects of the training, they do not put much effort into achieving their best potential. This signifies that training programs and the impact of training need to be evaluated from time to time to ensure training contributes to increased effectiveness. In recent times, organizations throughout the world have begun to realize the potential benefits associated with effective human resource strategies and have thus decided that focusing their attention towards these strategies can ensure firm's superior efficiency and effectiveness (Guest, 1997). Training is generally considered as tool which is used to enhance individual skills, knowledge and abilities of a resource, and to enable that person to understand certain aspects of business. Need for a training program arises whenever there is a gap between

the desired and actual performance of the employees and the organization at large. Modern organizations have realized the importance of human capital improvement (HCD), and have begun to use on-the-job training as a tool for increasing their performance. (Bouris & Sahinidis, 2007), not only for the apparent but also the hidden needs of their employees.

Empirical Review

Empirical analysis of human capital development and economic growth in European regions Hiro Izushi, Robert Huggins in Barcelona on development of human capital, observed that the principal mechanism for knowledge creation and management becomes a central issue for policy-makers and practitioners at the regional, as well as national level. Facing competition both within and across nations, regional policy-makers view human capital development as a key to strengthening the positions of their economies in the global market. Against this background, the aim of this study was to go some way towards answering the question of whether, and how, investment in education and vocational training at regional level provides these territorial units with comparative advantages. The study reviews literature in economics and economic geography on economic growth. In growth model literature, human capital has gained increased recognition as a key production factor along with physical capital and labour. Although leaving technical progress as an exogenous factor, neoclassical Solow-Swan models have improved their estimates through the inclusion of human capital. In contrast, endogenous growth models place investment in research at center stage in accounting for technical progress. As a result, they often focus upon research workers, who embody high-order human capital, as a key variable in their framework.

An issue of discussion is how human capital facilitates economic growth: is it the level of its stock or its accumulation that influences the rate of growth? In addition, these economic models are criticized in economic geography literature for their failure to consider spatial aspects of economic development, and particularly for their lack of attention to tacit knowledge and urban environments that facilitate the exchange of such knowledge. Our empirical analysis of European regions shows that investment by individuals in human capital formation has distinct patterns. Those regions with a higher level of investment in tertiary education tend to have a larger concentration of information and communication technology (ICT) sectors (including provision of ICT services and manufacture of ICT devices and equipment) and research functions. Not surprisingly, regions with major metropolitan areas where higher education institutions are located show a high enrolment rate for tertiary education, suggesting a possible link to the demand from high-order corporate functions located there. Furthermore, the rate of human capital development (at the level of vocational type of upper secondary education) appears to have significant association with the level of entrepreneurship in emerging industries such as ICT-related services and information and communication technology manufacturing, whereas such association is not found with traditional manufacturing industries. In general, a high level of investment by individuals in tertiary education is found in those regions that accommodate high-tech industries and high-order corporate functions such as research and development (R&D). These functions are supported through the urban infrastructure and public science base, facilitating exchange of tacit knowledge. They also enjoy a low unemployment rate. However, the existing stock of human and physical capital in those regions with a high level of urban infrastructure does not lead to a high rate of economic growth. Our empirical analysis demonstrates that the rate of economic growth is determined by the accumulation of human and physical capital, not by level of their existing stocks. We found no significant effects of scale that would favour those regions with a larger stock of human capital. The primary policy implication of our study is that, in order to facilitate economic growth, education and training need to supply human capital at a faster pace than simply replenishing it as it disappears from the labour market. Given the significant impact of high-order human capital (such as business R&D staff in our case study) as well as the increasingly fast pace of technological change that makes human capital obsolete, a concerted effort needs to be made to facilitate its continuous develop.

In a study conducted by Izushi and Huggins (2014) on human capital development and economic growth in Europe, it was discovered that knowledge-based economy draws increasing attention to the role that the creation and management of knowledge plays in economic development. Here, they observed that development of human capital, the principal mechanism for knowledge creation and management becomes a central issue for policy-makers at the national level. Again, it was discovered that facing competition both within and across nations, regional policy-makers view human capital development as a key to strengthening the positions of their economies in the global market. Against this background, the aim of the study was to go some way towards answering the question of whether, and how, investment in education and vocational training at regional level provides these territorial units with comparative advantages. An issue of discussion was how human capital facilitates economic growth: is it the level of its stock or its accumulation that influences the rate of growth? In addition, these economic are criticized in economic geography literature for their failure to consider spatial aspects of economic development, and particularly for their lack of attention to tacit knowledge and urban environments that facilitates the exchange of such knowledge. Their empirical analysis demonstrated that the rate of economic growth is determined by the accumulation of human and physical capital, not by level of that existing stock. The primary policy implication of their study was that, in order to facilitate economic growth, education and training need to supply human capital at a faster pace than simply replenishing it as it disappears from the labour market. They recommended that given the significant impact of high-order human capital (such as business research and development staff in their case study) as well as the increasingly fast pace of technological change that makes human capital obsolete, a concerted effort needs to be made to facilitate its continuous development. Hassan Somo (2016) investigated the impact of human capital development and economic development on educational institutions in Mogadishu. The study used descriptive analysis with a view to increasing the efficiency and effectiveness of private universities in Mogadishu. The target or accessible population of the study was 60 educated employees or instructors in educational institutions in Mogadishu of which a sample of 49 respondents was drawn using the stratified random and proportionate to determine the sample size for each of the selected educational institutions in the country such as plasma university, modern university and university of Somalia. To achieve the objectives of the study, a survey design was employed. The study relied principally on primary data which was collected using questionnaires for ease of analysis. Data was analysed using descriptive statistics with the aid of Statistical Package for Social Sciences (SPSS). The study indicates that human capital development has a significant and strong relationship on economic development. The researcher recommends that further investigation be done in this area of study to see whether human capital development are increasing and affecting the economics of the country. The study also recommends that human capital investment be expanded on institutional capacity by strengthening the infrastructure of educational institutions to produce quality manpower in order to eradicate the level of illiteracy that may affect the economy of Mogadishu.

Gap in Knowledge

Having studied different literature on this area of study, there are some eclectic variances in the following area. Some writers often omit commitment in their listing of the characteristics of human capital such as knowledge, skills, experiences which appear very important. It is important to critically review their claim to the fact that no matter the knowledge, skills, experiences one may possess, without the spirit of commitment to perform, the individual may still not perform as expected unless there is the commitment and dedication to perform creditably the given task or job.

METHODOLOGY

Primary and secondary sources were used for data collection and analysis using frequency distribution tables, mean scores and standard deviation. The population of the study was 300 top

level and middle level managers. The Taro Yamane formula was used to determine the sample size of one hundred and seventy two (172). A total of 38 structured research items were designed and distributed to top and middle level managers of these banks in order to elicit responses from them. Methodology adopted was quantitative, descriptive and correlational research design. A structured questionnaire 4 modified Likert scale was used as main source of data collection. Thereafter, mean and standard deviation were used to answer the research questions whereas Pearson Product Moment Correlation Coefficient was used to analyze the hypotheses with the aid of Statistical Package for Social Science (SPSS) version 21.

Findings

Research Question One: To what extent does on-the-job training relate to market share growth of the commercial banks in Port Harcourt, Rivers State?

Table 1a: Descriptive Statistics: On-the-job training relating to growth of commercial banks in Rivers State.

Variables	N	Std. Deviation		Remark
		Mean		
On-the-job training:				
Coaching is a major training strategy aimed at enhancing our skills on the job	170	2.69	1.126	accept
Mentoring activities improves our commitment on the job	170	2.81	.807	accept
Our business is more efficient and productive when employees are mentored	170	2.92	.942	accept
Our business adopts role-play as a training process to build employees' self-confidence and specialization	170	2.89	1.068	accept
We interact favorably with our customers at the workplace.	170	2.68	1.068	accept
Our workers deliver quality service as a result of technical skills and knowledge imparted on them.	170	2.76	.886	accept
Market Share Growth:				
Our organizations' growth/survival is a function of the democratic and dynamic leadership style among our unit heads.	170	2.89	.949	accept
Employees receive training that foster opportunity for interaction with customers.	170	2.96	.899	accept
Participative leadership style is the best for our type of business.	170	2.95	.978	accept
Change in the policies and management of our business does not affect performance of our workers.	170	2.90	1.097	accept
Valid N	170			

Table 1a analyzed the mean and standard deviation value of on-the-job training and growth 3.35 and 1.180, 2.78 and 0.936 respectively. The analysis revealed that there is positive influence of on-the-job training on market share growth of the commercial banks in Rivers State since the calculated mean value is greater than the assume mean value of 2.50.

Hypothesis One

Ho₃: There is no significant relationship between on-the-job training and growth of the commercial banks in Rivers State.

Table 1b Pearson Correlation Analysis: Relationship between on-the-job training and growth of the commercial banks in Rivers State.

Variables	On-the-job training	Market share Growth
On-the-job training	1	0.282**

	Sig. (2-tailed)		0.000
	N	170	170
Market share Growth	Pearson Correlation	0.282**	1
	Sig. (2-tailed)	0.000	
	N	170	170

Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS output, 2024

The analysis of table 1b pointed that Pearson correlation is 0.282** at the alpha level of 0.05. Therefore, the decision rule is that null hypothesis is rejected while alternative hypothesis accepted as the calculated value of $R = 0.998^{**}$ is greater than the critical value of 0.05 significance level. So, there is significant relationship between on-the-job training and organizational growth of the banks. Ukaiwe, (2015) posits that the development and investment in human resources have saved many countries, including Nigerian organizations from the problem of borrowing or hiring experts, managers and other diverse technicians from other countries, especially the developed ones. Ojo (2000) confirmed that the development of human resources, both in skills, knowledge and desired work attitudes has helped greatly in many organizations' growth such that it has, judging by today's complex business environment, been acclaimed as the most important resource available to any for their survival.

Research Question Two: To what extent does on-the-job training relate with service quality of the commercial banks in Port Harcourt, Rivers State?

Table 2a Descriptive Statistics: Off-the-job training relating to Service Quality

Variables	N	Mean	Std. Deviation	Remark
Off-the-job training:				
Distractions and errors are minimized when we are trained far away from the organization	170	2.68	1.074	accept
Seminars enable our employees to make contacts that will be of benefit to our organization.	170	2.76	.802	accept
Our organization sends staff on workshops to acquire new skills and talents.	170	2.82	.944	accept
Our organization place premium on Total Quality Management (TQM) in our service delivery to customers.	170	2.79	1.026	accept
We are regularly instructed on how to carry out assigned tasks through lectures and conferences.	170	2.62	1.026	accept
Service Quality:				
Performance of our organization is primarily a function of our well trained human resources.	170	2.71	.861	accept
Our organization achieves optimal success through the initiative and inventive ideas of our workers.	170	2.81	.925	accept
Prompt attention to our customers is one of our company's major priority.	170	2.88	.892	accept
Corporate goals and objectives of the organization are achieved through affective commitment of our employees.	170	2.90	.946	accept
Minimal waste of time and resources is incurred when workers concentrate on their different job assignments.	170	2.79	1.056	accept
Valid N	170			

Table 2a analyzed the mean and standard deviation value of off-the-job training and organizational performance 2.74 and 0.975, 2.82 and 0.936 respectively. The finding indicated that there is positive impact of off-the-job training on organizational performance since the calculated mean value is greater than the assumed mean value of 2.50.

Ho₂: There is no significant relationship between on-the-job training and service quality of the commercial banks in Port Harcourt.

Table 2b Pearson Correlation Analysis: Relationship between off-the-job training and organizational performance of the commercial banks in Rivers State.

Variables	Off-the -Job		
	Training	Service quality	
Off-the-job training	Pearson Correlation	1	0.387**
	Sig. (2-tailed)		0.000
	N	170	170
service quality	Pearson Correlation	0.387**	1
	Sig. (2-tailed)	0.000	
	N	170	170

Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2024

The analysis of table 2b pointed that Pearson correlation is 0.387** at the alpha level of 0.05. Therefore, the decision rule is that null hypothesis is rejected while alternative hypothesis accepted as the calculated value of R= 0.387** is greater than the critical value of 0.05 significance level. So, there is significant relationship between off-the-job training and Service Quality. This findings is in tandem with the observations of Stone (2014) who stated that the development of employees who are knowledgeable and skilled is a national competitive need that will enhance organizational effectiveness.

Therefore it was generally found that:

- 1) There is significant relationship between on-the-job training and growth of commercial banks operating in Port Harcourt, Rivers State.
- 2) Similarly, there is positive impact of off-the-job training on business performance of commercial banks in Rivers State.

CONCLUSION

Human capital development has been found to correlate positively with organizational survival, improved corporate performance, and corporate effectiveness among other organizational positive outcomes.

RECOMMENDATIONS

Based on the interpretation of the analyses and the conclusion it was recommended that:

1. The employees should be ready to embrace on-the-job training and off-the-job training as a measure to self-reliance and organizational effectiveness.
2. Managers should promote commitment of the employees through human capital development and training of the employees for the corporate growth/survival of the organization.

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