



Building Employee Capabilities through Human Resource Development: A Key Driver of Organizational Success Case Study of First Bank Nigeria PLC Kafanchan

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ABSTRACT

This study was carried out on an building employee capabilities through human resource development: A key driver of organizational success. Case study of first bank Nigeria PLC kafanchan To achieve this objective, the researcher developed and administered a questionnaire on twenty eight selected staffs of first bank Nigeria PLC kafanchan, Kaduna state. Chi-square was used in testing the null hypothesis. From the study, It was observed that the training and development programs provided by First Bank Nigeria PLC Kafanchan have significantly enhanced employees job performance. It was also observed that Management at First Bank Nigeria PLC Kafanchan actively supports and encourages employee development. It was discovered that employees have access to the necessary resources and tools for their professional development at First Bank Nigeria PLC Kafanchan. It was also discovered that First Bank Nigeria PLC Kafanchan provides clear and attainable career advancement opportunities for employees. It was observed that the HR development initiatives at First Bank Nigeria PLC Kafanchan have effectively improved employees skill set. The findings show that employees overall job satisfaction has increased due to the HR development efforts at First Bank Nigeria PLC Kafanchan. The finding also shows that the human resource development programs have increased employees commitment to staying with First Bank Nigeria PLC Kafanchan. The human resource development strategies implemented by First Bank Nigeria PLC Kafanchan contribute significantly to the overall success of the organization. The study recommends, Develop and implement comprehensive training programs tailored to the needs of employees at all levels. Regularly update these programs to keep pace with changes in the banking industry and technological advancements. Encourage a culture of continuous learning by providing employees with opportunities for ongoing education and professional development. This could include sponsoring certifications, workshops, and seminars related to their roles. Establish leadership development programs to identify and nurture future leaders within the organization. These programs should focus on developing strategic thinking, decision-making, and people management skills. Improve performance management systems to provide regular feedback and support to employees. Implement a transparent appraisal system that recognizes and rewards high performance, motivating employees to excel in their roles. Create a supportive work environment that encourages collaboration, innovation, and open communication. Promote work-life balance initiatives to help employees manage stress and maintain productivity. Regularly evaluate the effectiveness of HR development programs through metrics such as employee performance, retention rates, and customer satisfaction. Use these insights to make data-driven improvements to the programs.

Keyword: Employee capabilities, Human Resource Development, Organizational Success.

1. INTRODUCTION

Human resource development is crucial for the success of any organization. It involves the enhancement of knowledge, skills, and abilities of employees to enable them to perform their tasks efficiently and effectively. The importance of human resource development in organizations has been extensively studied and documented in the literature. However, there is a need to evaluate the impact of human resource development on organizational performance, especially in the context of developing countries.

The attainment of Organizational goals depends largely on the effort of its human resources. No Organization survives without the effort of manpower, that is why management of any Organization must recognize human element as the most vital ingredient that sustain the growth and long survival of the Organization. For sustainable development and continuous increase in productivity, the management must actively be up and doing in Manpower Training and Development programme because training and re-training of staff bridge the gap between the actual performance and expected performance. performance is the outcome of the interplay of firms' resources, structure, culture, and environment [6] as Organizational performance could be assessed using financial indicators and non-financial indicators. Some common financial performance indicators are the profitability, return on assets, high sales figures. Others also include return on investment (ROI), earnings per share (EPS) and net income after tax (NIAT). actual performance and expected performance.

Human capacity development refers to the process of improving and enhancing the skills, knowledge, abilities, and competencies of individuals within an organization. The goal of human capacity development is to improve organizational performance by empowering employees to work more effectively and efficiently. The purpose of this thesis is to evaluate the impact of human capacity development on organizational performance. In this thesis, we will examine the various theories and models related to human capacity development, review the existing literature on the subject, and analyze the impact of human capacity development on organizational performance.

Training is the planned and conscious effort towards improving skills and attitude to increase Organizational productivity. Apart from increasing productivity, it must prepare employee for higher position and when faced with complex task, it keeps employees at rest. As Organization expand so the management became complex which call for the need for manpower training for effective and efficient running of the Organization. Employee needs a constant training to withstand technological changes. Training deals with factual and relatively structured learning material having immediate job reference to programme for fewer ranking employee while development is strictly meant for managers.

Management development therefore implies, attempt to improve managerial performance effectiveness through impacting knowledge for the purpose of Organizational performance. Some managers are developing Organization wide to identify managerial potentials or superior candidate with the view of widen the breath of experience in knowledge and attitude. Some are developed to enable them ripe for promotion, job appraisals and withstand complex task. Manpower Training and Development as a policy in an Organization involves giving the required training and impacting the needed knowledge to improve the employee performances which is geared towards increasing productivity. Other objectives of training programme is avoidance of personnel obsolesce, a constant damage in highly competitive and changing business environment above all, Training and Development is the life wire of any Organization that wishes to grow.

Human Resource Development (HRD) is one of the key functions of an organization, and it defines ways of practices and results to organization productivity by recruiting qualified employees who have the desired competencies that enhances corporate image and lowers employee turnover and retention of employees in the organization.

HRD is the integrated use of training and development, organizational development and career development which are applied to improve individual employees and organizational effectiveness [14, 33].

According to [14], Human Resource Development is premised on organizational performance improvement mediated through human expertise and human effort. It aims to add value to the achievement of an organization's goals and objectives

The primary purpose of HRD is to prepare employees to work in the current environment to their best possible abilities and to develop them for upcoming challenges. Training and development programs create awareness among employees for using new technology [32].

HRD helps organizations to provide learning practices related to the goals of the organization and its employment needs. The training perspective focus is that HRD should be able to enhance both the organizations and the employee's capacity to learn. The performance perspective is concerned with ensuring that training should be translated into behaviour or performance so as to realize organizational goals.[15] states that from a performance perspective is a process by which employees gain new knowledge that modifies their behaviours and actions. The primary outcome of HRD is training and performance. According to [42], one of the important developments in the field of HRD is increased focus on work-based training or what is often referred to as informal methods of training. Organizations need to enhance skills and capabilities of its employees by encouraging individual training and creating an enabling environment in which knowledge can be created, shared and applied to achieve goals of the organization. HRD is the centre of employee acquisition, productivity, and growth, therefore, HRD is the process of acquiring and increasing the number of persons who have education, skills, and experience which are critical for performance [29, 12]. The focus on human resource development has an indirect relationship with the profitability of the organizations and employee's performance. Therefore, any organizations that want to optimize the performance of their employees must provide HRD programs. This will also enhance the organizations' productivity by improving the effectiveness and efficiency of work assigned [34].

2.0 LITERATURE REVIEW

2.1 CONCEPTUAL FRAMEWORK

Several studies have examined the impact of human capacity development on organizational performance. For example, a study by [1] found that training and development programs can improve employee performance, which in turn leads to increased organizational performance. Similarly, a study by found that human capacity development initiatives can enhance employee motivation, job satisfaction, and commitment, which in turn leads to increased organizational performance.

Furthermore, a study by found that human capacity development programs can improve the skills and competencies of employees, which can result in better decision-making and problem-solving, and ultimately lead to improved organizational performance. In addition, a study by found that human capacity development initiatives can improve organizational culture, which can positively impact employee engagement, job satisfaction, and organizational performance.

Human Resource Development according to [40] is a title which represents the latest evolutionary stage in the long tradition of training, educating and developing people for the purpose of contributing towards the achievement of individual, organizational and societal objectives. But like human resource management it has attracted criticisms from some quarters.

The first criticism was on its interpretation, by [13] who claimed that human resource development could be problematic particularly if an international perspective is taken because its interpretation and roles tend to vary from one country to another.

Another criticism which is more acceptable is that of [18] who commented that there was a strong insistence that Human resource development is not the same as training. Other debates includes its role in promoting performance or learning. The debate maintained that it was difficult to make a clear statement about what should be included in human resource development. Despite these criticisms, the professionals still went ahead to give human resource development a place in human resource management.

Issues on human resource is as old as creation evolving from one stage to another as observed by [22] According to him, human resources have been part of business and organizations since the first days of agriculture. However, the modern concept of human resources began in reaction to the efficiency focus of Taylorism in the early 1900s. By 1920, psychologists and employment experts in the United State started the human relations movement, which viewed workers in terms of their psychology and fit with companies, rather than as interchangeable parts [35]. This movement grew throughout the middle of the 20th century, placing emphasis on how leadership, cohesion, and loyalty played important roles in organizational success. Although this view was increasingly challenged but despite the criticisms in the 1960s and beyond, human resources had gained a permanent role within an organization.

In support of the above assertion, stated that empirical evidence abound as well as consensus among practitioners that human resource is positively linked with organizational performance; that it is the most valuable organizational asset. In other words, while the organization have the access to 28 technology, finance and other physical assets, it is not easy to replicate human asset being unique to the organization. It is the realization of this fact that accounts for the existence of human resource management in every organization and also as an academic studies. To give credence to this, [36], in his paper, also commented that an understanding of the 21st century economic landscape is essential so as to appreciate the role of human resource as the major key in the achievement of organizational goals.

He described the environment under which organizations operate today as volatile, uncertain, dynamic, complex due to extensive changes and transformations such as [35] globalization, responsiveness to customers, increasing revenue and decreasing cost, change and transformation, advancement in technology, attracting and developing human capital and ensuring fundamental and long lasting change as a result organizations can no longer depend on the traditional ways of doing things and or perception of human resource.

In defining the concept of human resource [10] stated that Human Resources Management is a field concerned with effective acquisition and utilization of people in organizations as a means of achieving desired goals. [3] offered a more generalized and practical approach in their definition of human resource management by seeing it as a strategic approach to managing employment that leveraging people's capabilities is critical to achieving sustained competitive advantage, this being achieved through a distinctive set of integrated employment policies, programmes and practices. [3] definitions, Strategic approach signifies a planned effort to achieve set objectives, initiatives and growth of employee commitment, flexibility and quality contribution. Capabilities refer to people or resource with potentials (such as knowledge, skills, attitudes) which can be developed to contribute to organisational success while Competitive advantage refers to prolonged benefit of formulating and implementing some unique value creating strategy which is gained by tapping into the development of people's capabilities.

The field of human resource management covers a broad spectrum of human activity, as is apparent in the attempts to define the subject; policies on job design, management of change, appraisal process and reward system, existence of corporate governance, strong cultures and conscious strategy, organizational outcomes, high performance, high problem solving, change, innovation and cost effectiveness, partners in helping to develop people related solutions in organization all these form the activities of human resource [28]. The primary objectives of Human Resource is the creation of conditions whereby the potential of employees will be realized and their commitment to the causes of the organization secured. According to [39, 40], this latent potential is taken to include not merely the capacity to acquire and utilize new skills and knowledge but also a hitherto untapped wealth of ideas about how the organization's operations might be better ordered.

[41] Stated that Human Resource Management is diverse in its activities of which Human Resource Development is one of such parts that ensures the adequate development of employees within an organization. Hence, while defining human resource development, [1] defined human resource development as a part of human resource management concerned with the provision of learning, development and training opportunities in order to improve individual, team and organizational performance. Armstrong went further to say that the overall aim of human resource development is to see that the organization has the quality of people it needs to attain the goals for improved performance and growth. [4] Defines human resource development as the study and practice of increasing the learning capacity of individuals, groups, collectives, and organizations through the development and application of learning-base interventions for the purpose of optimizing human and organizational growth and effectiveness. [10] Defines it as essentially a strategic process which is concerned with meeting both business and individual needs. In their opinion, it is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings.

Weber(1998) not only view the organization by the quality of people but sees Human Resource Development as an effort to provide employees with the abilities the organization will need in the future. He differentiated training from development by defining training as the process of providing employees with specific skills or helping them to correct deficiencies in their performance.

Human Resources Development has also been defined as a framework for the expansion of human capital within an organization. It is a combination of training and education that ensures the continual improvement and growth of both the individual and the organization. In line with this line of thinking Adam Smith(Internet Wikipedia) states," The capacities of individuals depended on their access to education. [19] Added that Human Resources Development is the medium that drives the process between training and learning. To him Human Resources Development is not a defined object, but a

series of organized processes, “with a specific learning objective” The term human resource development was introduced to the 1969 Miami Conference of the American Society of Training and Development (ASTD) by [26] And he subsequently provided definition which views human resource development as the structure that allows for individual development, potentially satisfying the organization’s goals. By his definition he presented a dual advantage of human resource development as follows; The development of the individual which will benefit both the individual and the organization. Apart from viewing it as a structure he also sees it as the framework that focuses on the organization’s competencies at the first stage, training, and then developing the employee, through education, to satisfy the organization’s long-term needs and the individual’s career goals and employee value to their present and future employers.

The Human Resources Development framework views employees, as an asset to the enterprise whose value will be enhanced by development, “Its primary focus is on growth and employee development it emphasises developing individual potential and skills. [8]. In [19] definition of Human Resources Development he asserted that it is simply developing the most important section of any business its human resource by, “attaining or upgrading the skills and attitudes of employees at all levels in order to maximise the effectiveness of the enterprise.

Human Resources Development from a business perspective is not entirely focused on the individual’s growth and development, “development occurs to enhance the organization’s value, not solely for individual improvement. Individual education and development is a tool and a means to an end, not the end goal itself”. [8]. In spite of all the definitions, there are no universally accepted definitive statements of the meaning as noted by [25].

This according to them is due to the fact that human resource development is young and still in the process of developing and finding a clearer identity for itself. However, from the above definitions, four key words featured consistently, they are training, learning, education and development all these are viewed as part of organization activities geared towards the growth of their employees and the organization itself. These words are interrelated in that they all aim at imparting knowledge to employees in an organization. They are concerned with knowledge, understanding, skills and attitudes but they are not synonymous with each other as noted by Bass and [1]. Organization in the view of, is a continuous learning systems while [24] defined it as a process of coordinated systems change, with mechanisms built in for individuals and groups to access, build and use organizational memory, structure and culture to develop long term organizational capacity. Learning is viewed as part of organization’s and individual activities. A learning organization was defined by [38] as one that continually improves by rapidly creating and refining the capabilities required for future success. [30] added that organization facilitates the learning of all its members and continually transforms itself to adapt to their context and develop their people to match the context. While there are institutions where learning and education and development takes place, that of the organization is highly emphasized. Human Resources Development styles can take many forms it could be in-room group training, tertiary or vocational courses others are mentoring and coaching by senior employees with the aim for a desired outcome that will develop the individual’s performance. A successful Human Resources Development program will prepare the individual to undertake a higher level of work, “organized learning over a given period of time, to provide the possibility of performance change” Education, one of the key words in the definition of human resource development was defined by [5] as long term learning activity aimed at preparing individuals for a variety of roles in society as citizens, workers and members of family group. The focus on education is primarily on the individual and his or her needs. For Cole, education is two dimensional; individual needs and the need of the society as a whole. He defines needs as the need to be literate, prepare for some occupation and to make use or display one’s personal gifts and talents which include the need for respect for law and order, the desire to have variety of talents to sustain economic activities and the need to protect itself from external aggression of the society. Education is also defined by [1] as activities aim at developing the knowledge, skills, moral values and understanding required in all aspects of life rather than a knowledge and skill relating to only a limited field of activity.

The purpose of education according [40] is to provide the conditions essential to the people to develop an understanding of the traditions and ideas influencing the society in which they live and to enable them to make a contribution to it. It involves the study of their own cultures and of the laws of nature, as well as the acquisition of linguistic and other skills which are basic learning, personal development, creativity and communication.

By definition, education is broader in scope than training and this is why it is longer. It also has a less immediate and less specific application than training and is often perceived as being delivered in educational institutions. It encompasses knowledge, skills and attitudes. Training as defined by [26] as any learning activity which is directed towards the acquisition of specific knowledge and skills for the purposes of an occupation or task. The focus is the job or task. It can also be defined as planned process to modify attitude, knowledge or skill behavior through learning experience to achieve effective performance in an activity or range of activities. Its purpose, in the work situation is to develop the abilities of the individual and to satisfy the current and future needs of the organization [23], [40] Human Resource Development has three main areas with which it is involved in development; they are individual development, occupational and group development.

2.2 EFFECTIVE HUMAN RESOURCE DEVELOPMENT

According to [39], effective human resource development in an organization is one that respond to challenges and opportunities through the identification and delivery of human resource intervention. It is the one which explains the reasons for investment in human resource development and incorporating it into the operational guidelines. He continued by also identifying that effective human resource development is one which explains the training, education, development and learning opportunities available for employees; a policy statement that explicitly describe the relationship between the objectives of the organization and the human development opportunities for its employees and thereby enabling them to advance their careers and support organizational growth; where individuals, supervisors, managements and top managers are informed of their roles and participate in human resource development delivery; clearly specify objectives and targets that enable the human resource development function to be evaluated against strategic requirements; a positive public relations awareness for new and potential employees to know that skills deficiencies will be provided for. [1] posit that effective human

resource will enable organization to know how to reward their employees in his words, this can be both financial or non financial rewards which embraces the philosophies, strategies, policies, plans and processes used by such organization to develop and maintained reward systems which he also made know can exist concurrently due to improved productivity as a result of development programmes.

[39] Also was quick to point out that the present environment and sources of competitive advantage are quickly overcome by competitors and thus the only source of competitive advantage is the ability of an organization to learn more quickly than others. For this reason, [7] talks about the post capitalist society and emphasizes the fact that value now resides inside the heads of the employees and much less within the capital assets of the organization. He suggested that understanding of value which resides with the employees should be given recognition unlike capital assets which can be used up and also depreciate over time but the value of individuals can increase. For this reasons therefore, investment in human assets through training and development should be upheld.

Also on this issue, observed that “there is growing economic evidence that investment in training are associated with long run profitability and firms that recognize work using programmes such as teams and quality circles report greater productivity if those programmes are associated with worker education”. The traditional view of human resource development as cost intensive activity has gradually changed to a new realistic view of them as front line fighters. This, [16] reasoned along side [1] was because the realization that human resource has become organizations’ core competency, a unique capability that creates high value and that differentiates the organization from competitors. And that human resource management effectiveness positively affect organizational productivity, financial performance and stock market value.

However despite the realization of this, many organizations including the financial institutions have not given human resource development its proper place in the policies. To give credence to this assertion, observed that Even in organization where the need for employee training is recognized and a lot of time and money is committed to staff training and development, the exercise is often either inappropriate, haphazard or premised on a faulty diagnosis of organizational training needs.

In addition to this, also wrote that there are many organizations in this country that regard training and development as expensive ventures and around them like plague what such organization are interested in are the immediate returns. But in a changing world of which Nigeria is a part, this attitude can no longer hold good.

According to [2], Development occurs when a gain in experience is effectively combined with the conceptual understanding that can illuminate it, giving increased confidence both to act and to perceive how such action relates to its context. This definition of development indicates movement to an improved situation that for the individual means advancing towards the physical and mental potentials we all possess. It indicates growth and movement by the learner rather than learning itself. In the opinion of [28], the growing complexity of banking operations and its demands for efficiency and effective management in the unfolding dynamism in the Nigerian banking industry requires that managers be not only experienced but also, and perhaps more importantly be professionally qualified and informed of developments within the macro-environment.

[43] in CIBN observed that though financial institutions require both the combination of tangible and intangible assets to function effectively, the current challenges facing them due to hyper competition, globalization, and fast paced technology continue to put a pressure on creativity and innovation, speed and flexibility as well as efficiency. Thinking along this line are [17] stressing that the importance of organization’s strength is a major components of invisible assets and embedded in organizational human resource development is widely believed to hold the key to organizational transformation and sustainability in the present dispensation. [22] also observed that many organizations still have not made their human resource key participants in strategic business decisions. Top management still resists sharing decision making power with employees who must be given such power if they are to add value to products and services. They are identified by their management philosophy that undervalues manpower development. They regard human resource development as costs to be reduced and not key to productivity. The resultant effect is an under investment in training and development because its outcome is not immediately visible.

Another area where effective human resource development is essential is in the area of measurement of value. For organization to establish themselves as key players in the development of organizational strategy, [45]; [44] human resource development managers must demonstrate how and what they do correlates with the productivity and welfare of the company. They went on to say that the future of human resource development depends to a great degree on the extent to which the value it brings can be confidently measured. They believe that a focus on demonstrating impact and utility will lead to greater overall influence of human resource development on the organization. Therefore, over the next decade, linking learning and human process to performance and measuring learning, human process, and the resulting change in performance are crucial challenges to the field. Well-designed studies linking learning to productivity will be critical to these efforts. [9] For [31], Ethical engagement in measurement work will maintain integrity around the complexity of learning and performance processes and will protect against laying shortfalls on the backs of learners and those who facilitate their learning. In his book, said high performance organizations, focus attention in the human asset and human development. Since it is viewed as the strategic driver that will ensure exceptional service to the customers and positive business results and that the energy placed in the hiring, the continuous development and performance accountability of all employees will reap great results.

4 major issues stands out in modern business, they are innovation, competitive advantage, quality, leadership and cost. [27] in giving conditions for effectiveness human resource development in an organization asserted that optimal job design, induction, socialization, training and development and reward systems must be seen to communicate to employees adequate information. He continued by saying that there should also be need to ensure that these are linked to the needs of the individuals and the needs of the organization for effective performance and development of potentials. To give credence to the above statement, the Chartered Institute of Bankers of Nigeria contributed to this issue by saying that “effective human resource development is that which requires that organization develop strategic capability and provide encouragement and facilities for enhancing innovative skills

and the intellectual capital of the organization.” Sees it as the development of a learning organization, which will develop and implement knowledge management and processes, support total quality and customer care initiatives with focus. He went to add that training developed to improve productivity, inaugurate just-in-time training and that is closely linked to immediate business needs and can generate measurable improvements in cost effectiveness. He also noted that organizational learning processes, encouraged self-managed learning through the use of personal development plans should be part of a performance management process.

Quality is all about the attitude of mind of all the individuals within organizations, it is about winning the hearts and minds not only of themselves but also of customers who must come to believe that the organization is the key to the long term success and profitability of that organization not only about attitude but also about leadership, service and products which the organization offers to its customers. To this, [27] noted that the unwavering commitment of senior management and supervisors to control opportunities and rewards, job assignment, feed-back from the employees and as well as appreciate and incorporate human resource planning and development as an integral part of the functioning of the organization should be seen as the central concern of the management.

Leadership is a vital element in the social relationships of groups at work hence the definition of [5] of leadership as a dynamic process at work in a group whereby one individual have a particular period of time, and a in a particular organizational context, influences the other group members to commit themselves freely to the achievement of set tasks and objectives. According to [1] Leadership is the ability to persuade others willingly to behave differently. Leaders have two main roles. First is geared towards the achievement of tasks and the second is the role of maintaining effective relationships among the employees within the organization as this will enable them to achieve the task. In [5] The most recent research suggest that a contingency approach to leadership is likely to achieve the most productive balance between the needs of the teams within an organization, the requirement of the task, the nature of the organization climate and the pressure exerted by the situation or context. On the area of cost, reiterated that the days of profit centred organizations that have no regard for employee engagement, empowerment and involvement due to cost are numbered. Competitive advantage belongs to companies that know how to attract, select, deploy and develop talents. [21] also posits that the successful implementation of every business plan depends on workers , to a large extent. He went further to say that Nigerian organizations especially financial institutions should therefore move beyond crafting captivating vision and mission statements, core and specific goals and objectives, to becoming operationally effective in actualizing dreams through strategic acquisition, nurture and utilization of human resources in order to compete favourably in the global arena. [46] Advised employers to designed training and development programme that will improve productivity that is closely linked to immediate business needs and can generate measurable improvements in cost-effectiveness.

Strategy means the direction and scope of an organization over the longterm; ideally, which matches its resources to the changing environment and in particular its markets, customers or clients so as to meet their targets and stakeholders expectations. Today’s business environment especially as it relates to the financial institutions requires that human resource development not only supports their business strategy but plays a pivotal role in the shaping of their businesses and as a primary means of sustaining their competitive edge. It is in this vein that viewed organizational role as proactive, and system wide intervention so that if it is incorporated into the overall corporate business strategy will attain the status it needs to survive, have a longterm impact on overall business performance and respond to significant competitive and technological pressures.

To ensure proper effectiveness of Human Resource development, [27], suggested that the performance of individual and the organization are clearly the dependent variable. That is, the selection of people purportedly seen as the best to perform the jobs defined by structure context, resources and strategy of the organization, the environmental threats and opportunities as well as the strengths and weakness of the organization and the way the employees are being motivated through appraisal, rewards, training and development, through this, the human resource elements impact on both the individual and the organization. Effective performance appraisal according to [18] will ensure that the right people are for the right job as specified in the organization structure and how they imparts on the organization. In stating the importance of information, [18] and [27] Agreed that effective management information and feedback mechanisms between the organization and employees is also essential as this will enable the employees to know the nature and aspirations of the organization and employee feedback to the organization. The banking industry’s manpower must be able to introduce changes and innovations faster than everbefore to meet the increasing competition. Creating, making and marketing work structures and systems necessarily mean not only moving people from one type of work to another, but to constantly adding to their skills and knowledge. Planning and implementing organizational change, developing new training and retraining for programmes, designing new payment systems and identifying and developing general and specialist management skills are among the challenges of manpower development and human resource management in the banking industry.

2.3 PROCESSES OF STAFF DEVELOPMENT

It is not enough to get good human resources in the door; they have to be developed to enable them to remain motivated and productive and to maintain a reasonable level of job satisfaction. Therefore, the training and development strategy of an organization should largely be determined by its business and human resource strategies and plans. The plans should indicate in fairly general terms the types of skills and competencies that may be required in the future and the numbers of people with those skills and competencies who will be needed. He went on by saying that these broad indicators have to be translated into more specific plans which cover the outputs from training programmes of people with particular skills or a combination of skills. As already explained that training is not synonymous with development, both can take the same process in shape. Three areas of training or development process were pointed out by Armstrong in his book. These are:

1. Systematic Training which provides a good basis for planning training and development programmes
2. Planned training, this is a deliberate intervention aimed at achieving he

learning necessary for improved job performance [20]. These area involve identifying and defining training needs, defining the objectives, deciding who provides the training, the period such training will last as in the case of development training which is a long term activity, evaluation of the training from time to time and amending and extending when necessary.

3. The systems approach to planned training, this is defined by [23] as the process of identifying inputs, components and sub-systems and then seeking to identify the contribution that training can make to improving the operation by enhancing the contribution of the human components(people) as opposed to machinery and operational procedures. The systems approach is next applied to the training design, where the components are learning strategies and people, and the objectives are in terms of learning. Finally, the systems approach is applied to the interaction between training and the operation to produce a feedback which can be used to improve subsequent training. In other words the approach is to take account of all the factors and variables that might affect leaning.

3. 0 RESULTS AND DISCUSSION

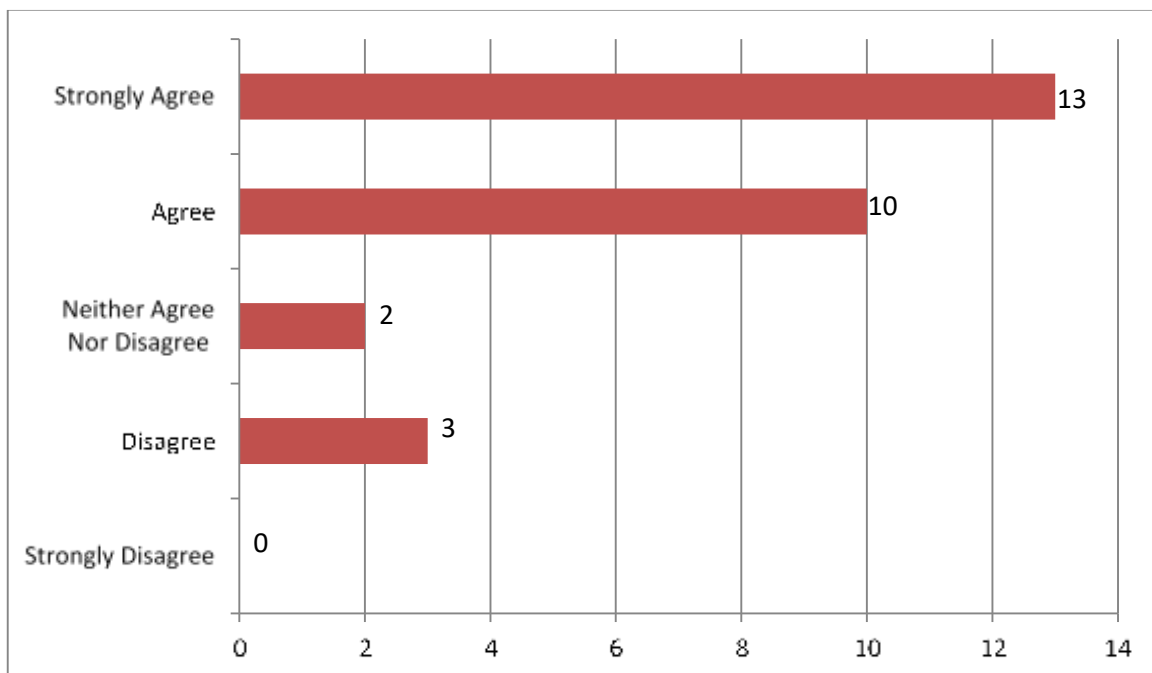
1. The training and development programs provided by First Bank Nigeria PLC Kafanchan have significantly enhanced my job performance.

Table 4.1: The training and development programs provided by First Bank Nigeria PLC Kafanchan have significantly enhanced my job performance.

The training and development programs provided by First Bank Nigeria PLC Kafanchan have significantly enhanced my job performance.	SA	A	N	DA	SD	TOTAL
No. of Response	13	10	2	3	0	28
Percentage of Response	46%	36%	7%	11%	0%	100%
Source: Field Survey 2024						

Table 4.1 Of the total 28 respondents, 82% respondents agree or strongly agree that The training and development programs provided by First Bank Nigeria PLC Kafanchan have significantly enhanced my job performance, 7% neither agree nor disagree and 11% disagree or strongly disagree.

Chart 4.1: Response to likert scale shows the training and development programs provided by First Bank Nigeria PLC Kafanchan have significantly enhanced my job performance.



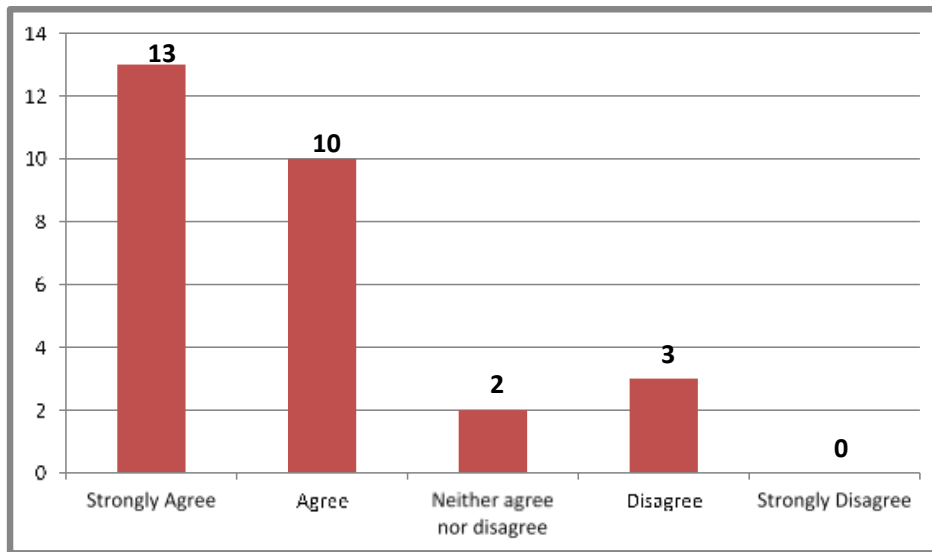
2. Management at First Bank Nigeria PLC Kafanchan actively supports and encourages employee development.

Table 4.2: Management at First Bank Nigeria PLC Kafanchan actively supports and encourages employee development.

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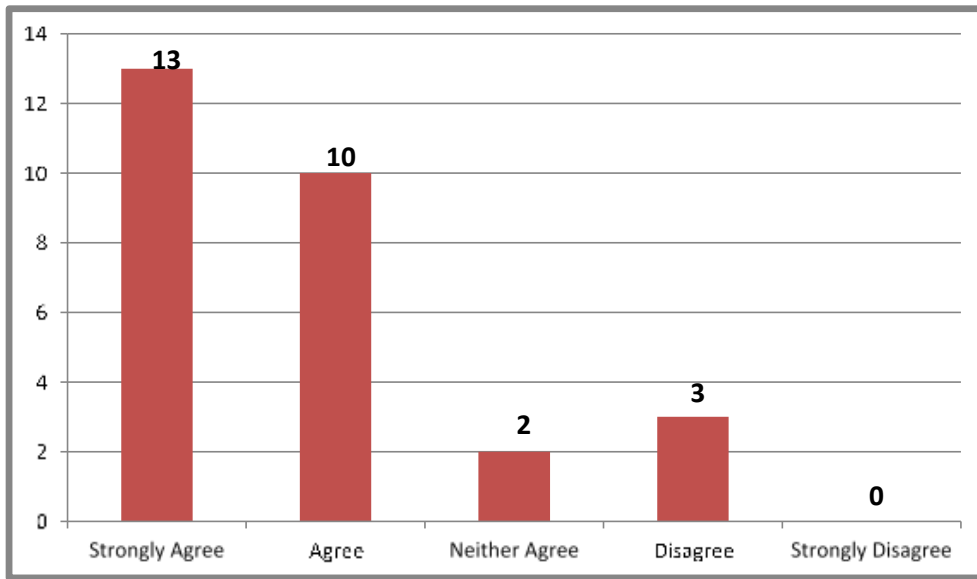
3. I have access to the necessary resources and tools for my professional development at First Bank Nigeria PLC Kafanchan.

Table 4.3 I have access to the necessary resources and tools for my professional development at First Bank Nigeria PLC Kafanchan.

parental educational background affects the academic performance of secondary school students	SA	A	N	DA	SD	TOTAL
No. of Response	13	10	2	3	0	28
Percentage of Response	46%	36%	7%	11%	0%	100
Source: Field Survey 2024						

Table 4.3: Of the total 28 respondents, 82% respondents agree or strongly agree I have access to the necessary resources and tools for my professional development at First Bank Nigeria PLC Kafanchan, 7% neither agree nor disagree and 11% disagree or strongly disagree.

Chart 4.3: Response to likert scale shows employee have access to the necessary resources and tools for my professional development at First Bank Nigeria PLC Kafanchan.



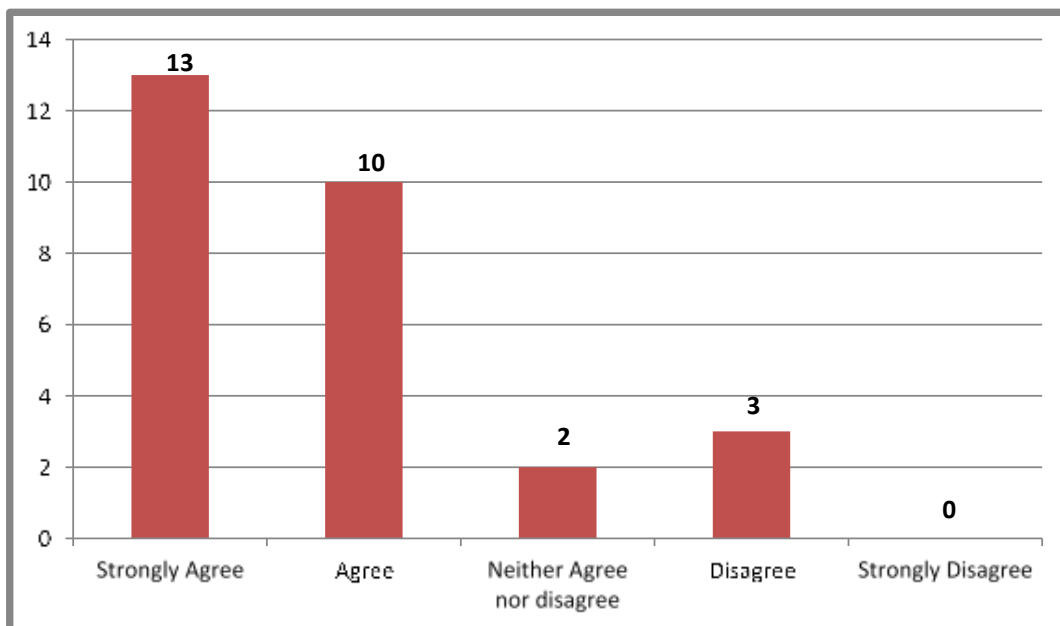
4. First Bank Nigeria PLC Kafanchan provides clear and attainable career advancement opportunities for employees.

Table 4.4: First Bank Nigeria PLC Kafanchan provides clear and attainable career advancement opportunities for employees.

First Bank Nigeria PLC Kafanchan provides clear and attainable career advancement opportunities for employees.	SA	A	N	DA	SD	TOTAL
No. of Response	13	10	2	3	0	120
Percentage of Response	46%	36%	7%	11%	0%	100
Source: Field Survey 2024						

Table 4.4: .Out of the total 28 respondents, 82% respondents agree or strongly agree that First Bank Nigeria PLC Kafanchan provides clear and attainable career advancement opportunities for employees, 7% neither agree nor disagree and 11% disagree or strongly disagree.

Chart 4.4: Response to likert scale shows First Bank Nigeria PLC Kafanchan provides clear and attainable career advancement opportunities for employees.



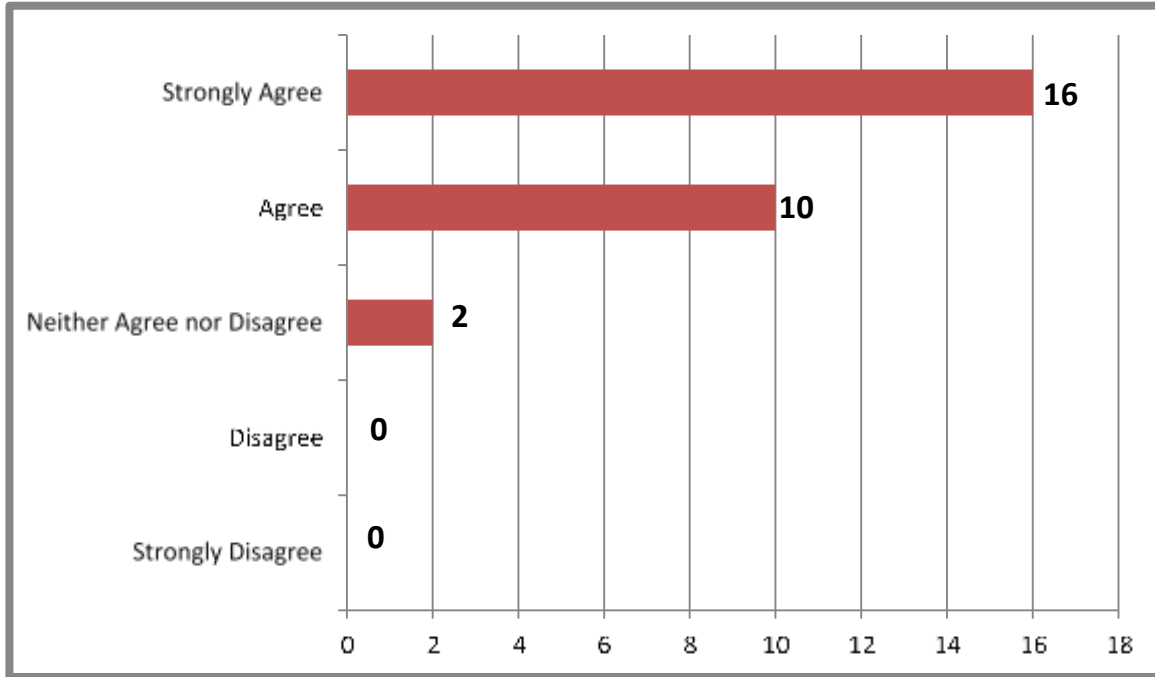
5. The HR development initiatives at First Bank Nigeria PLC Kafanchan have effectively improved my skill set.

Table 4.5: The HR development initiatives at First Bank Nigeria PLC Kafanchan have effectively improved my skill set

The HR development initiatives at First Bank Nigeria PLC Kafanchan have effectively improved my skill set	SA	A	N	DA	SD	TOTAL
No. of Response	16	10	2	0	0	28
Percentage of Response	57%	36%	7%	0%	0%	100
Source: Field Survey 2024						

Table 4.5: Out of the total 28 respondents, the above table shows that 93% respondents agree or strongly agree The HR development initiatives at First Bank Nigeria PLC Kafanchan have effectively improved my skill set, 7% neither agree nor disagree and 0% disagree or strongly disagree.

Chart 4.5: Response to likert scale shows the HR development initiatives at First Bank Nigeria PLC Kafanchan have effectively improved my skill set.



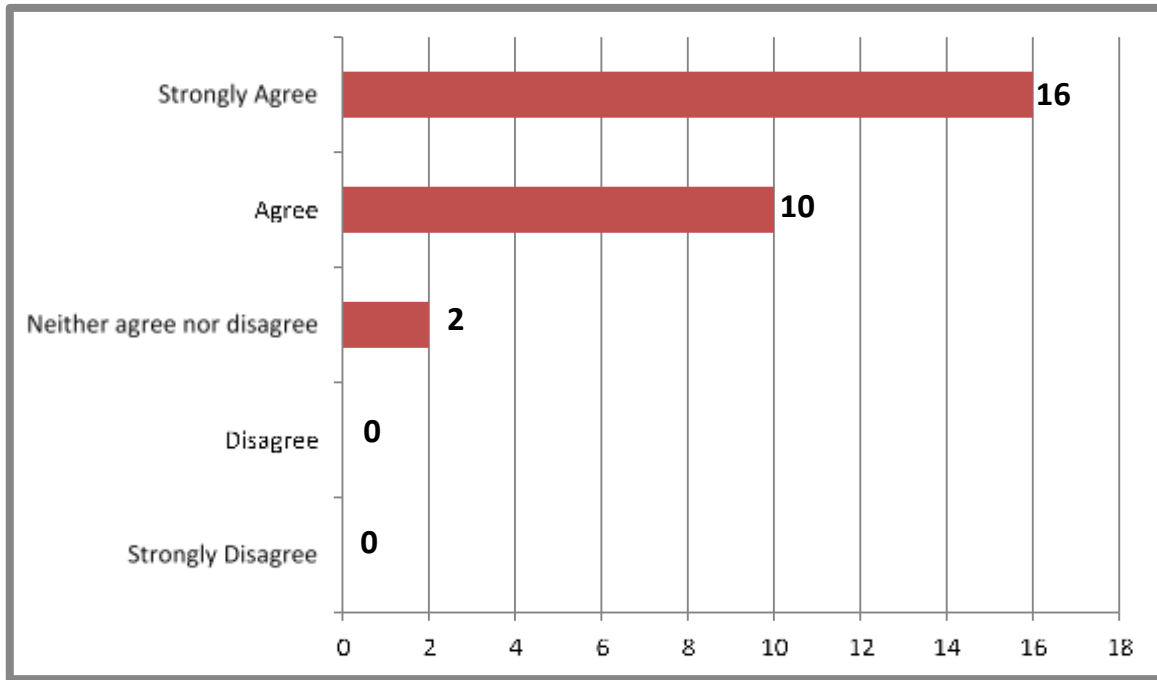
6. My overall job satisfaction has increased due to the HR development efforts at First Bank Nigeria PLC Kafanchan.

Table 4.6 My overall job satisfaction has increased due to the HR development efforts at First Bank Nigeria PLC Kafanchan.

My overall job satisfaction has increased due to the HR development efforts at First Bank Nigeria PLC Kafanchan.	SA	A	N	DA	SD	TOTAL
No. of Response	16	10	2	0	0	28
Percentage of Response	57%	36%	7%	0%	0%	100
Source: Field Survey2024						

Table 4.6: The above information shows that, out of the total of 28 respondents, 93% respondents agree or strongly agree My overall job satisfaction has increased due to the HR development efforts at First Bank Nigeria PLC Kafanchan, 7% neither agree nor disagree and 0% disagree or strongly disagree.

Chart 4.6: Response to likert scale shows My overall job satisfaction has increased due to the HR development efforts at First Bank Nigeria PLC Kafanchan.



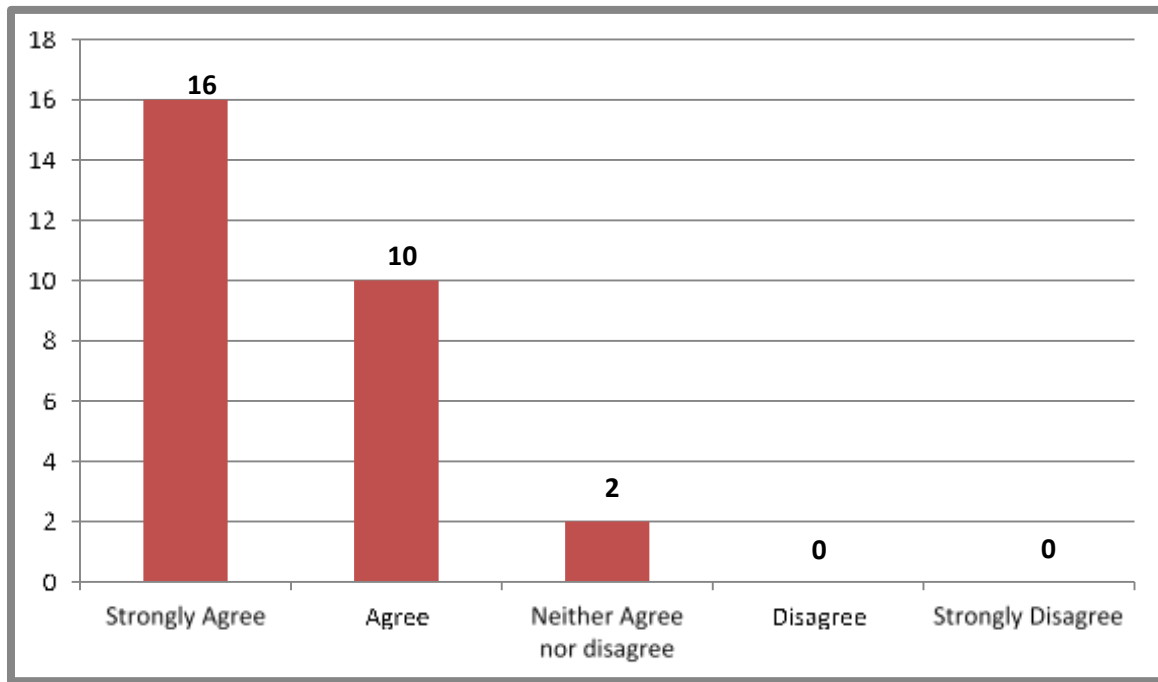
7. The human resource development programs have increased my commitment to staying with First Bank Nigeria PLC Kafanchan.

Table 4.7 The human resource development programs have increased my commitment to staying with First Bank Nigeria PLC Kafanchan.

The human resource development programs have increased my commitment to staying with First Bank Nigeria PLC Kafanchan.	SA	A	N	DA	SD	TOTAL
No. of Response	16	10	2	0	0	28
Percentage of Response	57%	36%	7%	0%	0%	100
Source: Field Survey 2024						

Table 4.7: The above information shows that, out of the total of 28 respondents, 93% respondents agree or strongly agree that The human resource development programs have increased my commitment to staying with First Bank Nigeria PLC Kafanchan, 7% neither agree nor disagree and 0% disagree or strongly disagree.

Chart 4.7: Response to likert scale shows The human resource development programs have increased my commitment to staying with First Bank Nigeria PLC Kafanchan.



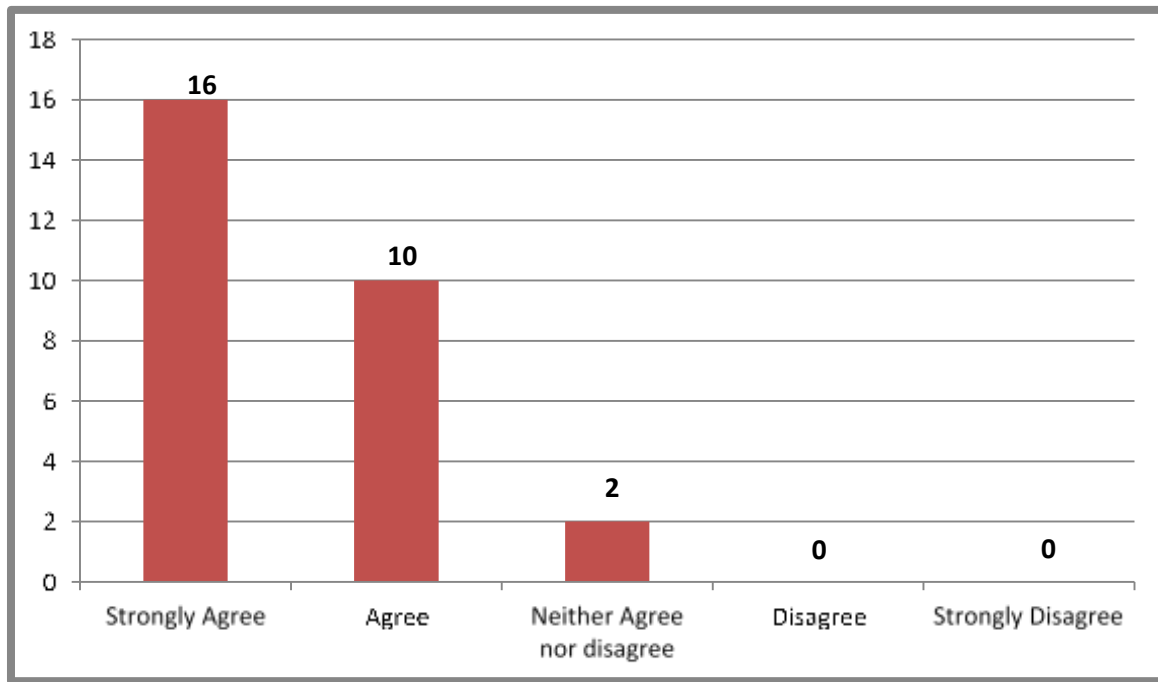
8. The human resource development strategies implemented by First Bank Nigeria PLC Kafanchan contribute significantly to the overall success of the organization.

Table 4.8 The human resource development strategies implemented by First Bank Nigeria PLC Kafanchan contribute significantly to the overall success of the organization.

The human resource development strategies implemented by First Bank Nigeria PLC Kafanchan contribute significantly to the overall success of the organization	SA	A	N	DA	SD	TOTAL
No. of Response	16	10	2	0	0	28
Percentage of Response	57%	36%	7%	0%	0%	100
Source: Field Survey 2024						

Table 4.8: The above information shows that, out of the total of 28 respondents, 93% respondents agree or strongly agree that The human resource development strategies implemented by First Bank Nigeria PLC Kafanchan contribute significantly to the overall success of the organization, 7% neither agree nor disagree and 0% disagree or strongly disagree.

Chart 4.8: Response to likert scale shows the human resource development strategies implemented by First Bank Nigeria PLC Kafanchan contribute significantly to the overall success of the organization



CONCLUSION

In conclusion, this study has established that human resource development (HRD) is a critical component in building employee capabilities, which in turn drives organizational success. The case study of First Bank Nigeria PLC, Kafanchan, demonstrates how strategic HRD initiatives can enhance employee skills, knowledge, and competencies, thereby contributing significantly to the bank's overall performance and competitive advantage.

The research findings indicate that investment in training and development programs, career development opportunities, and a supportive work environment are pivotal in nurturing a highly skilled and motivated workforce. Employees who perceive their organization as committed to their professional growth are more likely to exhibit increased job satisfaction, higher levels of productivity, and greater loyalty to the organization.

Moreover, the study underscores the importance of aligning HRD strategies with the organization's goals and objectives. This alignment ensures that the development programs are not only beneficial to the employees but also contribute to achieving the bank's strategic vision and mission. First Bank Nigeria PLC, Kafanchan, has shown that a well-implemented HRD strategy can lead to improved financial performance, customer satisfaction, and market share.

In light of these findings, it is recommended that organizations prioritize HRD as a strategic imperative. Continuous assessment and enhancement of HRD programs are essential to adapt to the ever-evolving business environment and to address the changing needs of the workforce. By fostering a culture of continuous learning and development, organizations can sustain long-term success and maintain a competitive edge in the industry.

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