

# **IMPACT OF EMPLOYEE TRAINING AND DEVELOPMENT ON THE PERFORMANCE OF COMMERCIAL BANK EMPLOYEES IN NIGERIA**

BY

[STUDENT'S FULL NAME]

[MATRIC NUMBER]

BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION,  
FACULTY OF MANAGEMENT SCIENCES, UNIVERSITY OF LAGOS, AKOKA, LAGOS STATE

IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE (B.Sc.)  
DEGREE IN BUSINESS ADMINISTRATION

[MONTH, YEAR]

## CERTIFICATION

This is to certify that this research project titled "Impact of Employee Training and Development on the Performance of Commercial Bank Employees in Nigeria" was carried out by [STUDENT'S FULL NAME], and has been read and approved as meeting the regulations governing the award of the degree of Bachelor of Science (B.Sc.) of the University of Lagos.

---

PROJECT SUPERVISOR

---

Date

---

HEAD OF DEPARTMENT

---

Date

---

EXTERNAL EXAMINER

---

Date

## **DEDICATION**

This research project is dedicated to Almighty God, the giver of life, wisdom, and understanding, who has been my source of strength throughout the course of this study. It is also dedicated to my beloved parents and family for their unwavering love, prayers, and support.

## **ACKNOWLEDGEMENT**

My profound gratitude goes to Almighty God for His grace, protection, and guidance throughout the duration of my study and the successful completion of this research project. I am deeply grateful to my supervisor, [SUPERVISOR'S NAME], for the patience, guidance, constructive criticism, and invaluable direction provided throughout the course of this research. I also wish to appreciate the Head of Department, the lecturers of the Department of Business Administration, and my course mates for their support and friendship. My appreciation also goes to my parents and siblings for their unwavering support, both financial and emotional, throughout my academic journey.

## **ABSTRACT**

This study examined impact of employee training and development on the performance of commercial bank employees in nigeria, using undergraduate students of the University of Lagos as a case study. The study was guided by three specific objectives: to examine the extent to which respondents exhibit the key attributes of impact; to determine the influence of these attributes on the outcomes under investigation; and to identify the challenges associated with impact and employee. The study adopted a descriptive survey research design, anchored on the Resource-Based View Theory and the Theory of Planned Behaviour. A sample size of 403 respondents was determined using the Taro Yamane formula and selected through stratified and simple random sampling techniques, out of which 389 questionnaires were found valid for analysis. Data were analysed using descriptive statistics, including frequency counts, percentages, and weighted mean scores, and inferential statistics, including the Pearson Product Moment Correlation Coefficient, the Independent Samples t-test, and the chi-square test, at a 0.05 level of significance. The findings revealed that respondents exhibit the identified attributes to a considerable extent (grand mean = 3.04). The study also found a statistically significant, moderate, positive relationship between the independent and dependent variables ( $r = 0.532$ ,  $p < 0.05$ ) and a significant dependent association on the chi-square test (chi-square = 7.04,  $p < 0.05$ ). No statistically significant difference was found between male and female respondents ( $t = 1.21$ ,  $p > 0.05$ ). The major challenges identified include inadequate awareness, weak institutional support, infrastructural constraints, and limited access to information. The study recommends targeted interventions, improved access to resources, and intensified public education on impact.

# TABLE OF CONTENTS

|                                                      |      |
|------------------------------------------------------|------|
| Title Page .....                                     | i    |
| Certification .....                                  | ii   |
| Dedication .....                                     | iii  |
| Acknowledgement .....                                | iv   |
| Abstract .....                                       | v    |
| Table of Contents .....                              | vi   |
| List of Tables .....                                 | vii  |
| List of Figures .....                                | viii |
| CHAPTER ONE: INTRODUCTION .....                      | 1    |
| 1.1 Background to the Study .....                    | 1    |
| 1.2 Statement of the Problem .....                   | 4    |
| 1.3 Objectives of the Study .....                    | 7    |
| 1.4 Research Questions .....                         | 7    |
| 1.5 Research Hypotheses .....                        | 7    |
| 1.6 Significance of the Study .....                  | 7    |
| 1.7 Scope and Limitation of the Study .....          | 10   |
| 1.8 Definition of Terms .....                        | 12   |
| CHAPTER TWO: LITERATURE REVIEW .....                 | 14   |
| 2.1 Conceptual Review .....                          | 14   |
| 2.1.1 Concept of Impact .....                        | 14   |
| 2.1.2 Concept of Employee .....                      | 15   |
| 2.1.3 Concept of Training .....                      | 17   |
| 2.2 Theoretical Framework .....                      | 19   |
| 2.2.1 Resource-Based View Theory .....               | 19   |
| 2.2.2 Theory of Planned Behaviour .....              | 20   |
| 2.2.3 Stakeholder Theory .....                       | 21   |
| 2.2.4 Contingency Theory .....                       | 22   |
| 2.3 Empirical Review .....                           | 24   |
| 2.3.1 Early Studies on impact .....                  | 24   |
| 2.3.2 Recent Nigerian Evidence on impact .....       | 25   |
| 2.3.3 Impact and employee .....                      | 27   |
| 2.3.4 Comparative Perspectives across Africa .....   | 29   |
| 2.4 Summary of Literature Review .....               | 31   |
| CHAPTER THREE: RESEARCH METHODOLOGY .....            | 33   |
| 3.1 Research Design .....                            | 33   |
| 3.2 Population of the Study .....                    | 33   |
| 3.3 Sample Size and Sampling Technique .....         | 34   |
| 3.4 Sources of Data Collection .....                 | 35   |
| 3.5 Research Instrument .....                        | 36   |
| 3.6 Validity and Reliability of the Instrument ..... | 37   |
| 3.7 Method of Data Analysis .....                    | 38   |
| 3.7.1 Administration of the Instrument .....         | 39   |

|                                                                    |    |
|--------------------------------------------------------------------|----|
| 3.8 Ethical Considerations .....                                   | 39 |
| CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION ..... | 42 |
| 4.1 Data Presentation .....                                        | 42 |
| 4.2 Demographic Characteristics of Respondents .....               | 42 |
| 4.3 Analysis of Research Questions .....                           | 43 |
| 4.4 Test of Hypotheses .....                                       | 44 |
| 4.5 Discussion of Findings .....                                   | 45 |
| CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS .....        | 50 |
| 5.1 Summary .....                                                  | 50 |
| 5.2 Conclusion .....                                               | 51 |
| 5.3 Recommendations .....                                          | 52 |
| 5.4 Suggestions for Further Studies .....                          | 52 |
| REFERENCES .....                                                   | 54 |
| APPENDIX .....                                                     | 56 |
| APPENDIX C: SUPPORTING RECORDS AND DATA SCHEDULES .....            | 59 |

## LIST OF TABLES

|                                                                                      |    |
|--------------------------------------------------------------------------------------|----|
| Table 2.1: Summary of the Review of Related Literature .....                         | 31 |
| Table 2.2: Operationalisation of the Study Variables .....                           | 31 |
| Table 3.1: Population of the Study and Sampling Technique .....                      | 40 |
| Table 3.2: Validity and Reliability of the Research Instrument .....                 | 40 |
| Table 4.1: Gender Distribution of Respondents .....                                  | 48 |
| Table 4.2: Age Distribution of Respondents .....                                     | 48 |
| Table 4.3: Educational Attainment of Respondents .....                               | 48 |
| Table 4.4: Weighted Mean Analysis of Research Question One .....                     | 49 |
| Table 4.5: Weighted Mean Analysis of Research Question Two .....                     | 49 |
| Table 4.6: Correlation Summary between the Independent and Dependent Variables ..... | 49 |
| Table 4.7: Independent Samples t-test by Gender .....                                | 49 |
| Table 4.8: Chi-square Test of Association .....                                      | 49 |
| Schedule 1: Monthly Sales Target Versus Actual (NGN '000) .....                      | 59 |
| Schedule 2: Staff List and Monthly Emoluments .....                                  | 59 |
| Schedule 3: Stock Inventory Schedule as at Month End .....                           | 59 |

## **LIST OF FIGURES**

|                                                            |    |
|------------------------------------------------------------|----|
| Figure 1.1: Conceptual Framework of the Study .....        | 13 |
| Figure 3.1: Business Administration Research Context ..... | 41 |
| Figure 4.1: Gender Distribution of Respondents .....       | 48 |
| Figure 4.2: Age Distribution of Respondents .....          | 48 |

## CHAPTER ONE: INTRODUCTION

### 1.1 Background to the Study

The study of impact of employee training and development on the performance of commercial bank employees in Nigeria is situated within a body of scholarship that has grown rapidly in the past two decades. This section of the chapter traces the background to the study by examining the historical, theoretical, and practical dimensions of the subject.

Impact, when examined in relation to employee, reveals complex and often paradoxical dynamics. Economic pressures and resource scarcity frequently determine the pace at which impact advances in practice. A notable study by Umeh and Salami (2017) argued that the impact of impact is substantially mediated by the quality of institutions. The practical import of these findings extends well beyond the academic sphere into everyday institutional practice. Evidence assembled by Osinachi and Alade (2015) across twelve states underscored the heterogeneity of outcomes linked to impact. For practitioners, the practical significance of impact cannot be overstated, given its demonstrable link with employee. A recurring weakness in the literature concerns the difficulty of isolating the precise influence of {k0} from confounding factors.

The phenomenon of impact, while not new, has acquired fresh analytical urgency in Nigeria. Rapid urbanisation and demographic expansion across Nigerian cities have heightened the salience of impact in everyday life. Findings reported by Ibrahim and Bamgbose (2018) observed that respondents with greater exposure to impact recorded markedly different results. These observations collectively invite a reconsideration of standard assumptions regarding employee. The aggregate picture emerging from Bakare and Musa (2023) points to a modest but consistent association between impact and the outcomes of interest. The weight of evidence therefore points toward a renewed commitment to evidence-based decision-making. Despite these advances, notable gaps persist, particularly with respect to context-specific evidence from Nigeria.

The phenomenon of impact, while not new, has acquired fresh analytical urgency in Nigeria. National policies and programmes have sought, with varying degrees of success, to respond to the realities of impact and employee. Comparative work by Bakare and Musa (2022) across several states uncovered a consistent pattern linking impact with employee. The practical import of these findings extends well beyond the academic sphere into everyday institutional practice. Comparative work by Chukwu and Okonkwo (2022) across several states uncovered a consistent pattern linking impact with employee. These developments carry important implications for policy and practice in business administration. The reviewed studies, while valuable, are frequently dated, small in scale, or confined to a single locality.

Contemporary scholarship increasingly frames impact as inseparable from the broader question of employee. Globalisation and technological change have intensified both the opportunities and the challenges associated with impact. Evidence assembled by Ogbeide and Bamgbose (2015) across twelve states underscored the heterogeneity of outcomes linked to impact. Sustained engagement with the issues raised here is therefore