
PRE-JOB TRAINING AND EMPLOYEE EFFECTIVENESS IN MONEYDEPOSIT BANKS IN PORT HARCOURT, RIVERS STATE, NIGERIA

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ABSTRACT

The study examined the relationship between pre-job training and employee effectiveness. The survey was based on five selected money deposit banks in Port Harcourt, Rivers State, Nigeria with a sample size of 210 bank staff. The aim of the study is to examine the impact of pre-job training on employee effectiveness in money deposit banks. Questionnaires were administered to staff of the selected banks. Two hypotheses were formulated and tested. Statistical tool of Pearson Correlation Coefficient was used to test the strength and direction of the relationship between the variables. Findings revealed that there is a significant relationship between pre-job training and employee effectiveness. Pre-job training seeks to educate employee on the product, services and ethics of the organization and to clarify them on the set task. The training is designed to align with the needs of the employer (organization) and assist to achieve potential outcomes. Thus, it was recommended that organizations should enforce quality pre-job training programs, as this is capable to ensure that the right people with the right mind are in place to sufficiently contribute to the success of the organization.

Keywords: Pre-Job Training, Employee Effectiveness, Dedication to Duty, Adherence to Organizational Culture

INTRODUCTION

The banking industry finds it necessary to render a pre-job training to their newly employed staff. This is needed to ensure that employees know what to do, when to do, why and also how to do things in the organization. The newly employed must be provided with pre-requisite knowledge and information that is required to function. An induction programme is being organized for new employees so as to make them feel welcome, provide them with the basic information they need to function effectively, enable the employees to understand the organization in a broad sense thereby understanding how their role contributes to organization's success and socialize the employee into the organizational culture and ways of doing things. These are critical activities for ensuring the success of the organization.

Pre-job training implies preparation of employees for an occupation or for specific skills. It is a function of human resource management used to enforce and ensure that the organization has the appropriate number of suitably skilled people in the right place and at the right times for imminent and contemporary job requirement. The changing environment results in change to products, services, facilities, equipment, procedures and the way work is done. Consequently, there is an ongoing need to ensure all employees are able to do their job effectively (Cole & Salimath 2013).

Pre-job training is a planned effort to educate employees on job related skills, knowledge and behaviour that is required of them from the organization. When pre-job training is being rendered, there tend to be job competence, increased employee effectiveness, efficiency and work productivity. Pre-job training also leads to increased employee effectiveness in the organization, increased sense of belonging, employee benefits, satisfaction and facilitates employee skills (Bushardt, Fretwell & Byrd 1994).

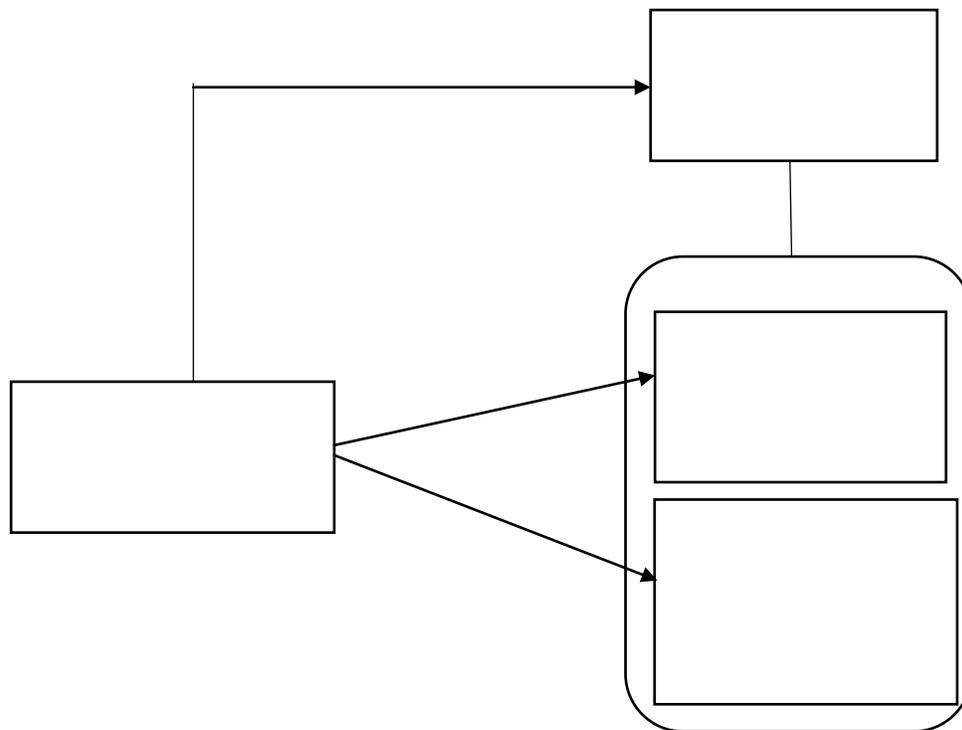


Figure 1.1 Framework on the relationship between pre-job training and employee effectiveness.
Source: Research Desk, 2019

Aim of the Study

The aim of the study is to examine the impact of pre-job training on employee effectiveness in money deposit banks in Port Harcourt, Rivers State.

Research Questions

- 1 What is the relationship between Pre-job training and dedication to duty?
- 2 What is the relationship between Pre-job training and adhering to organizational culture?

Research Hypotheses

HO1: There is no significant relationship between pre-job training and dedication to duty

HO2: There is no significant relationship between pre-job training and adhering to organizational culture.

2. LITERATURE REVIEW

The Concept of Pre-job Training

Pre-job training is given to bank staff at the point of entry. It is to educate them on the product, services and ethics of the organization and to acquaint them of the nature of job they are set to face. The training is designed to align with the needs of the employer (organization) and assist to achieve potential outcomes. Pre-job training is built around the organization's needs, ensuring that they find the right people with the right mind (positive and motivated) for the business to go forward. It ensures that employees are well prepared and provided with precise skill base for the workplace. It improves the skill levels and understanding of employees.

Pre-job trainings are given on the functions of all departments in the bank. The essence of this training is for employees to get good knowledge of the job, to acclimatize with the job, to learn the ethics of the bank and to understand the culture of the organization.

Employee effectiveness

Effectiveness is the ability to exert considerable effort towards achieving organizational success. It means doing the right things or occupying oneself with the right things. It is also regarded as an exceedingly strong feeling of support and loyalty for the organization. The concept of effectiveness is linked to the assumption that organizations are goal-oriented. Therefore, effectiveness is essential for improving results; and in order to perform effectively, clarity is needed. When an employee knows what is expected of him at every given time, there is bound to be positive achievements on the job, therefore contributing sufficiently to the success of the organization. According to Georgopoulos & Tannenbaum (1957) effectiveness (also referred to as success or worth) is used to refer to goal attainment. An employee is effective if he is able to achieve the given task of the organization.



Employee effectiveness has been a crucial factor that determines the success of any organization. The ability to run any successful organization is dependent on employee effectiveness in the organization. Employee effectiveness to an organization has acquired increasing demand as it aids the organization to retain more staff thereby increasing the performance and productivity of the organization. In the business world today, no organization can execute at peak levels unless each employee displays effectiveness so as to achieve organization's objectives. Working effectively and efficiently are clear signs of a good employee. Therefore, organizations are expected to employ good employees and create an effective workforce.

Dedication to duty

Dedication is a positive, fulfilling, work-related mind-set that is characterized by commitment, vigour, devotion and absorption (Schaufeli, Bakker & Salanova 2006). According to Cook (2008), dedication is personified by passion and energy employees have, to give their best to the organization so as to serve the clients or customers and achieve a better result.

Dedicated employees care about the future of the organization and are usually loyal to the organization. They stick to the organization, perform better and become committed to the organization. They form an emotional attachment towards the organization, develop a positive attitude towards their organization and provide customer satisfaction. Employees' dedication to duty is the key for improved organizational performance. According to Sarangi & Srivastava (2012), dedicated employees act as the drivers of financial and market success. They express themselves physically, cognitively, and emotionally while performing in various roles in the organization. Employee dedication to duty is the driving force to achieving productive outputs, enhanced performance and increased motivation levels. Dedicated employees think positively about their organization and are proactive in achieving the organizational goals (Cook, 2008).

Adhering to organizational culture

Banking organizations have attained a distinctive and fundamental role in the country's financial markets through their deposit-taking, lending, and other activities. According to Spong, (2000), banks hold the vast majority of deposits that are transferable by cheque. These demand deposit powers have allowed bankers to become the principal agents or middlemen in many financial transactions and in the nation's payments system. As a result, most payments in Nigeria involve a bank at some point, and this payment system plays a vital role in enabling goods and services to be exchanged throughout our economy.

Banks are also important in terms of deposit activities, because individuals have traditionally placed a substantial amount of their funds in bank time and savings deposits. Banks are major lenders to the business sector and to individuals, and thus determine how a large portion of credit is to be allocated across the nation. Moreover, through a combination of lending and deposit activities, the banking system can affect the aggregate supply of money and credit, making banks a crucial link in the monetary mechanism and in the overall condition of the economy.

The most important rationale for regulation in the banking sector is to address concerns over the safety and stability of the institution. Ebodaghe (2015) defines regulation as a body of specific



rules or agreed behaviour, either imposed by some government or other external agencies or self-imposed by explicit or implicit agreement within the industry, that limits the activities and business operations of financial institutions. Regulation can also be explained as rule or principle developed by some authorities (like government or government agency association, and so on.) – with or without the backing of the law- to control, direct, or manage an activity, process or behaviour.

Banking regulation according to Spong (2000), refers to the framework of laws and rules under which banks operate. Regulation is the processes and procedures adopted by banking regulators to oversee, monitor or control the activities of any or all banking institution(s). It defines the parameters within which an organization should operate. The bank regulation subject banks to certain requirements, guidelines and restrictions aimed at promoting market transparency in the relationship between banking institutions and their customers. It is an activity exercised by institution(s) vested with the authority to discharge such functions. These institutions are referred to as regulators. In Nigeria, the Central Bank of Nigeria (CBN) is the apex regulator of the banking system with the Nigeria Deposit Insurance Corporation (NDIC) playing complimentary roles.

Adequate regulatory structure ensures maintenance of stability of the financial sector and that changes in economic conditions do not undermine the health of the economy. Regulation of banking operations helps in the promotion of national interest. Also, regulation ensures that banking organizations conduct their activities in accordance with the wider economic and social objectives of the government such as maintenance of low interest rates in order to support real sector growth and development and ensuring the flow of credit in line with government pre-determined objectives. It serves to protect depositors' interests as well as promote efficiency and integrity of the banking system. It helps to minimize problems of conflict of interest among participants. Regulation also promotes efficiency in the allocation of credit, curbing (restraining) monopoly power, and protecting the financially unsophisticated (not financially exposed).

PRE-JOB TRAINING AND EMPLOYEE EFFECTIVENESS

Pre-job training is a function of human resource management that can have a considerable positive relationship with employee effectiveness. This training type seeks to educate candidates (employees) on the product, services and ethics of the organization and acquaint them of the nature of job they are set to face. Pre-job training is designed to align with the needs of the employer (organization) and assist to achieve potential outcomes. Kellie (1999), asserts that organizations experienced productivity enhancement through the application of pre-job training programs. Employees are building block of an organization therefore, they ought to receive pre-job training so as to prepare and be provided with precise skill base for the workplace. Every successful organization is dependent on employee effectiveness. Effectiveness is essential for improving results and attaining productivity. Therefore, employees who receive a pre-job training is expected to get good knowledge of the job, acclimatize with the job, learn the ethics of the bank, understand the culture of the organization and exert considerable effort towards achieving organizational success.



METHODOLOGY

This research adopts the cross-sectional survey method. The survey research method is one that the representative sample lends itself to generalization and is equally flexible as it can allow the use of several instruments. Sproull (1981), recommends the survey technique for research where, attitudes, ideas, comments and public opinion on a problem or issue are studied.

The class of respondents considered for the study includes Senior Management Staff as well as Middle Level Staff and Baseline (Field) Workers of the selected organizations. The rationale behind this is to ensure that all the various groups were involved so that the study could be as representative as possible. The study covers the commercial banks in Port Harcourt with a population of 460 employees. Sample size for the study is 210 respondents which is drawn from the population of 460 workers. This was achieved using the Krejcie and Morgan (1970) Population Sample Table. Statistical tool of Pearson Correlation Coefficient was used to test the strength and direction of the relationship between pre-job training and employee effectiveness.

DATA RESULTS

Table 1 Questionnaire Response Rate

| S/N | Questionnaires | Frequency |
|-----|--------------------------------------|-----------|
| 1 | Number of questionnaires distributed | 210 |
| 2 | Number of questionnaires returned | 201 |
| 3 | Response Rate | 100% |

Source: Field Survey, 2019

The table 1 above represents the response rate to the questionnaire items. 210 questionnaires were distributed to respondents, and 201 questionnaires returned back for the analysis. The response rate indicates 98% for the study.



Table 2 AGES OF RESPONDENTS

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------------|-----------|---------|---------------|--------------------|
| Valid LESS THAN 25 YEARS | 44 | 21.9 | 21.9 | 21.9 |
| BETWEEN 26 AND 35 | 78 | 38.8 | 38.8 | 60.7 |
| BETWEEN 36 AND 45 YEARS | 58 | 28.9 | 28.9 | 89.6 |
| ABOVE 46 YEARS | 21 | 10.4 | 10.4 | 100.0 |
| Total | 201 | 100.0 | 100.0 | |

Source: Field Survey, 2019.

The table above represents age distribution of respondents. 44 (21.9%) shows that some respondents are less than 25 years; while 78 (38.8%) indicates that some other respondents are between the age of 26 and 35; 58 (28.9%) indicates that some respondents are between 36 and 45 years. Finally, 21 (10.4%) shows that some of respondents are above 46 years.

Table 3 GENDER OF RESPONDENTS

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| Valid MALE | 99 | 49.3 | 49.3 | 49.3 |
| FEMALE | 102 | 50.7 | 50.7 | 100.0 |
| Total | 201 | 100.0 | 100.0 | |

Source: Field Survey, 2019

Table 3 above clearly shows that male respondents are 99 which represents 49.3%, while female respondents are 102 representing 50.7% making a total of 100%. This reveals that the number of female respondents are more than the number of male respondents. However, this finding has no significant influence on the study.

Table 4 MARITAL STATUS

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-----------|---------|---------------|--------------------|
| Valid SINGLE | 132 | 65.7 | 65.7 | 65.7 |
| MARRIED | 69 | 34.3 | 34.3 | 100.0 |
| Total | 201 | 100.0 | 100.0 | |

Source: Field Survey, 2019

Table 4 of marital Status shows that singles are 132, representing 65.7%; while the married are 69 representing 34.3% making a total 100%.

Table 5 DESIGNATION OF RESPONDENTS

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Valid CSO | 70 | 34.8 | 34.8 | 34.8 |
| SUPERVISOR | 69 | 34.3 | 34.3 | 69.2 |
| HEAD OF OPERATION | 5 | 2.5 | 2.5 | 71.6 |
| MARKETERS | 57 | 28.4 | 28.4 | 100.0 |
| Total | 201 | 100.0 | 100.0 | |

Source: Field Survey, 2019

Table 5 above represents the designation of respondents. 70 (34.8%) of the respondents are CSOs in their various banks, while 69 (34.3%) of the respondents are supervisors in their various bank branches. 5 (2.5%) of the respondents are Head of Operations and 57 (28.4%) of respondents are Marketers. This finding reveals that the number of respondents for CSOs is more than that of supervisors, branch head of operations and marketers. The valid percent of (34.8%) plus (34.3%) plus (2.5%) plus (28.4%) gives us a cumulative of (100%).

Table 6 EXPERIENCE OF RESPONDENTS

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------------|-----------|---------|---------------|--------------------|
| Valid 0-5 YEARS | 67 | 33.3 | 33.3 | 33.3 |
| 6-10 YEARS | 108 | 53.7 | 53.7 | 87.1 |
| 11-15 YEARS | 26 | 12.9 | 12.9 | 100.0 |
| Total | 201 | 100.0 | 100.0 | |

Source: Field Survey, 2019

Table 6 above represents the working experience years of respondents. 67 (33.3%) of respondents have 0 to 5 years of experience. 108 (53.7%) of respondents have 6 to 10 years working experience. Finally, 26 (12.9%) of respondents have 11 to 15 years working experience. The table reveals that, number of respondents for 6 – 10 years of experience is more than respondents for 0 – 5 years of working experience and also more than respondents that has 11 to 15 years of working experience.



| Table 7 PRE-JOB TRAINING | | | |
|---|----------|-------------|-----------------------|
| PRE-JOB TRAINING | N | Mean | Std. Deviation |
| The organization considered the importance of training her staff | 201 | 3.9055 | 1.10273 |
| Training is given to bank staff at the point of entry for a period of six months | 201 | 2.4776 | 1.33069 |
| Training is given to bank staff at the point of entry for a period of 3 months | 201 | 2.7960 | 1.35025 |
| Trainings are done to educate bank staff on the product, services and ethics of the organization and to acquaint them of the nature of the job they are set to face | 201 | 4.3383 | .52438 |
| Training is designed to align with the need of the employer (organization) and assist to achieve potential outcomes | 201 | 4.1990 | .99509 |
| Training ensures that employees are well prepared and provided with precise skill base for the workplace | 201 | 4.5970 | .78854 |
| Valid N (listwise) | 201 | | |

Source: Field Survey, 2019

With a mean score of (3.90), and a standard deviation of (1.10273) respondents agreed that the organization considered the importance of training her staff. Mean score of (2.47) and a standard deviation of (1.33069) also shows that respondents agree to the fact that training is given to bank staff at the point of entry for a period of six months. The mean score of (2.79) and a standard deviation of (1.35025) also indicate that respondents agreed that training is given to bank staff at the point of entry for a period of 3 months. The mean score of (4.33) reveals that trainings are done to educate bank staff on the product, services and ethics of the organization and to acquaint them of the nature of the job they are set to face. While the mean score of (4.19) shows that training is designed to align with the need of the employer (organization) and assist to achieve potential outcomes. Also, the mean score of (4.59) indicates that training ensures that employees are well prepared and provided with precise skill base for the workplace.

Table 8 DEDICATION TO DUTY

| DEDICATION TO DUTY | N | Mean | Std. Deviation |
|---|-----|--------|----------------|
| Bank workers care about the future of the organization and are usually loyal to the organization. | 201 | 2.7960 | 1.35025 |
| They stick to the organization, perform better and become committed to the organization. | 201 | 4.3383 | .52438 |
| They form an emotional attachment towards the organization, develop a positive attitude towards their organization and provide customer satisfaction. | 201 | 4.1990 | .99509 |
| They think positively about their organization and are proactive in achieving the organizational goals. | 201 | 4.5970 | .78854 |
| Valid N (listwise) | 201 | | |

Source: Field Survey, 2019

With a mean score of (2.79), and a standard deviation of (1.35025) respondents agreed that bank workers care about the future of the organization and are usually loyal to the organization. Mean score of (4.33) and a standard deviation of (.52438) also shows that respondents agree to the fact that they stick to the organization, perform better and become committed to the organization. The mean score of (4.19) and a standard deviation of (.99509) also indicate that respondents agreed that they form an emotional attachment towards the organization, develop a positive attitude towards their organization and provide customer satisfaction. The mean score of (4.59) reveals that they think positively about their organization and are proactive in achieving the organizational goals.

Table 9 ADHERENCE TO ORGANIZATIONAL CULTURE

| ADHERENCE TO ORGANIZATIONAL CULTURE | N | Mean | Std. Deviation |
|--|-----|--------|----------------|
| Banks are also important in terms of deposit activities. | 201 | 2.9055 | 1.47852 |
| Banks are major lenders to the business sector and to individuals. | 201 | 3.8060 | 1.02818 |
| They hold the vast majority of deposits that are transferable by cheque. | 201 | 3.1741 | 1.21018 |
| Bankers are the principle agents or middlemen in many financial transactions and in the nation's payment system. | 201 | 3.1741 | .91898 |
| Valid N (listwise) | 201 | | |

Source: Field Survey, 2019

With a mean score of (2.90), and a standard deviation of (1.47852) respondents agreed that banks are also important in terms of deposit activities. Mean score of (3.80) and a standard deviation of (1.02818) also shows that respondents agree to the fact that banks are major lenders to the business sector and to individuals. The mean score of (3.17) and a standard deviation of (1.21018) also indicate that respondents agreed that they hold the vast majority of deposits that are transferable by cheque. The mean score of (3.17) reveals that bankers are the principle agents or middlemen in many financial transactions and in the nation's payment system.

DISCUSSION OF FINDINGS

The findings show that none of the null hypotheses were accepted. Pre-job training has a strong positive relationship with dedication to duty, and also has a strong positive correlation with adhering to organizational culture. Therefore, we reject the null hypothesis (1) and (2) and state that there is a strong significant relationship between pre-job training and dedication to duty, and pre-job training and adhering to organizational culture. Organizations that are able to create an environment where pre-job training is given to employees will be able to achieve employee effectiveness thereby contribute to the success of the organization.

CONCLUSION

Pre-job training seeks to educate employee on the product, services and ethics of the organization and to clarify them on the set task. The training is designed to align with the needs of the employer (organization) and assist to achieve potential outcomes. It ensures that organizations find the right people with the right mind so as to attain business success. It also improves the skill levels and understanding of employees and ensures that workers are well equipped and provided with the necessary skills for the organization. This will in effect, enhance the employee's effectiveness in the organization. Therefore, the result of this will be an organization that is able to attain success from her employees. Thus the research work affirmed the hypothesis that pre-job training has a positive impact on dedication to duty and adhering to organizational culture.

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