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On-the-Job Training and Organizational Growth of Money Deposit Banks in Port Harcourt

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Abstract: *This study investigated the relationship between on – the job training and organizational growth of money deposit banks in Port Harcourt. The researcher presumed that the level of commitment could be traceable to the manpower training adopted. The baseline theory adopted was the human resources theory, the research design was a descriptive research design. The study had a a total population of 600, a sample size of 234 was derived using the Taro Yamane formula and a structured questionnaire was adopted as the research instrument. To confirm the reliability of the instrument used, the Cronbach's alpha value of 0.7minimum benchmark was observed. Under investigation, descriptive statistics and the Pearson's product moment correlation coefficient with the means of Statistical Package for Social Sciences were employed to analyze the data generated for the study. Upon completion of the study, the results of the study showed that there is a significant relationship existing between manpower training and organizational growth and it was concluded that manpower training is a significant predicator of organizational growth of deposit money bank in Port Harcourt. Hence, it was recommended that management of these deposit money banks in Port Harcourt should make effort to include and promote manpower training of their employees to get them more equipped for better productivity.*

Keywords: *Manpower Training, Assets, Market Share, Firm Size*.

INTRODUCTION

Organizational Growth is any form of activities undertaken to expose an employee to perform an additional duties and assume position of importance in the hierarchy. According to Nelson and Winter (2000), organizational growth is a process through which the structure of a multigent system of organization increases the number of its roles and links. Organizational Growth is a way to introduce innovation and is a leitmotiv of technological change (Pagano and Schivardi, 2003). According to Hakkert and Kemp (2006), organizational growth is an increase in certain attributes sales, employment, profit of a firm between two points in time. Organizational growth can be determined by the degree of effectiveness and capability with which firm-specified resources. Organization growth represents the planned opportunity that provided for training, educating, directing and planning, experiences for those who perform the management function. It is a process of building up human resources to meet the needs of organization. Understanding organizational growth is a key factor in profit maximization and organizational relevance. Growth means enlargement, increase and expansion.

Organizational growth is something for which most companies, large or small, strive for. Small firms want to get big, big firms want to get bigger. Organizational growth, however, means different things to different organizations. Manpower training is very important to the development of any organization, some take it seriously while others take it lightly, there's always a positive result on the organization that takes up staff training and development very important. Any organization that fails to take its man power training and development seriously is certainly not going to achieve organizational growth. Manpower training is a vital area of human resources management and has become widely recognized as important issues that influence the effectiveness and efficiency of business organizations. Manpower is the basis of all resources and the indispensable means of transforming other resources to enhance firm's performance. Is a fundamental and effectual instrument in successful accomplishment of the firms goal and objectives, resulting in higher productivity. Manpower is the human resources of business concern, these include unskilled, skilled supervisory and management staff of a company.

Onah (2003) affirmed that manpower is the premise of all other resources utilized in production and therefore an indispensable factor in converting other resources to the benefit of mankind. Manpower training is a process that develops and improves skills related to performance. Training is very vital to job productivity and organizational performance since the educational system. Armstrong (2012) states that training is the use of systematic and planned instruction, activities to promote learning. According to Flippo (1984) training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training is a short-term educational process and utilizing a systematic and organized procedure by which employees learn technical knowledge and skills for a definite purpose. Beach (1975) defines the training as organized procedure by which people learn knowledge and skill for definite purpose. In other words, training improves changes and moulds the employee's knowledge skill, behavior and aptitude and attitude towards the requirements of the job and the organization. Training refers to the teaching and learning activities carried on the primary purpose of helping members of an organization to acquire and apply knowledge, skills, abilities and attitudes needed by a particular job and organization. Training as consisting of planned programs designed to improve performance at individual group. In the opinion of Ezeani and Oladele (2013), training is the process of developing employees' capability, reasoning and conceptual skills to enhance their productivities. The purpose of this study was to examine the relationship between off- the- job training and organizational growth of deposit money banks in Port Harcourt.

This paper also shall seek to provide answers to the following research questions:

i. To what extent is capacity training related to market share of deposit money banks in Port Harcourt?
ii. To what extent is capacity training related to firm size of deposit money banks in Port Harcourt?

LITERATURE REVIEW

Human Resources Theory

Human capital Theory is concerned with how people in organizations contribute their knowledge skills and abilities to enhancing organizational capability and the significance of that contribution. The first use of human capital as a term in modern economics literature was by Theodore Schultz (2000) who classified expenditures on human capital as investment rather than consumption. However, the first application of the theory in Economics accrues to Gary Becker (1964) who developed a model of individual investment in human capital which likened to "physical means of production, and refers to "all activities that influence future real income through the embedding of resources in people". Human capital is defined as "productive wealth embodied in labour, skills and knowledge (OECD, 2001) and it refers to any stock of knowledge or the innate acquired characteristics a person has that contribute to his or her economic productivity (Garibaldi 2006) . Human capital theory has had a profound impact on a range of disciplines from economics to education and sociology.

The original idea of human capital can be traced back at least to Adam Smith in the 18^{th} century. The modern theory was popularized by Gary Becker an economist and Nobel Laureate and Theodore Schultz. The theory argues that a person's formal education determines his or her earning power, human capital theory holds that it is the key competences, skills, knowledge and abilities of the workforce that contributes to organizations competitive advantage. It focuses attention on resourcing, human resources development, and reward strategies and practices. According to Human Capital Theory, education is an investment because it is believed that it could potentially bestow private and social benefits. Human capital theorists believe that education and earning power are correlated, which means, theoretically, that the more education one has, the more one can earn, and that the skills, knowledge and abilities that education provides can be transferred into the work in terms of productivity (Dae-bong, 2009).

The baseline theory used for this study Human capital Theory is concerned with how people in organizations contribute their knowledge skills and abilities to enhancing organizational capability and the significance of that contribution. The first use of human capital as a term in modern economics literature was by Theodore Schultz (2000) who classified expenditures on human capital as investment rather than consumption. However, the first application of the theory in Economics accrues to Gary Becker (1964) who developed a model of individual investment in human capital which likened to "physical means of production, and refers to all activities that influence future real income through the embedding of resources in people. Human capital is defined as "productive wealth embodied in labour, skills and knowledge (OECD, 2001) and it refers to any stock of knowledge or the innate acquired characteristics a person has that contribute to his or her economic productivity (Garibaldi 2006).

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Human capital is seen as group or individuals dispositions of a person in the form of source of knowledge and skills that reflect education and experience of the individual person, ideally, the labour market uses those who can be sufficiently adaptable to the varied conditions so that a potential employer is attracted to the person, the better human capital

Concept of On-the-Job Training

Some observers worry about raining and development opportunities may be double-edged sword. This is due to the fact that training can necessitate employee leaving due to added skills. In the other hand people in certain jobs that require constant updating of skills such as Information Technology might leave if they have no options for strengthening those skills, Sommer (2000). It calls for organisation therefore to be keen to formulate and implement retention practices to avoid their trained employees from leaving immediately after training.

Investment on employee Training and career development is considered important factor in employee retention. Organization has the incentive to make investment in form of training & development only on those workers, from whom organization expect to return and give output on its investment. According to Clark (2001), organizations are intensification development for talented employees, through proficiency analysis, input on employee interests, need development and multisource appraisal of capabilities and formulate plans for action. Wetland, (2003), suggested that firms and individual made investment on human capital in the form of training. Training enhances the skills of employees. When employees are hired to enhance the skill, organization needs to start training program. According to Parker & Wright, (2001) employees have perception to acquire new knowledge and skills which they apply on the job and also share with other employees.

Gomez *et al.,*(2005) posits that training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance, while development provide the skills and abilities to employee which will need the organization in future. Development of skill consists of improving interpersonal communication, technological knowledge, problem solving and basic literacy. Garg & Rastogi (2006), explained that in today's competitive environment feedback is essential for organizations from employees and the more knowledge the employee learn, the more he or she will perform and meet the global challenges of the market place. The availability for all employees having access to training and development programs is critical in facilitating organizational growth, particularly with performance and technological improvements. Clark (2001) recommends that training is a sign of organization commitment to employees. Training also reflects organization strategy that is based on value adding rather than cost lowering. Leading firms of the industry recognized that comprehensive range of training, skill and career development are the key factors of attraction and retention the form of flexible, sophisticated and technological employees that firms strategy to succeed in the computerized economy (Accenture, 2001).

The most common, the most widely used and accepted and the most necessary method of developing employees in the essential skill acceptable for job performance (Tracy Williams, 1971). Employee learning takes place at his actual place while doing his actual job. On job training becomes more important when objective is to build economies around high productivity (Jacobs *et al.,* 1996} on the job trainings are usually more common in larger firms due to their large internal boundaries of the firm(Black *et al.*, 1999).Increases to some extent, and on-the job plays its vital by developing the required level of skills for the employ. Vroom revealed that on the job training bring greater confidence on workers, enriches employees knowledge and increased performance skills, creates greater efficiency and effectiveness, increase productivity and leads to higher profitability. On-the-job is training tasks or processes related to their particular occupation, the employee typically performs task that are essential to their job function with the supervision of a manager a coach. This type of training is typically used to broaden an employee's skill and to increase productivity. On the job training is an investment into your most important asset.

This method is organized to acquire knowledge and skills to perform a job using the actual empowerment and materials required by the job. It is suited for teaching relatively simple production or clerical operations to new employees. It is also used when job methods are significantly changed or when an employee is transferred to a different job. Properly planned on-the job training brakes the work to be performed into logical and easily understood units and blends explanation and demonstration by qualified instructors with opportunities for the learner to practice according to approved method. Different practices are followed in different industries and organizations. The need of training programs is depending up on the requirement of the job profile. According to Robert Half (2018),the following are effective on-the job training methods as follows:

- Job Instructions
- Coaching and Apprenticeship
- Mentoring programs
- Computer or online-based training modules
- Job Rotation
- Keep the on the job training going
- Internship Training

Measures of Organizational Growth

Assets

In financial accounting, an **asset** is an economic resource. Anything tangible or intangible that can be owned or controlled to produce value and that is held by a company to produce positive economic value is an asset. Simply stated, assets represent value of ownership that can be converted into cash (although cash itself is also considered an asset, Sheffrin, Steven (2003). The balance sheet of a firm records the monetary value of the assets owned by that firm. It covers money and other valuables belonging to an individual or to a business. One can classify assets into two major asset classes: tangible assets and intangible assets**.**

Market share

Market share represents the percentage of an industry or market's total sales that is earned by a particular company over a specified time period. Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a bank in relation to its market and its competitors. Market share is the percentage of a market (defined in terms of either units or revenue) accounted for by a specific entity

Firm Size

One of the main challenges in every discipline is to homogenize the criteria for classifying its units of observation. The analysis of firm size is no different because there are different ways of measuring the growth of a firm. Assets can also define the size and growth of a firm. However, as we stated earlier, they are more rigid to changes in the internal process of the firm. As Kimberley (1976) stated, the number of employees is the most widely used measure of firm size. The number of employees reflects how the internal process is organized and adapts to changes in activity. The best variables for measuring firm size are therefore added value and the number of employees. The size of a firm plays an important role in determining the kind of relationship the firm enjoys within and outside its operating environment. The larger a firm is, the greater the influence it has on its stakeholders.

On the Job-Training and Organizational Growth

The relationship between manpower training and organizational growth can either trigger employees, and firms to quality, quality management and customer care. Training is expected to be directly associated with performance. Firms that are strongly motivated to grow will also expect to cope with change, hence training the workforce to accommodate the growth to exceed their job requirements and stay committed to the organization or vice versa. Jagero, Kamba and Mlingi (2012) did a study on the relationship between on-the-job training and employees' performance in courier companies in Dar es Salaam in Tanzania. The objectives of the study were to examine the existing on-the-job training programs in the courier companies in Dar es Salaam and to assess the performance of courier companies in Dar es Salaam. Correlation survey method was used and questionnaires used as the research instruments. A sample population of 150 employees was taken. The findings showed that different programs of on-the- job training are conducted in DHL and Fedex. The study found with certainty that there exists a big relationship between on-the-job training and performance in DHL in that on-the-job training programs positively affect employee performance. On-the-job training contributes to upgrading skills that are particularly important for specific jobs or specific work environments, emphasizing a learning-by-doing approach. On-the-job training gives lot of scope for learning as the employees may come across doubts and queries that need clarification. Learning process is enhanced because both learning and performance takes place at the same time which is more effective and likely to be remembered by employees in the long run.

Barzegar and Farjad (2011) did a study on the impact of on-the-job training courses on the staff performance at the Organisation for Martyr's Affairs. The statistical population consisted of the managers and staff in five provinces totaling 2700. A sample population of 180 was selected through improbable accessible sampling. Data collection was done using questionnaires and interviews. An alpha index of 0.95 was used to measure item reliability. Descriptive survey method was used and data analysis done using both descriptive and interpretative statistics. The findings of the study indicated that the on-job courses affect performance to some extent. Ndunguru (2015) did a study on the impact of on-the-job training on employee's performance: The case of Secondary school teachers of Songea Municipality. The sample selected was 64 of which 33 were male teachers while 31 were female teachers. The study revealed that trained employees are more willing to continue working in the same organization after being trained than those who are not yet trained and that on-work training is a key factor to good performance, career path and job security.

Based on the literature reviewed and the interpretations, we therefore, hypothesize that:

Ho_1: There is no significant relationship between on-the-job training and assets of deposit money banks in Port Harcourt.

Ho_2: There is no significant relationship between on-the-job training and market share of deposit money banks in Port Harcourt.

Ho_3: There is no significant relationship between on-the-job training and firm size of deposit money banks in Port Harcourt.

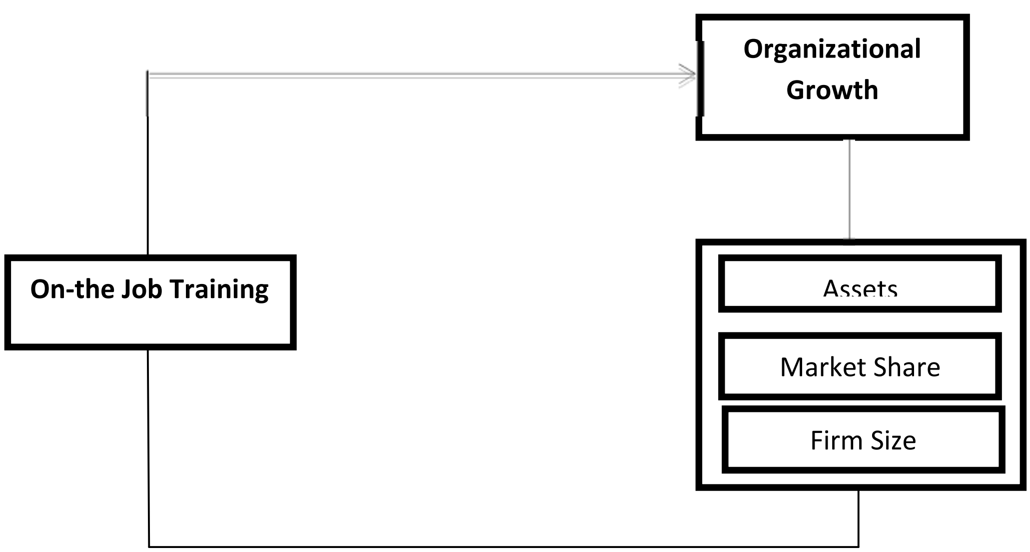

Figure 1: *conceptual framework on the relationship between on the job training and organizational growth*
Source: *Desk research 2018*

METHODOLOGY

The study adopted a cross sectional research design. The population of this study consisted of staffs from twenty head offices of Banks in Port Harcourt. A total of 600 employees from the twenty banks (20) banks constituted the study population. The simple random sampling is used. To determine the sample size for this study, the Krejcie & Morgan (1970) table is used. From the total population of 600 employees of the selected banks, the table placed the sample size at 234 employees. Cronbach's alpha was used to ascertain the reliability of the research instrument. It is a measure of internal consistency item.

Table 3.1 Reliability Coefficients of variable measures

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1	On the Job Training	3	183	0.868
2.	Assets	3	183	0.908
3	Market Share	3	183	0.767
4	Firm Size	3	183	0.931

Source: Research data output, 2019

DATA ANNYSIS AND RESULTS

Bivariate Analysis

Secondary data analysis was carried out using the Spearman's rank correlation at a 95% confidence interval. Specifically, the tests cover a Ho1 hypothesis that was bivariate and declared in the null form. We have based on the statistic of Spearman's rank correlation to carry out the analysis. The level of significance 0.05 is adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

Table 2 Correlations Matrix for On-the-Job-Training and Organizational Growth

		On the Job Training	Assets	Market Share	Firm Size
On the Job Training	Pearson Correlation	1	.398**	.747**	.641**
	Sig. (2-tailed)		.000	.000	.000
	N	183	183	183	183
Assets	Pearson Correlation	.398**	1	.610**	.635**

	Sig. (2-tailed)	.000		.000	.000
	N	183	183	183	183
Market Share	Pearson Correlation	.747**	.610**	1	.871**
	Sig. (2-tailed)	.000	.000		.000
	N	183	183	183	183
Firm Size	Pearson Correlation	.641**	.635**	.871**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	183	183	183	183

**. Correlation is significant at the 0.01 level (2-tailed).

Table 2 illustrates the test for the next two previously postulated bivariate hypothetical statements. The results show that for:

Ho$_1$: *There is no significant relationship between on-the job training and assets* in *deposit money banks in Port Harcourt.*

The correlation coefficient (r) shows that there is a significant and positive relationship between on the job training and asset. The *rho* value 0.389 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a low correlation. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between on-the job training and market share of deposit money banks in Port Harcourt.

Ho$_2$: *There is no significant relationship between on-the job training and market share in deposit money banks in Port Harcourt.*

The correlation coefficient (r) shows that there is a significant and positive relationship between on the job training and market share deposit money banks in Port Harcourt. The *rho* value 0.747 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between on-the job training and market share of deposit money banks in Port Harcourt.

Ho$_3$: *There is no significant relationship between on-the-job training and firm size of deposit money banks in Port Harcourt.*

The correlation coefficient (r) shows that there is a significant and positive relationship between on the job training and firm size. The *rho* value 0.641 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between on-the-job training and firm size of deposit money banks in Port Harcourt.

Discussion of Findings

The first, second and third hypotheses examined the relationship between on- the job training and organizational growth. It was hypothesized that there is no significant relationship between job training and organizational growth. These hypotheses were tested using the Pearson Order correlation technique. Data analysis revealed that there is a positive and significant relationship between on the job training and the measures of organizational growth which are Assets, Market Share and form size.

Our findings corroborate the findings by Cartwright and Cooper (2000) who acknowledged that the leading roles of modern human resources functions are to be actively engaged in the organisation and perform as a business partner and advisor on business related issues, employees do not participate enough in the integration process of a merger. Also, it is obvious that this study is in agreement with the findings of Arulampalam and Booth (1997) who argued that the size of the firm where the individual is working is most likely to affect the probability of receiving on-the job training, , larger companies may have training costs per employees that smaller firms license they can spread fixed cost for training over a large group of employees.

CONCLUSION AND RECOMMENDATION

On-the-job training contributes to upgrading skills that are particularly important for specific jobs or specific work environments, emphasizing a learning-by-doing approach. On-the-job training gives lot of scope for learning as the employees may come across doubts and queries that need clarification. Learning process is enhanced because both learning and performance takes place at the same time which is more effective and likely to be remembered by employees in the long run. This study thus concludes that on- the job training significantly influences organizational growth of deposit money banks in Port Harcourt.

The study recommends that management of deposit money banks should arrange for more on their on the job training and as it will go a long way to widen the horizons of the employees and give them better and broader ways of being effective, efficient and productivity.

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