



CAREER TRAINING AND EMPLOYEE PERFORMANCE IN MONEY DEPOSIT BANKS IN AKWA IBOM STATE, NIGERIA.

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ABSTRACT: *This study was conducted to investigate the relationship between career training and employee performance in money deposit banks in Akwa Ibom State, Nigeria. The strategies of career training employed by Money Deposit Banks in equipping their employees were used as pre-determined factors in measuring career training. These strategies of On-the-job Training and Career Mentoring formed the independent variables for the study. The dependent variable was employee performance. The study adopted a descriptive research design and the population of the study consisted of 200 employees of Money Deposit Banks in Akwa Ibom State. A purposive sampling technique was adopted by the researchers. Data for the study were collected using structured copies of questionnaire from two hundred (200) employees. The research hypothesis were tested using the Pearson Moment Correlation Coefficient (PMCC) analysis technique to establish the nature and degree of relationship between the critical variables of career training and the dependent variable, employee performance at a 5% level of significance. From the data analysis, findings revealed that there is a positive and significant relationship between on-the-job training and career mentoring on employee's performance in Money Deposit Banks in Akwa Ibom State, Nigeria. From the findings, it was concluded that there is a positive and significant relationship between the critical variables of career training (on-the-job training and career mentoring) and employees' performance in Money Deposit Banks in Akwa Ibom State, Nigeria. Based on this, it was recommended that the management of Money Deposit Banks in Akwa Ibom State, Nigeria should recruit and train employees who are likely to become actively associated with the objectives of the organization to bring about adequate growth. Also, the banking industry should set aside a department, unit or set of individuals to check and encourage mentoring of staff and make recommendations to management in different years of operation.*

KEYWORDS: Career Training, On-the-job Training, Career Mentoring, Employee Performance and Money Deposit Banks



INTRODUCTION

Background of the Study

In the 21st century, huge and rapid changes are redefining the nature of work, jobs and careers. The old certainties are gone never to return. A job for life, a structured graduate programme, and a steady climb up the career ladder are yesterday's realities. In the current economic environment, career training is becoming increasingly critical to career success. Today, the challenge is not merely to find a job but to manage the career for lifetime employability. Effective career training requires not only keen insight into oneself and the world of work but also sound decision-making skills that can be developed and improved. Restructuring of organizations makes it essential that organizations reconsider the concept of career training in order to retain and motivate employees. The aim of all career training programmes is to match the needs and goals of employees with the career opportunities available in organizations today and in the future (Delbari, Rajaipour and Abedini, 2021).

Career training programmes are beneficial to organizations because they help to improve the skills, knowledge and experience of employees towards their work. It benefits not only the individual employee, but also the organization. Providing career training opportunities restrict employees from leaving the organization and increases their loyalty (Kibui, Gachunga and Namusonge, 2014). Most organizations use career training programmes to assist their employees to properly plan their careers because it is believed that, employees generally react positively to career training and mentoring opportunities.

Employee performance is a process of establishing an understanding about what is to be achieved by the employee at an organizational level (Udonde, Akpan and Awah, 2022). The emphasis is on employee improvement, staff commitment, productivity, learning and development in order to achieve the overall business strategy and create a high performance workforce. Employee performance and being employee-focused is pivotal in both goods-producing industry and service industry but the latter is of even more importance this is because customers first meet with the service personnel when buying services. In other words, no matter how wonderfully designed your services are, it is all up to the performance of the employees to induce customers purchase and customers expect service personnel to be capable of answering all possible questions and dispel their anxieties and worries (Udonde, *et al*; 2022). An organization will adopt career training readily by identifying its potentials in placing an employee as an integral part of their organizational success.

In money deposit banks, service production and consumption are simultaneous, the direct human contact between the service provider and the customer cannot be underrated. This calls for companies to focus on improving their personnel's skills within the organization through career training in order to make the employee committed, prepared, informed and motivated to perform well (Udonde *et al*; 2022). Employee performance is the result achieved by an employee both in quality and quantity that can be seen from the skills and abilities of employees in completing their work in accordance with set standards and responsibilities given by the organizations (Luh and Dewi, 2020). It is the rate at which employees are able to complete tasks assigned to them. This could be measured in terms of quality service delivery and achievement of set targets. The development of the capacity and capability of employees has a fundamental impact on service efficiency, effectiveness, target achievement, and employee output in the organization.



Modern organizations are increasingly paying close attention to the validity of their recruitment practices and are becoming equally vigilant about developing their employees' career in order to ensure they achieve optimum productivity both in the present and in the future (Mwanje, 2010). Career training is the basis of employee confidence and competence (Robbins, 2010). Career training aids organizations in bridging the gap between current productivity and expected future productivity. In the course of measuring career training, various variables have been developed. However, the career training variables considered for the purpose of this study were on-the-job training and career mentoring. Organizations that give their employees opportunity for on-the-job training and career mentoring through career training in the organization help them plan for their future and that of the organization to improve turnover, which will affect service delivery (Kakui and Gachunga, 2016).

Organizations aspiring to be successful in today's extremely competitive markets need employees with the right competencies to assist in achieving a competitive edge in the industries. In view of the forgoing, this study seeks to investigate the relationship between career training and employee performance using money deposit banks in Akwa Ibom State, Nigeria as case study.

Statement of the Problem

Employees are major assets to any organization. They play an important role towards the organization's success which cannot be underestimated. Equipping these unique assets through effective career training programmes becomes imperative in order to maximize the job performance and expected future performance. However, the declining satisfaction of staff has been linked to inadequate human resource practices such as on-the-job training and career mentoring. Career training remains a critical factor in employee performance, yet its impact remains inadequately explored in literature.

Developing a career training plan is critical for any organization, including the banking sector, in order to improve the skills profiles of their employees. Money deposit banks in Nigeria has experienced a high level of employee turnover for various reasons, and due to inadequate career training plan, it makes it difficult to retain employees seeking career advancement opportunities. According to Richard (2018) retaining the best employees remains one of the most difficult challenges that organizations face today, as most organizations have flat organizational structures that limit opportunities for advancement in certain disciplines. For instance, low-level positions (non- professional roles) such as junior/intermediary staffs are totally overlooked, which means that opportunities for advancement and growth are limited in some job categories. The lack of career training can be disastrous for both the employees and organizations as evident in low morale, lack of career progression, high rate of absenteeism, and high employee turnover, with resultant low performance. Organizations experience low performance in the course of their existence due to employee burnout and are sometimes forced to look for new knowledge, ideas and skills to remain competitive.

This study therefore seeks to investigate the relationship between career training and employee performance using money deposit banks in Akwa Ibom State, Nigeria.



Objectives of the Study

The general objective of this research work was to investigate the relationship between Career Training and Employee Performance in Money Deposit Banks in Akwa Ibom State, Nigeria. Specifically, the objectives of the study were;

- i) To investigate the relationship between On-the-job Training and Employee Performance in Money Deposit Banks in Akwa Ibom State, Nigeria.
- ii) To investigate the relationship between Career Mentoring and Employee Performance in Money Deposit Banks in Akwa Ibom State, Nigeria.

Research Questions

To put this study in perspective, the following research questions were formulated from the study objectives;

- i) What is the relationship between On-the-job Training and Employee Performance in Money Deposit Banks in Akwa Ibom State, Nigeria?
- ii) What is the relationship between Career Mentoring and Employee Performance in Money Deposit Banks in Akwa Ibom State, Nigeria?

Hypotheses of the Study

The following hypotheses were formulated for the study.

HO₁: There is no significant relationship between On-the-job Training and Employee Performance in Money Deposit Banks in Akwa Ibom State, Nigeria.

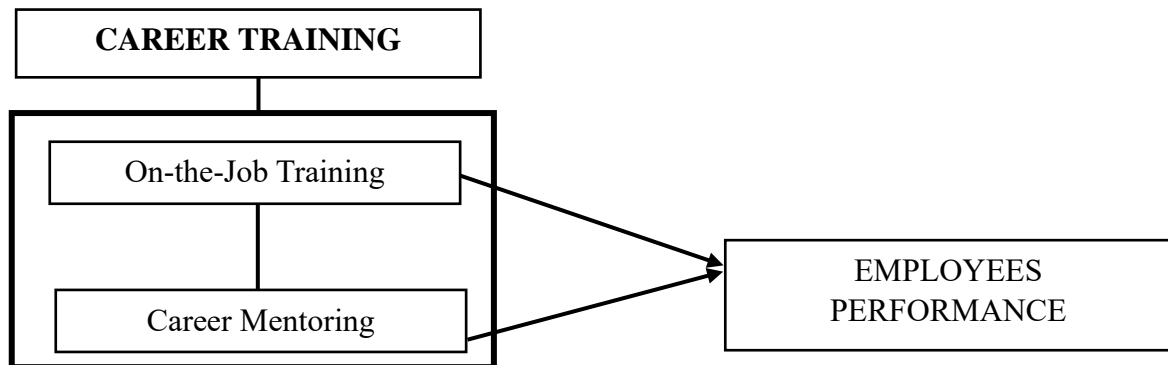
HO₂: There is no significant relationship between Career Mentoring and Employee Performance in Money Deposit Banks in Akwa Ibom State, Nigeria.

LITERATURE REVIEW

Conceptual Framework

Independent Variables

Dependent Variable



Source: (Researchers Conceptualization, 2024).

The Concept of Career Training

According to Ikechukwu and Adighije (2017), training involves a professional working with learners to transfer to them certain area of knowledge or skills to improve in their current job. Training ensures that employees enhance their skills to undertake their job effectively and efficiently, and also builds the confidence of employees within an organization. Amaeshi (2019), claims that development is a broad ongoing plethora set of activities designed to bring someone or an organization up to another threshold of performance, often to perform some jobs or new roles in the future. The term training and development are often used simultaneously but they mean two different thing. Training is job or task oriented, while development is career oriented. Development aim at preparing people for higher responsibilities. According to Amaeshi (2019), employees must be trained and developed where possible to meet their own career needs and the needs of the organization. Career training helps employees master the knowledge skills and behaviour emphasized in training programs, and apply them to their day to day activities, and future assignment.

To train staff simply refers to make them grow with the organization so that they can be fitted for available higher positions within their capacity. It starts with staff orientation, on-job training, seminars/conferences, experience, short courses, professional courses, postgraduate degrees or diplomas. Employees are major assets of any organization; they play an active role towards organizational success that cannot be underestimated. Equipping these unique assets through effective training becomes imperative in order to maximize the job performance. Career training is often used to close the gap between current performances and expected future performance. Many employees in different organizations have trained but they have remained stagnant with little evidence of career advancement.



Dimensions of Career Training

i) **On-the-Job Training:** Training is defined as education and instructions provided to an employee whenever it is necessary to advance their knowledge and abilities in order to provide a better result (Udo, Baridam and Akpan, 2023). Employees cannot conduct their firm in a proper and standard manner without good training (Udo, *et al*; 2023). To put it another way, training is a set of activities provided to employees in an effort to modify their own perspectives and their present knowledge about particular topics (Udo, *et al*; 2023), as well as to improve their performance and abilities in order to meet organizational requirements (Udo, *et al*; 2023). In general, there are two forms of training in business: on-the-job training and off-the-job training. However, for the course of this work, only the on-the-job training was considered. To increase employee abilities and supplement their own expertise, managers and supervisors often hold on-the-job training sessions. Anwar and Abdullah (2021) believe that on-the-job training is the fundamental method of an efficient and concentrated instruction in the majority of areas of handling money, administration, being a practical manager, and etc. so that the employee is able to learn these lessons, respond to them in a positive way, and apply them at the same time while he is working every day in that area. On-the-job training was present many years before other types of training. Here, a person or an employee who have experience give instructions and guide other people in the organization in the workplace, the trainer gives specific advises and topics and the one who is receiving training respond properly and reflect though his actions (Anwar and Abd Zebari, 2015).

ii) **Career Mentoring:** Career Mentoring usually takes the form of a senior or experienced employee taking a supporting role in the training of a new or inexperienced employee. It can be formal or informal and relies on the development of a positive advisory relationship. As such it includes the skills of coaching, facilitating, counseling and networking. Mentoring is part of a range of career training activities which organizations engage in to identify, develop, engage, retain and deploy the more talented individuals. The career mentoring relationship is most often oriented towards an exchange of wisdom, support, learning or guidance for the purpose of career growth and increase employee performance and sometimes it is used to achieve strategic goals. It is usually a process where the worker is exposed to an individual who is like a role model. The worker under mentoring is expected to learn how to be a better person at the work place and in private life. Career mentoring is based on counseling and supports learners and helps them to develop their own approach and solutions to problems (Hall, 2004).

Overview of Employees Performance

Employee performance, according to Rachmaliya and Efendy (2017), refers to the level of success of employees in carrying out their duties and responsibilities. Markos and Sridevi (2010) posited that employee performance signifies the efficiency level as well as the productivity of individuals leading towards organizational goal attainment as a result of their positive contribution which ultimately results in the overall performance of the organization.

Employee performance is the extent by which an organizational member contributes to achieving the goals of the organization (Udonde, *et al*; 2022). It indicates the level of achievement of work of the employee and how he achieves his job requirements. Employee performance is about what an employee produces or the outcome of his work, the successful completion of tasks by a selected individual or individuals.



Many corporations use the performance of their employee as a rating system to decide the abilities and output of an employee. The performance of an employee is associated in terms of quality service delivery and achievement of set targets. Measuring employee performance covers the evaluation of the main tasks completed and the accomplishments of the employee in a given time period in comparison with the goals set at the beginning of the period (Udonde, *et al.*; 2022). Measuring work performance is a key component of the performance assessment process, although the particular measurement methods are not specified in a performance review (Samuel and Udo, 2023). So, the importance of performance is not just financial. An organization with high levels of performance will have motivated staff, capable of carrying out their duties as efficiently as possible. This will result in lower absenteeism and turnover rates, the two indicators when it comes to understanding employee performance.

This study majorly focuses on-the-job training and career mentoring components of career training as approaches to improve employee performance.

Relationship between On-the-Job Training and Employee Performance

The process of improving employees' performance in terms of skills, knowledge, attitude, and behavior could be attributed to training and development. This does not only improve individual and organizational superiority, but also improve employees' working skills. According to Nkomo, Thwala and Aigbavboa (2020), on-the-job is the process and method of improving employees' aptitude, skills, knowledge, ability, and attitude for them to respond to them in a positive way, and apply them at the same time while he is working every day in that area of their specific work-related job.

On-the-job Training focus on improving specific competencies related to the employee's current job (Owusu, *et.al.* 2021). It takes strong leadership and a broad perspective to recognize what on-the-job training experiences are required for employees to grow in their positions and fit within the organizational hierarchy while also supporting the organizational vision. While this may necessitate some investment on the part of the organization, understanding and supporting career training has an impact on the organization's ability to attract and retain high-performing employees, which can lead to an organization-wide competitive advantage. As a result, on-the-job training is a more logical and organized method of improving workers' skills, knowledge, and attributes for them to better fulfill their job tasks and sustainability. This sustainability can be achieved if organizations motivate staff by training them in social intelligence skills such as communication, listening, persuasion, self-control, trustworthiness, accurate self-assessment, and self-confidence in order to sharpen their social skills (Udo, 2023).

Relationship between Career Mentoring and Employee Performance

Mentoring is a professional activity, a trusted relationship, and a meaningful commitment. Mentoring practice as we know it today is loosely modeled on the historical craftsman apprentice relationship, where young people learned (Fountain, 2018). Mentoring is a process of developing formal relationships between junior and senior members of the organization, in certain cases mentoring also takes place between peers. This involves having more experience employees coach the less experienced ones (Hall, 2004). In other words it is a process of developing relationships between more experienced members of an organization and the less experienced ones for transfer of knowledge and skills. These associations are developed with the intent of developing career functions. For example, coaching, sponsorship, protection to



peer, challenging assignments, introduction to important contacts and resources are certain ways in which mentoring may happen.

Mentoring is targeted to psychological functions; role modeling, counseling, benchmarking individual practices are various ways in which the latter is achieved. It is no doubt an important tool that apart from employee development also leads to increased job satisfaction, organizational dedication and career achievement. The process of mentoring works both ways that is it benefits the parties, the mentor and the mentee. It increases the job involvement and satisfaction of the mentor. In case of the one mentored, he feels valuable, the employee job satisfaction increases and there is essentially a transfer of knowledge and skills.

Mentoring relationship has a great potential to enhance the development of young individuals in both early and middle career stage. Mentoring within the workplace is typically described as a relationship between a senior and a junior at the workplace. This could be an employee and his/her supervisor or manager. The senior coaches the junior about tasks and how to best achieve job expectations. A senior may introduce the junior employee to important contacts in the organization or even outside the organization, orient the employee to the industry and organization, and address social and personal issues that may arise on the job. This relationship may not be formal at work and may not be sanctioned by the organization. However, it last for longer than other organizational relationships. Among the issues canvassed may be work and non-work related issues which ultimately create a much closer and stronger bond between the mentor and mentee.

Mentoring is a strong career training tool for both the mentor and mentee in an organization. It is a helpful relationship based upon mutual trust and respect. As a mentor, you should help your mentee to believe in themselves and boost their confidence. Mentoring allows the mentee a privileged context in which to freely ask 'silly questions' of a trusted and experienced role model.

Theoretical Framework

Self-Concept Theory (Super, 1990)

Super's Self-Concept Theory has relatively gained more currency among several other theories of career choice and development, not only in the USA but across the globe. Super (1969, 1980, 1990) posited that an individual's choice of career and development is basically a process of developing and implementing ones opinion of self. Super (1990), opines that self-concept arises from interplay of physical and mental growth, personal experiences, and environmental characteristics and stimulation. Although Super argued that the process of development and maturation is essentially organic, contemporary thought of Super's model have highlighted the need to include the influence of social and environmental factors during the development of an individual's self-concept. In extending Super's work, they introduced a constructivist view and stated that the process of career construction is essentially that of developing and implementing vocational self-concepts in work roles. At adolescence, the individual's self-concept becomes comparatively stable but passes through some modification due to socio-environmental influences. Thus, employees derive satisfaction in life or work based on how they implement their self-concepts at work or other avenues of relationship. The life stage developmental model by Super (1990) comprises: "growth, exploration, establishment, maintenance (management), and decline (disengagement)".



Empirical Review

Dialoke and Adighije (2018), determine the effect of career development on the employees' performance to ascertain the effect of career advancement on the motivation of Non-academic Staff of Michael Okpara University of Agriculture Umudike. The researcher adopted survey research design, both primary and secondary sources of data were used. The population of the study consisted of all the Non-Academic Staff of the university which numbered two thousand six hundred and thirty (2630), using Taro Yamane's formula at a normal confidence level of 95% and error tolerance of 5%, the sample size of the study was deduced to be three hundred and forty six (346). Simple random sampling techniques were used to sample the respondent. Pearson Product Moment Correlation analysis was used to analyze the objectives with the aid of Statistical Packages for Social Sciences (SPSS) version 20. The major findings revealed that there is a positive and significant correlation between career development and the performance of the Non-academic Staff of the university, and also career advancement is positively correlated with motivation of the Non-academic Staff of the University.

Brenyah (2019) examined Organizational Support for Career Development and Its Influence on Employee Commitment in the Ghana Police Service. To validate this framework, a cross-sectional survey design was adopted. Using a multi-stage sampling technique, Morgan and Krejcie sampling determinant table was used to select two hundred and seventy-one (271) junior and senior personnel from the headquarters of the Ghana Police Service in Accra who completed the survey instrument. Hypotheses formulated were tested through linear and hierarchical regression analytic procedures using Statistical Package for Social Sciences (SPSS). Findings suggested that organizational support for career development had significant impact on affective and normative commitment. Again, personnel perceived low organizational support for career development. Personal characteristics such as age, gender and level of education also had moderate effects on organizational support for career development and organizational commitment.

RESEARCH METHODOLOGY

Research Design

This study adopted the descriptive research design. The study's design was hinged on the research philosophy of positivism that permits suppositions and associations to be obtained from sensory knowledge that can be interpreted through logical means and leads to the generation of an authoritative evaluation.

Area of the Study

Given that the study centered on "Career Training and Employee Performance", with a special focus on Money Deposit Banks in Nigeria, the study area was in Akwa Ibom State, Nigeria. The study emphasis was on investigating the relationship between On-the-job Training and Career Mentoring of Employees Performance in Money Deposit Banks in Nigeria.

Money deposit banks are commercial banks and financial institutions that accept transferable deposits, they carry out the functions of funds safety, loan administration and financial advisory. In Nigeria currently, we have 32 functional money deposit banks as recognized by



the Nigeria Deposit Insurance Corporation (NDIC) as at January 31, 2022. Of the 32 money deposit banks, 3 are Non-Interest Banks (NIBs) while 29 are Interest Banks. The 3 NIBs are Jaiz Bank, Tai Bank and Lotus Bank. The 29 interest money deposit banks were considered for this study, out of which only 10 were selected for this study. These 10 banks were chosen because they have the highest number of staff strength in their operations and it is a well-known brand within Uyo metropolis in Akwa Ibom State. The money deposit banks considered for the purpose of this study were; Zenith Bank, United bank of Africa (UBA), Guaranty Trust Bank (GTB), Eco-bank, Union Bank, Wema Bank, Sterling Bank, Access Bank, First Bank of Nigeria and First City Monument Bank (FCMB).

Population of the Study

The population of this study comprised of all the employees of the 10 money deposit banks in Akwa Ibom State, Nigeria. Current employees' statistics indicates that these selected money deposit banks in Akwa Ibom State has in its employ, a total number of 673 staff, where senior staff are 261, customer service and counter staff are 343 and Junior Staff are 69 (Money deposit banks, Akwa Ibom State Directorate of Human Resources, 2024). This was confirmed via the Staff Disposition of the bank. Thus, the population of this study was six hundred and seventy-three (673).

Sample Size Determination

The sample of this study was derived from the population of the study. The sample size for the study was determined using the Taro Yamane formula. This is given as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample size

N = Population size = 673

e = Margin of error = 5%

Substituting the figures in the above formula,

$$\begin{aligned} n &= \frac{673}{1 + 673(0.05)^2} \\ &= \frac{673}{1 + 673(0.0025)} \\ &= \frac{673}{1 + 1.6825} \\ &= \frac{673}{2.6825} \\ &= 250.89 \end{aligned}$$

Therefore, sample size, n = 251



The sample size for this study was 251 employees of money deposit banks in Akwa Ibom State, Nigeria.

Sampling Technique

The sampling technique used in this study was purposive sampling technique to sample the respondents. Pearson Product Moment Correlation analysis was used to analyze the data collected from the respondents in line with the objectives with the aid of Statistical Packages for Social Sciences (SPSS).

Research Instrument

The research instrument for the collection of data from the sample of this study was the structured research questionnaire. The research questionnaire was designed to incorporate items and statements from the research objectives and questions. The data for this study were mainly primary data. The primary data were required for the purpose of analysis and findings towards answering the research questions and testing the research hypotheses, and attaining the research objectives. The primary data were sourced from the field through the use of the research questionnaire developed by the researcher.

Validity of the Instrument

The validity of the research questionnaire was determined by the vetting by senior academicians. These persons served as experts in this study. This ensured the determination of appropriate questions or statements for the field study. This ensured the collection of information from respondents that would be very useful and much related to the research subject. Additionally, internal validity or credibility was established via the research methodology and data sources used.

Sequel to the administration of the questionnaire, the researcher conducted a pilot study with fifty (50) copies of questionnaire with some selected respondents in the money deposit banks in Akwa Ibom State. This was repeated after a fortnight. The test-retest technique was conducted using the pilot study in the research setting to ensure the validity of the data collection process.

Reliability of the Instrument

Reliability ensures the closeness of the responses or data collected from the respondents in the field. This was determined using the Cronbach Alpha technique. The Cronbach Alpha technique was used in the determination of the reliability of the items/statements in the research instrument.

Reliability was upheld based on consistency of the results obtained, and clarifications done to ensure that the statements/items or questions in the instrument were not misunderstood.

Empirical Specification of Model

The model for the study and all the variables are stated below:

The dependent variable was: Employee Performance (EP) while the independent variables were: On-the-job Training (OT) and Career Mentoring (CM). Below is the model:



$$EP = \beta_0 + \beta_1 OT + \beta_2 CM + et \dots\dots\dots \text{Equation (3.1),}$$

Where:

β_0 = Intercept of EP;

β_1 and β_2 = Coefficient of each of the independent variables;

et = Random error terms.

Data Collection Method

The research questionnaires were administered directly on the selected respondents for the study by the researcher. The administration of the research questionnaire was conducted during the employee's lunch break hours on work days. Each respondent was given one set of the research questionnaire and the purpose and value of the study explained to the respondent. The respondents were allowed an hour to complete the questionnaire. The collection of the administered and completed questionnaires was done immediately after completion by the researcher. The data collected using the research questionnaire were ordinal data since the data in the categories were ordered accordingly.

Data Analysis

For the purpose of data treatment in this study, descriptive and inferential statistics were used. Relevant data in relation to the variables in this study were collected using structured questionnaire issued to the respondents in Money deposit banks in Akwa Ibom State, Nigeria. Pearson Product Moment Correlation analysis was used to analyze the data in line with the objectives of the study with the aid of Statistical Packages for Social Sciences (SPSS) version 20.

Testing of Hypotheses

To test the hypotheses, the decision rules for this research study were stated as follows:

- i) Reject the null hypothesis if the reliability value (p-value) is less than 0.05 ($p < 0.05$);
- ii) Accept the null hypothesis if the reliability value (p-value) is greater than 0.05 ($p > 0.05$).

Symbolically, accept H_0 if $PV > 0.05$; reject H_0 if $PV < 0.05$.

Test of Hypotheses

Hypothesis One

The first hypothesis (H_{01}) was that: *There is no significant relationship between On-the-job Training and Employee Performance in Money Deposit Banks in Akwa Ibom State, Nigeria.* This hypothesis was tested using Pearson Moment Correlation statistics and the results are presented in table 4.1.

**Table 4.1: Correlation Analyses**

Variables	Method	EP	OT
OT	Pearson Correlation	1	0.920**
	Sig. (2-tailed)		0.000
	N	200	200
EP	Pearson Correlation	0.920**	1
	Sig. (2-tailed)	0.000	
	N	200	200

Source: *Researcher's Computation, (2024)*

From the result in Table 4.1, it was observed that the relationship between on-the-job training and employee performance in money deposit banks in Akwa Ibom State, Nigeria was 92%. The P-value computed showed that the relationship between the two variables was significant which indicated that on-the-job training improves employees' performance. Thus, the null hypothesis which states that there is no significant relationship between On-the-job Training and Employee Performance in Money Deposit Banks in Akwa Ibom State, Nigeria was rejected and the alternative hypothesis which states that there is significant relationship between on-the-job training and employees' performance was accepted as P-value computed was less than 5% level of significance.

Hypothesis Two

The second hypothesis (Ho₂) was that: *There is no significant relationship between Career Mentoring and Employee Performance in Money Deposit Banks in Akwa Ibom State, Nigeria.*

This hypothesis was tested using Pearson Moment Correlation statistics and the results are presented in table 4.3.

Table 4.2: Correlation Analyses

Variables	Method	CM	EP
CM	Pearson Correlation	1	0.923**
	Sig. (2-tailed)		0.000
	N	200	200
EP	Pearson Correlation	0.923**	1
	Sig. (2-tailed)	0.000	
	N	200	200

Source: *Researcher's Computation, (2024)*

From Table 4.2, it was observed that the relationship between career mentoring and employees performance in Money Deposit Banks in Akwa Ibom State, Nigeria was 92.3%. The P-value computed showed that the relationship between the two variables was significant which indicated that as career mentoring improved, employees' performance increased as well. The null hypothesis which states that there is no significant relationship between Career Mentoring and Employee Performance in Money Deposit Banks in Akwa Ibom State, Nigeria was rejected and the alternative hypothesis which states that there is significant relationship between career mentoring and employees' performance was accepted as p-value computed was less than 5% level of significance.



DISCUSSION OF FINDINGS

In consideration of the results of research questions and null hypotheses investigated in this study, the findings are discussed under the following sub-headings:

Relationship between On-the-job Training and Employee Performance in Money Deposit Banks in Akwa Ibom State, Nigeria.

The result in Table 4.1, shows correlation coefficient of 0.920 and indicates a positive and significant relationship between on-the-job training and employee performance in money deposit banks in Akwa Ibom State, Nigeria.

This result corroborated Dialoke and Adeghije (2018) studies, who investigated the impact of Career development on employees' productivity using non-academic staff of Michael Okpara University of Agriculture Umudike, Abia State as case study. They found out that there was a positive relationship between career training and employees productivity of the entities studied.

Relationship between Career Mentoring and Employee Performance in Money Deposit Banks in Akwa Ibom State, Nigeria.

The result in Table 4.2 shows correlation coefficient of 0.923 and indicates a positive and significant relationship between Career Mentoring and Employee Performance in Money Deposit Banks in Akwa Ibom State, Nigeria.

The result is in line with the study of Brenyah (2019) who carried out a study on organizational support for career development and its influence on employee commitment in the Ghana Police Service. He found out that there was a positive and significant relationship between career mentoring and employees' performance. That the organizational support for career development had significant impact on affective and normative commitment.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary of the Study

The declining employees' performance in Money Deposit Banks in Akwa Ibom State, Nigeria is traceable to inadequate career training practices such as on-the-job training and career mentoring. Equipping the employees through effective career training programmes becomes imperative in order to maximize their present and future job performance of an employee. This study investigated the relationship between Career Training and Employees Performance in Money Deposit Banks in Akwa Ibom State, Nigeria. Two specific objectives, two research questions and two null hypotheses were stated to guide the study. The critical variables of career training were on-the-job training and career mentoring.

Relevant data in relation to the variables in this study were collected using structured questionnaire administered to the respondents in Money Deposit Banks in Akwa Ibom State, Nigeria. The study adopted a descriptive research design on a population of six hundred and seventy-three (673) which constituted the employees of Money Deposit Banks in Akwa Ibom State, Nigeria. A sample size of 251 out of the entire population was derived using Taro Yamane



statistical formula out of which only 200 questionnaire copies were successfully retrieved and used for the data analysis. The Pearson Moment Correlation Coefficient analysis technique was used to establish the nature and degree of relationship between the critical variables of career training and the dependent variable, employee performance.

The major findings of the study are summarized below:

- (i) There is a positive and significant relationship between on-the-job training and employee's performance in Money Deposit Banks in Akwa Ibom State, Nigeria.
- (ii) There is a positive and significant relationship between career mentoring and employees performance in Money Deposit Banks in Akwa Ibom State, Nigeria

Conclusion

Based on the findings of the study, it was concluded that adequate career training practices have a direct relationship with employees' performance in organizations, especially in service sector. Specifically, the study revealed that there is a positive and significant relationship between the critical variables of career training and employees performance in Money Deposit Banks in Akwa Ibom State, Nigeria. Results showed that on-the-job training and career mentoring significantly relates with employee performance in Money Deposit Banks in Akwa Ibom State, Nigeria.

Recommendations

Based on the findings of this study, the following recommendations were drawn:

- i. The management of Money Deposit Banks in Akwa Ibom State, Nigeria is advised to recruit and train employees who are likely to become actively associated with the objectives of the organization to bring about adequate growth.
- ii. The banking industry should set aside a department, unit or set of individuals to check and encourage mentoring of staff and make recommendations to management in different years of operation.

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