THE IMPACT OF HUMAN CAPITAL DEVELOPMENT ON THE PERFORMANCE OF UNITED BANK FOR AFRICA (UBA) PLC, YOLA

A PROJECT PRESENTED TO THE DEPARTMENT OF MANAGEMENT TECHNOLOGY IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD 0F A MASTERS DEGREE IN BUSINESS MANAGEMENT.

BY

AJAH OKECHUKWU COLUMBUS
MBA/MT/07/0265

MODIBBO ADAMA UNIVERSITY OF TECHNOLOGY, YOLA

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CERTIFICATION

I hereby certify that Mr. AJAH OKECHUKWU COLUMBUS (MBA/MT/07/0265) in the department of Management technology, school of Management and Information Technology, Yola, Adamawa State carried out this research work.

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Date

DEDICATION

This research work is dedicated to the Almighty God whose love, mercy and compassion is beyond human comprehension, and to my beloved mother Mrs. Catherine Ajah for her encouragement and continuous support.

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ABSTRACT

Managing and developing human capital has become an issue of serious concern for companies and organizations, especially in this era of stiff competition, globalization and internationalization of businesses, and hyper advancement in technology. Hence it has become very important and necessary to research into the area of human capital development and its impact on organizational performance, using United Bank for Africa as a case study. The main idea behind this research work is to evaluate the impact of human capital development on United Bank for Africa (UBA) PLC, and basically, its impact on the performance of the entire organization. To achieve the desired result, both primary and secondary data were collected and analyzed. Primary data was also collected from respondents (staff of UBA Plc) through a well structured questionnaire which were delivered by hand to the respondents. The questionnaire used was made up of ten (10) questions which required the respondents to .agree, strongly agree, disagree, or strongly disagree. The data collected were presented in frequency tables using simple percentage, and further analyzed. This research work presented us with findings which hitherto were either unknown or not well understood by business managers and company chief executives. From this research work, it was found that training programs are important to improve employee's performance. Also it was found that training and development increases the level of commitment of the employees, which ultimately leads to the achievement of organizational objectives. From these findings, recommendation were made which the researcher believes will be helpful to individuals who intend to further research in the area of human capital development, and organizations who intend to achieve business excellence. Recommendation made from the research findings include; organization should see investment in training and development as a long term project hence, short term gains should not be expected. Also organizations need to introduce an employer monitoring and tracking scheme which will monitor the training and development needs of the employer.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Organizations today are confronted with several major challenges: raising productivity, enhancing innovation, improving production and service quality, and meeting the intense level of international competition never before seen. At the same time, organizations are being asked to provide higher quality of work life for their employees and to comply with laws, guidelines, activities of labour unions and court decisions.

Over the past 60 years or so, the term known as human capital management today has evolved through several stages of transformation. And each of these stages changed both the terminology and management's perception and view of their workforce.

In the early stage, the term "Personnel Management" was used to describe the function of management that deals with recruiting and keeping record of employee information. At this stage, organizations were basically concerned with recruiting people who can do the job, teaching them how to do the job, and paying them salaries and wages as determined by management. This stage was also characterized by keeping a comprehensive record of each employee's performance, flaws, querries etc. There was little or no real

concern for the employees at this time, rather the main concern was on getting the job done.

However, in the early 1980's the term human resource management emerged as an advancement of personnel management. As the term implies, this stage saw employee as a vital resources of an organization, not as a management tool that should be used and discarded at will. Human resource management steps further from personnel management to show concern for people at work and their relationship within an organization. It aims to achieve both efficiency and justice in issues concerning employees. Most importantly, its main aim is to bring together and develop into effective organization the men and women who make up the organization enabling each to make their best contribution to its success and to provide fair terms and conditions of employment, and satisfying work for those employed.

The 1990's came to be seen as the decade of the consumer, the situation brought forth a need to further re-define human resource management so that it better reflected the contemporary focus on consumers and their needs, and the need to adapt to changing conditions in the external market place; there was now less focus on either the concerns of the employees or the need for formal communication structures within the organizations.

Today's global business environment characterized by stiff competition, elimination of trade barriers, internationalization of business, and

rapid and continuous change, has affected the way organizations see their human resources. They no longer consider it as one of the important resources of the organization, but as the essential capital needed to move the organization to the next level. The work environment today has changed from the confrontational mixture of mid-century employee relations, with its emphasis on highly regulated personnel procedures, to collaborative approaches based on small work-teams dedicated to customer satisfaction, where workplace learning is paramount and the need for centralized procedures less relevant.

Success in today's global business environment requires a perfect mix of corporate business strategy and human capital development. The human capital of any organization according to Stoner (2002), is it's most valuable asset. It is considered an asset whose output can be determined and improved by constant training and development programmes.

Human capital development plays a critical role in the success and survival of every organization. It is the means through which employee's ability to perform is improved. Human capital training and development has become an important success tool for modern days business organizations. Many organization in the past have lost great business positions and opportunities because of a workforce than could not deliver, hence organizations today tend to show a high level of concern for their employees'

life both on and off the job. We now see managers taking time-out to visit employees' homes and family members and also encouraging employee to develop a good social life. We also hear of the huge amount of resources spent on training programs and employee compensation packages, simply to keep them focused and motivated on the job. This seems to be the main concern of human capital development, and the essence of this study.

1.2 STATEMENT OF RESEARCH PROBLEM

The global business environment is becoming increasingly challenging, with stiff competition in every market, and every organization seeking to recruit the best possible workforce that can lead the business to the next level. Many organizations have lost great business positions, market share, and business opportunities because of untrained employees who cannot perform. Trends in today's business environment have shown a continuous and ever rising attention been paid to issues relating to human capital development. Organizations now go an extra mile to recruit, train and retain the best possible workforce in an effort to gain competitive advantage over their competitors. In the process, these organizations spent huge amounts of resources in training and development programs, and motivational packages all in an attempt to ensure that their employees remain abreast of trends in the global business environment.

Most organizations now have a zero tolerance for error and mistakes because the competition in the market does not give any room for mistakes, and it is believed that this can be achieved only by getting the best people to do the job.

Therefore, sequel to these observations and opinions, I have found it extremely necessary the research on this area to find out the relationship between human capital development and business/organizational success.

1.3 OBJECTIVES OF THE STUDY

The main goal of this research work is to evaluate the impact of human capital development in the achievement of organizational goals and objective. Basically, this work seeks to identify and examine the impact of human capital development on the performance of United Bank For Africa Plc (UBA) Yola Branch.

This research work also has several other objectives which the researcher hopes to achieve upon completion of this work. These objectives include:

1. To identify the need and importance of human capital development at United Bank for Africa Plc.
2. To determine if there is a link between human capital development and employee performance and productivity.

3. To determine whether training and development increases the level of commitment of UBA Plc employees.
4. To determine whether employee satisfaction ultimately leads to the achievement of the objectives set by the organization.
5. To justify the huge amount of resources spent on human capital development by UBA Plc Yola.

RESEARCH QUESTIONS

For this research to be successful (provide the desired result), it is pertinent at the juncture to postulate some research questions which will guide the researcher through the research process, and which when answered will aid Nigerian business organizations to better understand and manage issues relating to human capital.

The following research questions are therefore necessary.

1. Is human capital management and development necessary and important at UBA Plc?
2. Is there a relationship between human capital development and employee performance and productivity.
3. Does training and development increase the level of commitment of UBA Plc, Yola employees?

4. Does employee satisfaction lead to the achievement of objectives set by UBA Plc?
5. Do the huge resources spent on human capital development affect the performance and profitability of UBA Plc Yola?

SIGNIFICANCE OF THE STUDY

It is important to carry out this study at this time because of the continuous and ever growing need for organizations to compete at a global level, which can only be possible by recruiting and developing the best possible workforce.

The researcher expects that carrying out this work will equip organization with a better strategy for handling human capital related issues. It will enable organizations to know what level of importance to attach to human capital and the amount of resources that should be expended on it.

Also, it is expected that this research work will help top management of organizations make critical decisions concerning human capital, and also determine various strategies and tools that could be used to keep workers motivated and willing to give their best to the organization.

SCOPE OF THE STUDY

This research work will cover the area of human capital management and development in an organization. It will attempt to study the importance of the human resource of an organization, and how they contribute to the overall objectives of the business. Also, this work will look at the process of human capital development and the various stages involved in the process. This work will also attempt to go step further to look at strategic human capital management and how it influences employee behavior and performances

DELIMITATION OF THE STUDY

This research work will be limited to issues relating directly to human capital development. Although areas like motivation, training and development, appraisal and compensation, promotion and demotion are also parts of human capital management. The researcher may not look indebtly into these areas because of limitations of time and uniqueness and vastness of human capital management and development .

This research work will therefore concentrate on human capital development which basically involves training and development.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Human capital is getting wider attention with increasing globalization and also the saturation of the job market due to the recent downturn in the various economies in the world. Developed and developing countries put emphasis on a more human capital development towards accelerating the economic growth by developing necessary time and efforts. Thus human capital development is one of the fundamental solutions to enter the international arena. Specifically, firms must invest necessary resources in the development of human capital which tend to have great impact on performance.

In current global market, companies are composed by competitors, regardless of industry. To develop a competitive advantage, it is important that firms truly leverage on the workforce as a competitive weapon. A strategy for improving workforce productivity to drive higher value for the firm has become an important focus. Firms seek to optimize their workforce through comprehensive human capital management and development programmes not only to achieve business goals but most important is for a long term survival and sustainability. To accomplish this undertaking firm will need to invest resources to ensure that employees have the knowledge, skills and

competencies they need to work effectively in a rapidly changing and complex environment. In response to the changes, most firms have embraced the notion that human capital has a good competitive advantage that will enhance higher performance. Human capital development becomes a part of an overall effort to achieve cost-effectiveness and firm performance. Hence firms need to understand that human capital would enhance employee satisfaction and improved performance. Although there is a broad assumption that a human capital has positive effects on firms performance, the notion of performance for human capital remains largely untested. Hence, this paper attempts to look into the connection between human capital management and development and the achievement of the firms' objectives.

2.2 HISTORICAL OVERVIEW OF THE PRESENT DAY UNITED BANK FOR AFRICA (UBA) PLC.

United Bank for Africa is one of the most successful financial institutions operating within Nigerian financial system's commercial banking business. Commercial banking business in Nigeria dates to 1892 when African Banking Corporation (ABC) opened its branch office in Lagos after receiving permission to operate banking activities. The bank after paying (depositing) the required amount to the treasury of the crown agent in Lagos

and recognizing its capital structure, changed its name to Bank of British West Africa, which was later renamed First Bank of Nigeria Plc.

Upon independence, many other banks were established in Nigeria to operate and compete with First Bank Plc and Barclays Bank currently called Union Bank of Nigeria Plc.

Today's United Bank for Africa Plc. (UBA) is the product of the merger of Nigeria's Third (3^{rd}) and Fifth (5^{th}) largest Banks, namely the old UBA and erstwhile Standard Trust Bank Plc (STB) respectively, and a subsequent acquisition of the erstwhile Continental Trust Bank Limited (CTB), the union emerged as the first successful corporate combination in the history of Nigerian Banking. UBA's history dates back to 1948 when the British and French Bank Limited (BFB) commenced business in Nigeria and the erstwhile STB and CTB both in 1990.

Following Nigeria's independence from Britain, UBA was incorporated in 1961 to take over the business of BFB. Although today's UBA emerged at a time of industry consolidation induced by regulation, the consolidated UBA was born out of a desire to lead the domestic sector to a new area of global relevance by championing the creation of the Nigeria Consumer Finance Market, leading a private/public sector partnership at supporting the acceleration of Nigeria's economic development and growing the institution from a banking to a one-stop financial service institution, while spreading its

footprint across Africa to earn the reputation as the face of Banking in the continent.

Today's United Bank for Africa is one of Africa's leading financial institutions offering universal banking to more than 7 millions customers across 750 branches in 14 African countries with presence in New York, London, and Paris, and assets in excess of $19bn.

The Bank has maintained a consistent and solid financial performance in its long history. The bank has a history of leading and pioneering innovation in the Nigerian financial sector. It was ranked number one Bank in Nigeria (Augusto & Co, 2007) and it was the first ever Nigerian Bank to surpass the N1trillion balance sheet size (including contingent 2006). Also UBA was awarded the best domestic Bank in Nigeria (Euromoney, 2000).

UBA provides employment directly or indirectly to over 17,000 employees who fondly refer to themselves as "UBA Lions and Lioness". The bank's "best – place – to – work – initiative" has created a harmonious work environment through which young graduates have grown and transformed into accomplished and well motivated professionals. The employees of UBA are, without doubt, the strongest assets of the bank, as they constitute the driving force of all the groups businesses and values.

The Bank lays much emphasis on human capital management and development, through a well organized process called "the people Strategy".

The strategy starts from the point and method of recruitment which emphasizes merit and strong fit with the shared values of the bank, to the point of training and deployment, and retraining to imbibe the values and operating norms.

All of this combine with the highly competitive environment to transform ordinary graduates of different institutions in Nigeria and overseas, to accomplish and well-motivated professionals of the finest blend, with a burning desire for self actualization.

To facilitate cultural integration, the Bank is emphasizing its “best place to work initiatives” to harmonize the workforce and enhance performance. The bank’s unequalled concern for employee development indicates that the bank considers its human capital to be a very vital part of the organizations success and survival.

2.3 DEFINITION OF HUMAN CAPITAL

According to Schuttz (1993), the term "human capital" has been defined as a key element in improving a firm's assets and employees in other to increase production as well as sustain competitive advantage. To sustain competitiveness in the organization, human capital becomes an instrument used to increase productivity. Human capital management refers to processes that relate to training, education and other professional initiatives in order to increase the level of knowledge, skills, abilities, values, and social assets of an employee which will lead to the employee's satisfaction and performance, and eventually on a firm's performance. Rastogi' (2000) stated that human capital is an important input for organizations especially for employee's continuous improvement mainly on knowledge, skills, and abilities. Thus, the definition of human capital is referred to as "the knowledge, skills competencies, and attributes embodied in individuals that facilitate the creation of personal, social and economic well-being (organization for economic co-operation and Development, 2001:18)

The constantly business environment requires firms to strive for superior competitive advantages via dynamic business plan which incorporate creativity and innovativeness. This is essentially important for their long term sustainability. Undoubtedly, human resources input play a significant role in

enhancing firm's competitiveness (Barney; 1995). At a glance, substantial studies were carried out on human capital and their implication on firms performance were widely covered and obviously human capital enhancement will result in greater competitiveness and performance (Agarwala, 2003;Guthrie 2002). Meantime, according to (lumekin & Dess, 2005), there is a significant relationship between innovativeness and firms performance under the human capital philosophy.

In relation to this, the objectives to be achieved differ from one organization to another. In the words of (Dwivedi; 2002). Conventional theory of a firm assumes profit maximization, as the sole objective of business firms. Boumol has however argued; "There is no reason to believe that all business organization pursue the same objective. Recent research on the issue reveals that the objectives that business organizations pursue are more than one. Some objectives other than profit maximization are;

a) Maximization of sales revenue.
b) Maximization of firm's growth rate.
c) Maximization of manager's utility function.
d) Making satisfactory rate of profit.
e) Long-run survival of the firm
f) Entry- prevention and risk avoidance.

However, despite the several objectives mentioned above, profit maximization is regarded as the most common and theoretically most plausible objective of a business organization.

Also, the definition of an organizations performance could vary from one organization to another. Nonetheless, some clear definitions of organizational performance in the context of human capital enhancement could be put forward. In some cases, financial performance measures such as percentage of sales resulting from new products, profitability, capital employed and return on assets (ROA) (Selvarajan 2007; HSU 2007). Besides, return on investment (ROI), earnings per share (EPS) and net income after tax (NIAT) can also be used as measures of financial performance (Gross man, 2000). Interestingly, researchers also tend to bench mark managerial accounting indicators against the financial measures in six dimension; workers compensation' (workers' compensation expenses divided by sales); 'quality' (number of errors in production) 'Shrinkage (e.g. Inventory loss, defects, sales returns). Productivity (payroll expenses divided by output); operating expenses (total operating expenses divided by sales) (wright 2005). On the other hand, an organizations performance can also be measured using perceived performance approach (also referred to as subjective performance measure) where likert –like scaling is used to measure organizational performance from the top management perspective (Silvarajan, 2007).

2.4 THE RELATIONSHIP BETWEEN HUMAN CAPITAL AND ORGANIZATIONAL PERFORMANCE

The human capital focuses on two main components which is individuals and organizations. These concepts have further been described by Garavan etal, (2001) that human capital has four key attributes as follows:

1) Flexibility and adaptability
2) Enhancement of individual competencies
3) The development of organizational competencies
4) Individual employability

It shows that these attributes in turn add value to individual and organizational outcomes. There are various findings that incorporate human capital with higher performance and sustainable competitive advantage (Noudhaug, 1998); higher organizational commitment (Iles et al. 1990); and enhanced organizational retention (Robertson 1991). Hence, all these debates fundamentally focus on individual and organizational performance.

From the individual level, Collis and Montgomery (1995) point out that the importance of human capital depends on the degree to which it contributes to the creation of a competitive advantage, from an economic point of view , transaction – cost indicate that an organization gains a competitive advantage when they own Firm-specific resources that can not be copied by rivals.

Thus as the uniqueness of human capital increases, organization have incentives to invest resources into its management with the aim of reducing risk and capitalize on productive potentials. Hence individuals need to enhance their competency skills in order to be competitive in their organizations.

The human capital theory has undergone a rapid development. Within its development, greater attention has been paid to training related aspects. This is much related to the individual perspective. Human capital investment is any activity which improves the quality (productivity) of the worker, therefore, training is an important component of human capital investment. This refers to the knowledge and training required and undergone by a person that increases his or her capabilities in performing activities of economic values.

Some recent literature shows the importance of training. In any case, it is fitting to point out that the workforces lack of training is related to low competitiveness (Green, 1993). In turn, a greater human capital stock is associated with greater productivity and higher salaries (Mincer, 1997). Likewise, training is linked to the longevity of companies (Bates, 1990) and greater tendency for business and economic growth (Goetz and Hu, 1996). In addition, Doucoulagos (1997) has noted human capital as a source not only to motivate workers and burst up their commitment but also to create

expenditure in research and development and eventually pave a way for the generation of new knowledge for the economy and society in general.

From the organizational level, human capital plays an important role in the strategic planning on how to create competitive advantage. Following the work of Snell et al. (1999) it stated that an organizations human capital has two dimensions which are value and uniqueness. Organizations indicate that resources are valuable when they allow improving effectiveness, capitalizing threats. In the context of effective management, value focuses on increasing profits in comparison with the associated costs. In this sense, organization's human capital can add value if it contributes to lower cost, and provides increased performances.

Another study by Saleim, Ashour and Bontis (2007) analyzed the relationship between human capital and organizational performance in software companies. They found that the human indicators had a positive association on organizational performances. These indicators such as training attended and team-work practice, tended to result in superstar performers where more productivity could be translated to organizational performance. This was also supported by Dorley (2000) who found a significant positive correlation between the quality of development and volume of market shares. Based on the above argument we can conclude that human capital indicators enhanced the organizations performance directly or indirectly.

A study by Bontis and Fitzenz (2002) found out the consequences of human capital management and they established the relationship between human capital management and economic and business outcomes. In this study, a total of 25 firms in the financial services companies were selected. The study measured human capital effectiveness with four metrics; revenue factor, expense factor, income factor and human capital return o investment. The fundamental aspects of any organization are to generate more revenue and income per employee. Human capital has a direct impact on the intellectual capital assets that will yield higher financial results per employee. The development of human capital is positively influenced by the educational level of employees and their overall satisfaction. Therefore, development of human capital has a direct impact on ROI of organizations.

2.5 THE CONCEPT OF HUMAN CAPITAL MANAGEMENT AND DEVELOPMENT

The term human capital management is not entirely new in management literature. It has evolved since the 1960, from what used to be known as personnel administration to human resources management and then human capital management. This change in name at the different stages implies advancement in the handling of human related issues in an organization.

In the words of Stoner, Freeman and Gilberts (2002) Human capital management is the management function though which mangers recruit, select, train and develop organizational members. Cole (2002) sees human capital management as that function of management which is concerned with people at work and with their relationship with the enterprise. Human capital management aims to achieve both efficiency and justice, it seeks to bring together and develop into an effective organization the men and women who make up the enterprise, enabling each to make his own best contribution to its success.

According to a work presented by Bola Akingbade CEO MTN, titled "Meeting the challenges of human capital development in Nigeria" human capital development implies building an appropriate balance and critical mass of human resources base and providing an enabling environment for all individuals to be fully engaged and contribute to national development efforts. It involves providing opportunities for all citizens to develop to their fullest potentials through education, training and motivation as well as creating the enabling environment for everyone to participate fully in national development.

Any effort to increase human knowledge, enhance skills and productivity and stimulate resourcefulness of citizens is an effort in human capital development. These will include expenditure in educational and

training institutions, health facilities, adult functional literacy, vocational and skills acquisition programs. Information and communication technology (ICT) as well as in research and development.

Human capital development as a process according to Bola Akingbade should be systematic, sustainable and strategic. The process should be a plan for which previous activities will provide support for upcoming activities while facilitating the attainment of set goals. The process should be sustainable since the product (human capital) must make desired and enduring impact on the society and human life. The process should be strategic to the extent that there are well defined goals and targets whose attainments are time-bound. It should be dynamic, responsive and result oriented; continually evolving to address emerging challenges as well as proactive. There should therefore be an effective monitoring system to inform further necessary improvements in the process.

In the words of Stoner, Freeman and Gilbert, the human management process consists of seven (7) interwoven activities;

1) Human resource planning; this is designed to ensure that personnel needs will be constantly and appropriately met. It is accomplished through analysis of (a) internal factors, such as current and expected skill needs, vacancies and departmental expansions and reductions, and (b) factors in the environment such as the labour market.

2) Recruitment. This is concerned with developing a pool of job candidates in line with the human resource plan. Candidates are usually located through newspapers and professional journal advertisement, employment agencies, word or mouth and visits to college and university campuses and the internet.
3) Selection involves using application forms, resumes, interviews, employment and skills test and reference checks to evaluate and screen job candidates for the managers who will ultimately select and hire a candidate.
4) Socialization (Orientation) is designed to help the selected individuals fit smoothly into the organization. Newcomers are introduced to their colleagues, acquainted with their responsibilities, and informed about the organizations culture, policies and expectations regarding employee behaviour.
5) Training and development; these both aim to increase employee's abilities to contribute to organizational effectiveness. Training is designed to improve skills in the present job; development programs are designed to prepare employees for promotion.
6) Performance appraisal: compares an individual's job performance to standards or objectives developed for the individual's position. Low performance may prompt corrective action, such as additional training,

a demotion, or separation, while high performance may merit a reward, such as raise, bonus or promotion.

7) Promotions, transfers, demotions and separations reflect an employee's value to the organization. High performers may be promoted or transferred to help them develop the skills, while low performers may be demoted, transferred to less important positions, or even separated. Human capital development is an aspect of the human capital management process which is concerned with improving the employee's ability to perform. Human capital development is basically made up of training and development.

2.6 WHAT IS TRAINING AND DEVELOPMENT

Employee performance and improvement has been identified over the years as a key instrument in achieving organizational success. According to Schuler & Huber et al, training and development are usually treated together because both are concerned with improving the employees' ability to perform, although little distinctions still exist.

Training refers to improving an employee's skills and knowledge to do the current job. In other words, training equips the employee to excel on his current job function. Development on the other hand refers t improving an employee's knowledge and skills for jobs in the future.

Training and development is so important and costly, hence organizations want to do it as effectively as possible, and this requires awareness and use of several techniques and programs.

2.7 PURPOSE AND IMPORTANCE OF TRAINING AND DEVELOPMENT

In the words of Schuler & Huber et al(1990) a major purpose of training and development is to remove performance deficiencies, whether current or anticipated, that cause employees to perform at less than the desired level. Training and development thereby enables employees to be much more productive. Training for performance improvement is particularly important to organizations with stagnant or declining rates of productivity. It is also very important to organizations that are rapidly incorporating new technologies and consequently increasing the likelihood of employee obsolescence. And this is becoming even more critical because of the rapid changes in technology.

Another purpose of training and development that is especially relevant is that of making the current workforce more flexible and adaptable in other to deal with new technologies. If an organization can increase the adaptability of its workforce through training and development, it can increase the adaptability of the organization itself, thus increasing its potential for survival and profitability.

Training and development can also increase the level of commitment of employees to the organization and increase their perception that the organization is a good place to work. Increased commitment can result in less turnover and absenteeism, thus increasing an organization's productivity.

2.8 TYPES OF TRAINING METHODS

Once an organizations training need have been identified, the human capital managers must initiate the appropriate training efforts. According to Stoner, Freeman, & Gilberts et al, managers have available a variety of training approaches. The most common of these are; on-the-job and off-the-job training methods.

On –the –job: This is a training method which involves job rotation in which the employee over a period of time works on a series of jobs thereby learning a broad variety of skills, internship; in which job training is combined with related classroom instructions, and apprenticeship in which the employee is trained under the guidance of a highly skilled co-worker. On-the-job training methods are usually preferred in management development programs. The training is far more likely than off-the-job training to be tailored to the individual, to be job related, and to be conveniently located. According to Schuler and Huber et al, there are four major formal on-the-job development methods;

Coaching: This is the training of an employee by his or her immediate supervisor. It is by far the most effective management development technique.

Job rotation: This involves shifting managers from one position to another so they can broaden their experience and familiarize themselves with various aspects of the organization's operations.

Training positions; is the third method of developing managers. Trainees are given staff posts immediately under a manager often with the title of "assistant to". Such assignments give trainees a chance to work with and model themselves after outstanding managers who might otherwise have little contact with them.

Planned work activities: This involves giving trainees important work assignments to develop their experience and ability. Trainees may be asked to head a task force or participate in an important committee meeting. Such experiences help to gain insight into how the organization operate and also improve their human relations skills.

OFF-THE-JOB TRAINING METHOD

When the consequence of error is high, it is usually more appropriate to conduct training off-the-job. Stoner, Freeman & Gilberts et al (2002) maintain that off-the-job development techniques remove individuals from the stresses and ongoing demands of the workplace, enabling them to focus fully on the learning experience. In addition, it provides opportunity for meeting people

from other departments and organizations, thus employees are exposed to useful new ideas and experiences while they make potentially useful contacts. The most common off-the-job development methods are; in-house classroom instructions and management development programs in which specialists from inside and outside the organization teach trainees a particular subject.

However, Schuler & Huber et al (1990) are of the opinion that the cost of off-the-job training is high. There is also concern over transfer of knowledge to the workplace, as research has shown that the more dissimilar the training environment is from the actual work environment, the more likely it is that trainees will not be able to apply knowledge learned to their jobs.

2.9 THE NEED FOR HUMAN CAPITAL MANAGEMENT AND DEVELOPMENT IN AN ORGANIZATION

Human capital enhancement can be viewed in the context of Top Management Team (TMT). Heterogeneity or sometimes called diversity in (TMT) will tend to lead to greater performance because the argument heterogeneity promotes various characteristics to be absorbed into the workforce team; this includes people of different age groups, functional backgrounds, education backgrounds, tenure and gender. These characteristics have a positive impact on organizations performance as argued under the upper echelon theory (Hambrick & Mason, 1984). Studies reveal that

heterogeneity cultivates greater knowledge, creativity and innovation among the team members (Watson 1993; Maimuna & Lawrence 2008). Heterogeneity is positively linked to better problem solving and offering creative solutions (Michel & Hambrick, 1992). Hence, diversity is positively related to performance. Even in the context of an organization, the implementation of certain management approaches or philosophies also deals with the infusion of human capital (e.g quality circles, team of employees experts) especially when faced with problems (Kanji, 1997).

Again in a very broad discussion, especially in the context of total quality management (TQM) firms can be assessed using financial and non-financial performance. The financial performance includes employee productivity, defect rates and market share and non-financial performance includes workflow improvement, innovation, customer satisfaction and skills development (kaplam & Nortorn, 1994).

Besides this, diversity is able to attract and retain the best talent available, reduced costs due to lower turnover and fewer lawsuits, enhanced market understanding and market ability, better problem solving, greater organizational flexibility and better overall performance and improvement in decision making at strategic level (Bantel, 1993). Heterogeneity is positively linked to better problem solving and offering creative solutions (Michael Hambrick, 1992). A recent study in the related area also provides some

insightful information about the heterogeneity effect on organizational performance. (Maron, 2008).

Undoubtedly, heterogeneity (in the form of human capital) can be significantly important input to human capital development and enhancement as it makes organizations to be more creative and innovative for long term survival in their international and global market (Grassman, 2008). In light of this, the competency of top management team (TMT) is supported by the input-based international human capital, transformational human capital and output-based international human capital (Huang 2002; Wu, 2002). However, some even argue that the relationship between innovative human resource practices (through human capital practices are not directly involved) and organizational performance could be described as "non-linear" (Becker & Barry, 1996; Chadwick, 2007).

According to (Schuler and Huber, 1990) human capital development is needed in an organization to boost total productivity. Productivity is an important goal of organizations. Human capital management and development can do many things to improve productivity. The most productive organizations in America and Europe know this and treat their human capital and human capital departments in a way that is different from those in less productive organizations. Recently A.t. Kearney examined how highly productive American corporations are run. In comparing well-run

corporations with those less well run in the same industries. Kearney found that the leaders in productivity have a unique set of human capital management practices. In particular;

- They define the human capital role according to its level of participation in business decisions that implement business strategies.
- The focus the current resources devoted to the human resources function on important problems before they add new programmes or see additional resources.
- Their human capital staff initiate programs and communication with line management.
- Line management share responsibility of human capital programs
- The corporate staffs share responsibility for human resource policy formations and programs administration across organizational levels.

Furthermore, the work by schuler and Huber (1990) reveal that, today, human capital management has a unique and timely opportunity to improve productivity. Increasingly however, improving productivity does not mean just increasing output. It also means increasing output with higher quality than ever before. This new emphasis on quantity and quality is one of the many forces increasing the need for effective human capital management and development.

“Nobody is against quality. But to many manufacturers quality has meant something they could do to badly designed, poorly made products to help hold it together until the buyer got it home. Some companies are now remembering that quality – in appearance, function, and durability – must be built in, not pasted on. Design and manufacturing must be united. Managers and workers at every stage of production must be motivated to contribute to the goal of quality. Above all, top management must be genuinely committed. If executives mouth the right words but signal that they really want products slapped together as fast as possible, everybody gets the message” but although companies recognize the importance of enhanced quality and quantity, the difficulties and challenges of shifting the way people and the organization are managed are not going unnoticed. ‘Sometimes, to their surprise, companies are also discovering that boosting quality saves money. Reducing the cost of fixing mistakes, both before and after a product is sold can cut production cost as much as 30%, its also increases sales. The rub is that a commitment to improved quality almost always means investing more time and money now for a payoff later. Too many top executives for a lot of reasons have chosen to manage for the long term. Unless it re-orients its goals toward building for the future

2.10 HUMAN CAPITAL INVESTMENT AND ORGANIZATIONAL PERFORMANCE

To develop a robust and effective human capital management and development system requires a staggering investment in human capital. The general human capital investment includes, training, education, knowledge and skills that will enhance human capital effectiveness. Organizational performances can be viewed in two different perspectives; financial performance and non-financial performance. The financial performance includes productivity, market share and portability, whereas, non-financial performance includes customers' satisfaction, innovation workflow improvement and skills development. (Marimuthu, Arokiasamy, Ismail, 2009). The details are given in the figure below;

Figure 1: conceptual model linking human capital investment, human capital effectiveness and organizational performance.

The figure above shows us a clear link between human capital investment and organizational performance. Moneys expended on human capital investment are usually used for training programmes, education,

and knowledge and skills acquisition. These training and knowledge acquisition programmes directly led to human capital effectiveness. This is how the effectiveness of the training programme is assessed. If the training programme leads to a significant change in the attitude and performance of the employee/trainee, then it will be said that training programme is effective. But if not, money used for such training programmes would have been wasted in which case the training programme is ineffective. As indicated in figure 1 above, human capital effectiveness ultimately determines organizational performance, which could be financial or non-financial performance.

2.11 STRATEGIC HUMAN CAPITAL MANAGEMENT & ORGANIZATIONAL SUCCESS

Human capital management enhances productivity and the effectiveness of organizations. Research shows that when organizations employ such personnel practices as internal career ladder, formal training system, result-oriented performance appraisal, employment security, employee voice/participation, broadly defined jobs, and performance-based compensation, they are more able to achieve their goals and objectives.

The effective performance of organizations is the focus of intensive research efforts. How well an organization performs its mission and

accomplishes its goals of program service delivery is of paramount concern. Administrative capacity is a major component in this performance. Administrative capacity, a resource based view of organizations focuses on those factors that are actually within our power to affect. Improving administrative capacity and especially, those aspects dealing with human capital offer the most promise for improving organizational effectiveness.

Strategic human capital management practices enhance employee productivity and the ability of agencies to achieve their mission. Integrating the use of personnel practices into the strategic planning process enables an organization to better achieve its goals and objectives. Productivity gains from the diffusion of technological innovations are now incorporated into both public and private sector organizations. Future productivity gains must focus on how people use these technologies. Modern knowledge based organizations are ideal settings for the application of strategic human capital management practices. Inasmuch as their competitive advantage is attributable to their people technique which focus on people should prove to be directly linked to measures of organizational success, combining human resources practices, all with a focus on the achievement of organizational goals and objectives, can have a substantial effect on the ultimate success of the organization. Resource-

based theory posits that competitive advantage and the implementation of plans is highly dependent upon an organizations basic inputs, including its human capital (Wernerfelt, 1984); Barney, 1986, 1991, 2001; Peteraf, 1993; Boxall, 1996; Hitt, Bierman, Shimizu, and Kochnar, 2001). Research on strategic human resource management efforts offers empirical support for this thesis.

This study examines various human capital practices (e.g. internal career ladders, formal training systems, result-oriented performance appraisal, employment security, employee voice/participation, broadly defined jobs and performance-based compensation), and how they contribute to achieving organizational success. In an empirical study noting the impact of strategic human resource management on organizational performance, John. E. Delery and D. Harold Doty (1996) identified these seven general human capital development practices.

These personnel practices form the basis upon which the concept of strategic human capital management is constructed for study. While these specific personnel practices are discussed below research has established linkages between strategic human capital management (SHCM) and various measures of organizational effectiveness (Arthur, 1992, 1994; Delaney and Huselid 1996; Geerhart and Milkovich, 1990; Huselid 1993, 1995, Shculer and Jackson 1988; Terpstra and Rozell, 1993)

Internal career ladder

A career ladder system is necessary to focus individual attention on the strategic issues facing and organization over the long term. Objectives and reward systems tied to the short term lead to dysfunctional behaviour and goal displacement. A long term perspective induces organizational commitment and loyalty. It enables individuals and organizations to invest in training and productivity improvements knowing that they will reap the benefit from that enhanced knowledge and technique.

Formal training system

It can no longer be taken for granted that employees will arrive work with all the requisite skills. Too much of what goes on in today's organization requires specific adaptation. The most knowledgeable and skilled worker still requires training so as to fit into organization and become a valuable contributor to the team (Quinn, Anderson, and Finkelstien, 1996).

The chief function of the supervisor is the development of the people in their unit. Managers who have often been promoted from a technical position must remember that they are now the coaches; others have the responsibility of carrying out the play on the field. The manager/coach can have the greatest effect only by assuring that the employees/player is truly

prepared for action. While the importance of training and development is now recognized, it remains a neglected area.

Results-oriented performance appraisal

Performance appraisal is used as an aid in making judgment decisions pertaining to promotion, demotion, retention, transfer and pay. It is also employed as a developmental guide for training needs assessment and employee feedback. Performance appraisal also aids with a number of more general organizational functions as a means of validating selection and hiring procedures, promoting employee-supervisor understanding and supporting an organization's culture.

The environment in which welfare reform has occurred extensively involves measurable goals and objectives. Employees perceive that these have been transferred from the organization to individual performance appraisals.

Employment security

Employee rights and the mechanism for enforcing them (i.e, the grievance process) serve as a safeguard for assuring that employees are accorded the basic dignity that every human being is entitled to, like similar safety devices, we hope that we never will really need to use them. While most organizations would prefer to do without such legal and formal systems, reality requires them. If there were no past abuses there would be no need laws prohibiting such practices.

Employee voice/participation

In exit, voice and loyalty. Albert O. Hirschman (1990) proposes a typology or responses to dissatisfaction. A theory of individual self-interest which not only operates in terms of the economic market but with respect to socio-political values is primarily an attempt to explain an organizations survival. Although Hirschman's theory focuses on decisions regarding the acceptance, rejection of an organizations products or services, it can also be interpreted with regard to similar decisions by an organizations own personnel vis-à-vis the organization itself.

Efforts to change a perceived negative situation give rise to voice. Voice is seen to represent a political dimension that can encompass a gamut of behaviour ranging from grumbling through participative management to full scale democracy. It represents a viable, non-market means for assuring organizational survival.

While voice focuses internally on the advocacy of reform, loyalty represents the employee's willingness to "Stand up" for the organization. In this instance, advocacy is in response to outside criticism and is an expression of confidence in the organization.

In a series of articles Farrel and Rusbult (Rusbult 1980; Farrel and Rusbult 1981; Rusbult 1983;Rosbult and Farrel 1983; Farrel 1983; Rosbult, Farell,

Rosers, and Mainous 1988) explicitly extend Hirschman's concept to personnel matters. As a result of a multi-dimensional scaling of job dissatisfaction, Farrel (1983) was able to demonstrate support for a modified version of Hirschman's typology. To the categories of exit, voice and loyalty, Farrell added one for neglect. Neglect indicates a condition in which employee's give-up but stay to draw a pay cheque. Neglect may involve absenteeism and obstructionism or merely a passive "I don't care" attitude.

Broadly defined jobs

The 'triumph of technique over purpose" is also evident here. The rigidity invested in the uses of pays scales (and the commit and job analyses upon which they are based) denies organizations the flexibility to adjust to and meet change. Individuals cannot readily be reassigned duties. This is especially a problem if those duties are from jobs officially designated as having lower grades even if pay remains constant, a lower grade assignment might be seen psychologically as a career setback. Reward for exceptional performance is thwarted by the formal attachment of pay ceilings or maximum salaries to specific job grades. Broad banding has been introduced as a means to cut through the Gordian Knot of classification. The employee is seen to benefit from both more challenging and meaningful work assignment and the possibility of pay increases (Risher and Schay, 1994)

Performance-based compensation

Strategic pay requires that all decisions relative to compensation and benefits are designed to attract, retain or motivate employees. As such, the entire organizations reward structure is designed to fully serve its mission or purpose. In reality, most organizations limit incentive pay to only apportion of the compensation package. All employees who perform satisfactorily are guaranteed a set base pay and benefit package. Even so, this guarantee serves to calm fears with regard to financial security and hence, helps attract and retain individuals.

A wide array of extrinsic pay-for-performance schemes exists. The modern pay-for-performance scheme builds upon a base-pay system. The salary or wage put "at risk" is such to encourage or motivate the worker without jeopardizing his or her basic financial security. One can address overall individual performance or specific instances: focus can be a group performance at the organizational or team level. Individual systems base on merit pay step increases; annuities, bonuses and suggestions awards as well as skill or competency based approaches abound. In addition group or organization rewards are the foals of gain or goal sharing programs. Performance appraisal systems are the trigger instrument for operationalizing pay-for-performance. The individual performance rating is used to determine

which employees are eligible for individual and group awards as well as the amount of reward an individual is entitled to.

2.12 EMPLOYEE PERFORMANCE AND HUMAN CAPITAL MANAGEMENT (PERFORMANCE INDICATORS)

In a research conducted by Ahmad Jailon, Muhammad Yunus Phd. (2008), for the National Institute of Public Administration; Malaysia, he identified some employee performance indicators. According to him, employee performance is a key element in achieving a successful human capital management and development scheme.

Organizations should start their performance measurement based on their core business that is parallel to their vision, mission and objectives. Subsequently, they have to determine all the core processes under the core business to ensure what kind of services needs to be delivered to the customer for each core processes. To this extent all kinds of service providers need to measure and evaluate their performance indicators.

Performance indicator A: the extent to which organizations recruit and promote those with customer service skills – there is a need to avoid placing the wrong people in sensitive positions for example frontline positions and direct supervisory and management positions. It should be noted how competencies can be used to improve job description and selection criteria,

and inform training agencies. Considerably more flexibility in human capital management may be required.

Performance indicator B: the extent to which organizations train staff appropriately in customer service methods – training is relevant here and it needs to be done properly and in a well-designed and targeted way. As indicated above, desirably new training activities should be competency based, and devised after training needs analysis, aimed at identifying competency gaps related to service delivery. Simulation methods may be helpful, based on feedback from customers about their perceptions of service delivery standards.

Performance indicator C: the extent to which organizations ensure that internal support operations are customer focused, so that frontline customer service staff get the same quality of internal service that they are expected to give to the organizations external customers – without this equality of standards there will be internal stresses which will flow through into the external environment. Put simply, external delivery standards will suffer if internal standards of service delivery are below average.

Performance indicator D: the extent to which staff are motivated to achieve a high level of service to customers this can involve special recognition and

reward for contributions to improve service delivery. It is important that frontline staff and their managers are placed in a career structure and can look forward to adequate remuneration and career path advancement.

Performance Indicator E: the extent to which staff are empowered to make decisions about relevant aspects of their work – service can be more efficient and enhanced where staff have the capacity and authority to make decisions to a higher level is frustrating to the customer, and reduces the staff to mere paper processors who can end up feeling that their work lacks meaning.

Of course, empowerment of this kind has to be carefully linked with appropriate accountability arrangements.

Performance Indicator F: the extent to which managers and executives have the competencies to create and sustain a customer service environment – this recognizes the need for senior managers and executive to play their part in improving services delivery. It is not enough to pass the responsibility to junior staff and hope for the best, while managerial attention is devoted to high level exchanges and debating policy nuances.

Also on this work Yunus, six strategic actions were identified to achieve effective human capital management and development.

The six strategies are:

- Determine strategic direction – to ensure that the management of human capital is integrated into the organizations strategic planning process and aligned to its vision, mission and goals.
- Ensuring organizational capacity – to ensure organizations possess sufficient capacity and capability to perform their responsibilities to meet future challenges and rising demands from stakeholders and customers.
- Implementing quality staffing – to ensure desired talents are attracted, acquired and retaining in the organization.
- Develop workforce competency – for the development of the necessary skills, knowledge and work ethics through systematic, comprehensive need – based training programmes.
- Manage performance, recognition and reward – to motivate high performance through the establishment of performance expectation, result evaluation, holding people accountable and providing rewards and recognition based on performance.
- Redesign the work culture and working environment – to inculcate a high performance work culture that is responsive and proactive to public needs and is result oriented. There is also an emphasis on positive value, ethics and integrity, which encourage and allow

employees to contribute their best to improving productivity and performance of their respective organizations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

This chapter presents the methods and procedures which will be used for this study. This research work is basically a survey research because it involves a large population from which samples will be chosen. The survey method of research is required here because its orientation towards the determination of the status of a given phenomenon rather than towards the isolation of causative factors. This method of research is also very necessary because it is one of the most important for collecting data in its original form. As a method of research, the survey method represents a step of intermediate scientific sophistication by which semi-crude relationships among phenomenon are explored. The survey constitutes a primitive type of research in that the investigation of any problem must began with a “survey” of its nature before it can move into the more structured and rigorous phases. The survey is a realistic method of research in that it investigates phenomena in their natural setting. This is a great strength in the early stages of the investigation of a problem in that it affords flexibility and versatility.

3.2 POPULATION OF THE STUDY

The study of this research work is United Bank for Africa (UBA) Yola, which consist of two branches; Yola main and Yola 2. Yola main is made up of 45 staff while Yola 2 is made up of 30 staff, making the total staff strength 75 staff.

This represents the population of the study. This population constitutes basically, core staff (senior and Junior Staff), because of their expected knowledge of issues relating to human capital management, and because they are directly affected by actions and decisions taken by management with respect to issues of human capital management and development.

3.3 SAMPLE OF THE STUDY

Considering the small size of the population of study, the researcher intends to study the entire population which is made up of seventy five (75) employees.

3.4 METHOD OF DATA COLLECTION

Data for this research work will be collected through both primary and secondary data. Primary data will be collected by the researcher through a well structured questionnaire, which will be distributed to members of the population of study (United Bank for Africa Plc Yola). Secondary data for this

research work will be gathered from sources internal and external to the organization. Internal data collected was provided by the annual report statement of the bank and its website. Numerous sources external to the organization will also provide data relevant to this study such sources will include professional journals, papers presented by experts on human capital development, papers, textbooks on human capital and human resources management, lecture notes of various researchers.

3.5 DESCRIPTION OF THE INSTRUMENT FOR DATA COLLECTION

The instrument for data collection is basically a well-structured questionnaire which will be delivered by hand to all respondents. The questionnaire will contain two sections. The first will address issues concerning the details of the respondent himself while the second section will cover questions on the research area.

3.7 VALIDATION INSTRUMENTS

It is of utmost importance that the instrument used for data collection be valid such that it measures, and covers the areas required in this research work. The main instrument that will be used for collection of data in this work is a well structured questionnaire. The questionnaire will cover all the

necessary areas that will enable the researcher draw valid conclusions. Also the researcher will ensure that the questionnaire contains simple and straight forward questions that will enable the respondents answer the question with ease.

3.8 METHODS OF DATA PRESENTATION AND ANALYSIS

To be useful, research must be interpreted in light of the condition under which it is done. The analysis and interpretation of the raw data of an investigation are the means by which the research problem is answered and the stated hypotheses are tested. The data for this research work will be presented using simple frequency tables and bar charts.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

For a research work to serve his purpose, data collected has to be properly and carefully presented and analyzed to aid managers, and decision makers in the decision making process.

For the purpose of this research, questionnaires were distributed to staff of two (2) UBA branches in Yola; Yola main and Yola 2. The questionnaire is divided into two sections, one is made up of personal data of the respondent, while section 2 Contain questions relating to the training and development program of UBA PLC.

A total of seventy five (75) questionnaires were distributed by hand, filled by the respondent and dully returned. Of the seventy five questionnaires distributed, sixty one were returned. Three of the six respondents were on leave, while the other three (3) had gone on course.

The data collected for this research work is presented in tables by simple percentage, and further represented in bar charts

4.2 PRESENTATION OF PERSONAL DATA

Table 4.1 Presentation by sex

Sex	No Of Response	% of Respond
Female	51	74%
Female	18	26%
Total	69	100%

The data presented in table 4.1 represents the gender mix of the respondents. It shows that only 26% of the bank's workforce is female compared to their male counterparts who are fifty one (51) in number and constitute 74% of the population. Implicit in this statistics is that the bank employs more males than female for reasons such as productivity rate, and several imitations placed on the feminine gender.

Table 4.2 Presentations of Personal Data by Age

Age	No Of Response	% of Respond
20 -29	38	55%
30-39	21	30%
40-49	8	11.5%
Above 50	2	3.5%
Total	69	100%

Table 4.2 shows us the age distribution of the respondents. From the sample of this study, 55% of the respondents are between the ages of 20-29years, while ages 30-39 make up 30% of the respondents. Those between 40-49 years constitute 11.5%, while only 3.5% of the respondents are above 50 years. This implies that the core of the bank's staff is within the ages of 20-39 years (85%), which represents a very productive and youthful workforce.

Table 4.3 Presentations of Personal Data by Qualification

Qualification	No Of Response	% No. of Respond
OND/NCE	14	20%
BA/B.sc /B.ed	48	70
MA/M.sc/Mba	7	10

PHD	-	-
TOTAL	69	100%

Table 4.3 shows the educational qualification of the respondents. 20% of the respondents are either ND or NCE holders. These people mostly constitute what the bank calls junior staff. 70% of the respondents are first degree (BA, B.Sc and B.Ed) holders. This group is the core staff of the bank and is usually the accepted entry level qualification in the banking industry. The remaining 10% of the respondents are masters' degree holders in various fields.

SECTION B.

4.3 Presentation of Questionnaire Data.

Q1. Does UBA PLC see you as important to the achievement of her corporate objective?

Table 4.4

Option	No of Respondent	No of Respondent
Agree	45	65%
Strongly agree	20	30%
Disagree	4	5%
Strongly disagree	-	-
Total	69	100%

Table 4.4 shows the response of the respondents to the questions (does UBA PLC sees you as important to the achievements of her corporate objectives?).

Forty five of the respondents (65%) agree that the bank sees them as important and 30% strongly agree to this. However 5% of the respondents disagree. According to them, the bank does not recognize them as important. From the data collected, one can deduce that 95% of the staff either agree or strongly agree that the bank sees them as being important to the achievement of the bank's objectives.

Q2. Does UBA have a good enough human capital development program that can attracted and retain the best workforce?

Table 4.5

Option	No Of Response	% No. of Respond
Agree	38	55
Strongly	21	30.5
Disagree	8	11.5
Strongly disagree	2	3
Total	69	100%

Table 4.5 seeks to find out if UBA Plc has a good enough human capital Development programme that can attract people to the bank. From the data collected, 55% of the respondents believe that UBA PLC has a good human capital development program while 30.5% even strongly agree. However, 11.5% do not believe that the human capital development program of UBA PLC is good enough to attract the best hands, and 3% strongly disagree too. In the opinion of these 14.5% who disagree, the bank has to put in more effort to build a stronger human capital management and development program.

Table 4.6 how often do you get invited for training programs

Option	No Of Response	% No. of Respond
Monthly	9	13%
Quarterly	49	71%
Once in 6 month	8	11.5%
Annually	3	4.5%
Total	67	100%

4.6The third question (How often do you get invited for training Programs?) seeks of identify if and how often UBA PLC trains and retrains her employees. The data collected from the respondents were presented in table 2.3 and shows that up to 71% of the staff go for a course/training every quarter of the year. 13% of the population says that they attend a course every month while 11.5% claim they go for training once in 6 months. Also, 4.5% of the respondents indicated that they attended courses once in a year.

Table 4.7 Does Training programs have positive impact on your performance afterwards?

Option	No Of Response	% No. of Respond
Agree	40	58%
Strongly agree	25	36%
Disagree	3	5.5%
Strongly disagree	1	1.5%
Total	69	100%

Table 4.7 shows the respondents answers to the impact of training

on their performance. 58% of the respondents agree that training programs have a positive impact on their performances afterwards, while another 36% strongly agree. Thus, 94% of the respondents confirm the training programmes do have positive impact on their performances, while the remaining 6% do not agree that training programmes necessarily have positive impact on their performances.

Table 4.8 which of These Training Methods is used by UBA PLC

Option	No Of Response	% No. of Respond
On-the-job	6	9%
On-the-job	5	7%
Both	58	84%
TOTAL	69	100%

Table 4.8 presents the response to question No.5 on the questionnaire which seeks to identify methods mostly used by the bank. The data collected from 84% of the respondents shows that the bank mostly uses both on-the- job and off- the -job training methods depending on the training needs of the individuals involved 9% of the respondents suggest that the bank uses only on-the-job training method while 7% suggest that off-the-job training methods is often used.

4.9 Does the Training and Development programs of UBA Plc provided you with the required skills to perform your job?

Option	No Of Response	% No. of Respond
Agree	51	74%

Strongly agree	15	22%
Disagree	1	1.5
Strongly disagree	2	2.5
TOTAL	69	100%

Table 4.9 presents the data collected for question 6 (Does the training and development program of UBA PLC provide you with the required sills to perform your job) This question seeks to find out if the training program of that bank actually matches the skills requirement of the individuals. 74% of the respondent agree that the training program provides the required skills and another 22% strongly agree to this fact. However, 4% of the respondents disagree. These individuals believe that the training programs of the bank has not provided them with the special kind of skills which the need to function effectively.

Table 4.10 Do you get motivated by the training programs of the bank?

Option	No Of Response	% No. of Respond
Agree	34	49%
Strongly agree	31	45%
Disagree	3	4.5%
Strongly disagree	1	1.5%
Total	69	100%

Question 4.10 seeks to ascertain the motivational impacts of training

programs. From data collected and presented in table 4.10, 94% of the respondents get motivated by the training programs of the bank. This implies that majority of the staff are motivated by the training and development programs of the bank which leads to the personal growth of the individual and ultimate growth of the bank. However 6% of the respondents don't get motivated by the training programs of the bank.

Does the training and development programme of UBA increase your level of commitment to the bank?

Table 4.11

Option	No Of Response	% No. of Respond
Agree	35	51%
Strongly agree	24	35%
Disagree	6	8.5%
Strongly disagree	4	5.5%
Total	69	100%

Table 4.11 presents the response of respondents to the question (Does the training and development program of UBA PLC increase your level of commitment to the bank?) This question is very necessary because the issue of commitment has become of great importance to employer. They don't just want people who are hard working and motivated, they need people who will have a long term commitment to the organization. From data collected and presented above, 86% of the respondents believe that the training and development program of UBA Plc increase their level of commitment to the bank, while 14% believe otherwise. This group does not accept that training and development program of

UBA PLC increase their level of commitment to the bank, while 14% believe otherwise. This group does not accept that training and development programs of the bank increase their commitment.

Does your performance after every training session justify the huge resources spent on the training programme?

Table 4.12

Option	No Of Response	% No. of Respond
Agree	42	61%
Strongly agree	23	33%
Disagree	2	3%
Strongly disagree	2	3%
Total	69	100%

This question seeks to justify the performance of staff after training vis-à-vis the amount of resources spent on the program. 61% of the respondents agree that their improved performance after training justifies the amount of resources spent on the program, and another 33% strongly agree to this fact. On the other hand, 6% of the respondents do not agree with this assertion. This group of people believes that the performance of staff after a training program does not actually worth the amount that has been spent. In other works, the organization spends much more that necessary on training programs

Do you think the bank's investment in training and development contributes to the achievement of its objective?

Table 4.13

Option	No Of Response	% No. of Respond
Agree	39	56%
Strongly agree	20	29.%
Disagree	8	11.5%
Strongly disagree	2	3%
Total	69	100%

Table 4.13 represents the response to question 10 (Do you think the Bank's investments in training and development contribute to the achievement of its objectives). From data collected, 85.59% of the respondents agree that the bank's investment in training and development contributes immensely to the achievement of his objectives. According to these respondents, human capital plays a major role in every organization, and its success or failure depends largely on the work force. However, 14.5% do not agree that the bank's investment in training and development contributes to the success of the bank.

The section B part of the data presentation represents the response to the questions in the questionnaire as supplied by the respondents.

4.4 DISCUSSION OF RESEARCH FINDINGS

During the cause of this study, some findings have been made which need to be reviewed and discussed.

(1) For any business to become a world class global company, it has to see its workers as an essential part of organizational success. It has to recognize that the workers determine the success or failure of a business by altering their inputs. Thus, organization have to realize that human capital is even more important than other resources of the business, and that success and failure depends largely on low the human capital is treated. UBA PLC has recognized this fact, and has put their workers top priority.

(2) From this research, it has been found that UBA PLC staff attend training programs at least once in every quarter, this means that staff don't spend a lot of time before they get to go for training and courses, which keeps the trainees refreshed and motivated to put what they have learnt into practice.

(3) Data collected and analyzed have shown that training have a positive impact on both the individuals and the bank. Training improves the performance of the employee, and the organization in general. It gives employees a better sense of direction and the conference to carry on their duties. There is a direct relationship between employees' personal growth and organizational growth. It follows directly that if the employees grow in knowledge and skills through training and development, the organization grows.

(4) Contrary to belief that money/financial benefits and rewards are the only motivating factors for employees, this research has shown that employees equally get motivated when they are trained. Training gives the employees on impression that the organization is concerned with their long term growth and development; this gets the employee ever ready to give his best to the organization.

(5) Organizations today are mostly interested in people who will pledge their long term commitment to the business. From the research conducted, the staff commitment to the bank depends largely on the training and development programs of the bank. The bank's training program will determine whether the banks is interested in the long-term development of the staff, or is merely interested in using and discarding the staff at will. And when employees are committed to a cause, they work as though the company belongs to them.

(6) One of the major findings of this research work is the need for organizations to invest in training and development. Organization must know that investments in training and development are long term projects hence, short term gains should not be expected. UBA Plc invests heavily in training her staff, and the outcome of the training programs over the long run is evident. When employees continuously improve their performance, the outcome is a world class working environment where everyone is at his best and there are little or no error/mistakes.

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATION

5.1 SUMMARY

This research work on "the impacts of human capital development on the performance of UBA Plc Yola, was conducted to fund out the need, importance and impact of human capital development on organizations performance. The work has covered basically the area of training and development and how it affects organizational performance. The following are findings made during the course of the research.

Employees determine the success or failure of an organization by altering their inputs if they are not treated importantly by the organization.

It has been found that employees need to be trained and retrained at least once every quarter, in order to keep them focused and motivated.

Money /financial benefits are not the only motivating factors for employee. This research has found that training and development of employees is a major motivating factor.

This research work has also found that investment in training and development is not wasted funds as many organization think when employees are continuously trained, their output is better and the entire organization performs better.

5.2 CONCLUSION

Modern day's business requires a perfect mix of corporate strategy and human capital management. Success to a large extent depends on the way and manner an organization treats its human capital. Organizations have realized that its human capital constitutes the real essence of business. Because customers need to be treated specially, it becomes important that the people who have direct dealings/contact with the customers are treated specially too, considering the fact that "the way employees treat customer, is a reflection of how management treat employee".

Regular training programs have been identified as a way of improving employees' performance in particular and the overall performance of the organization in general. From the research finding it has been discovered that staff performs better if they are trained and retrained at least once in every quarter of the year. This helps to keep the staff refreshed and motivated to give their best performance for the organization.

Investment in training and development is important for any organization that is interested in developing a good human Capital development program. It is believed by some company leaders that money spent on training and development is like money wasted hence they feel reluctant about investing in training and development. But this research work has shown that the more training employees receive, the better they perform their jobs, and the better it gets for the organization. In general, the performance of an organization depends on the performance of the individual employees, and the employees' performance is greatly enhanced by training and development programs. Current trends in the

business world has shown that the employees of my organization is indeed its most valuable assets and needs to be treated specially. This valuable asset has to be motivated to bring out the best performance, and genuinely commit their long term future to the organization. The organization also must feature its employees in its long term plan. The employees need to have a sense of belonging and an idea of what the organization has in store for them. They need to be sure that their commitment and handwork would not be a futile exercise.

5.3 RECOMENDATION

During the course of this research work severally findings were made, and it is on the basis of these finding that we will make some recommendations which will serve as a blueprint for business executives and business organizations in making decisions concerning human capital development. The recommendations are presented below;

1. Organizations need to intensify training and development programs that help develop the employees, improve their performance on their current job function and also prepare them for future job challenges. Training and development programs have to be a continuous process. The human capital department has to draw up a plan that will ensure that all employees are trained regularly, after a proper assessment of their peculiar training needs.

2. Business organizations have to consider the employees as an integral part of customer service and satisfaction. The employees are directly involved offering services to customers, and the service they offer is influenced by their mental and emotional state of mind. It follows directly that if an employee is treated right, there is a better chance that he will treat the customer right.

3. Organizations need to make a reasonable budget/plan that will carter for employee training and retraining for every financial year. Employee training should be seen as a venture which turns around the fortune of the organization on the long run, without necessarily looking at the immediate benefits. Continuous improvement in employee performance will lead to a

significant reduction in the errors and mistakes committed, and employees will be better exposed to handling multiple job functions.

4. Business leaders should find out how best to keep their employees motivated. They need to realize that financial reward is not the only motivational tool available. Organizations should have training programs as part of the motivational package for employees over a period of time; and most importantly, they must realize that staff motivation is central to the performance of the employee.

5. On a final note, organizations need to introduce employee tracking and monitoring scheme which monitors the training and development needs and achievement of the employee. If possible employees should be divided into groups and assigned to different human capital personnel who will take it as their responsibility to ensure that these employees maintain a continuous and consistent career development path. This will help the organization better monitor the progress and performance of every employee, know where to place who, and also identify employees who the organization may not require.

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School of postgraduate studies
Management & Info. Tech. Dept.
FUT, Yola

Dear sir/madam

I am an M.B.A student of the above institution currently carrying out a research work on "**the impact of human capital development on the performance of United Bank for Africa plc, Yola."**

Kindly assist me by supplying answers appropriately to the questions contained herein.

Please note that any informantion you give would be use only for research purpose.

Thanks for your co-operation

QUESTIONNAIRE

Section A.
Personal data.

Instructions: please tick ☐ appropriately

1) Sex

a. Male ☐ b. Female ☐

2) Age grade:

a. 20-29years ☐
b. 30-39years ☐
c. 40-49years ☐
d. Above 50years ☐

3) What is your qualification?

a. OND/NCE ☐
b. BA/B.Sc/B.ed ☐
c. MA/M.Sc/MBA ☐
d. PHD ☐

Section B.

1) Does UBA plc see you as important to the achievement of her corpoate objectives?

   Agree ☐ Strongly agree ☐ Disagree ☐ Strongly disagree ☐

2) Does UBA have a good enough human capital development program, that can attract and retain the best workforce?

   Agree ☐ Strongly agree ☐ Disagree ☐ Strongly disagree ☐

3) How often do you get invited for training programs?

Monthly ☐ Once in 3 months ☐ Once in 6 months ☐ nually ☐

4) Does the training program have a positive impact on your performance afterwards?

Agree ☐ Strongly agree ☐ Disagree ☐ Strongly disagree ☐

5) Which of these training methods is used by UBA Plc?

On-the-job ☐ Off- the- job ☐ Both ☐ Others

6) Does the training and development programs of UBA plc provide you with the required skills and knowledge to perform your job?

Yes ☐ No ☐

7) Do you feel motivated by the training programmes of the bank?

Agree ☐ Strongly agree ☐ disagree ☐ strongly disagree ☐

8) Does the training and development programes of UBA increase your level of commitment to the bank?

Agree ☐ Strongly agree ☐ Disagree ☐ Strongly disagree ☐

9) Does your performance after every training session justify the huge resources spent on the training programme?

Agree ☐ Strongly agree ☐ Disagree ☐ Strongly disagree ☐

10) Do you think the bank's Investment in training and development contributes to the achievement of its objectives?

Agree ☐ Strongly agree ☐ Disagree ☐ Strongly disagree ☐