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The Impact of Training and Development on Productivity in Banking Industry in Ghana.

Kelvin Pamford, Graduate Student, Ghana Christian University College, Ghana

Rev. George Kwasi Agbenyegah,Ghana Christian University College, Ghana

Lillian Aku Holali Seddoh, Graduate Student, Ghana Christian University College

Abstract

The purpose of this research is to identify the impact of training and development on productivity in banking industry in Madina, La Nkwantanang Municipal Assembly of Ghana. The objective of the program is to ensure better training and more cost effectives performance. The data of the rsearch was collected through questionnaires distributed to employees, the human resource manager and the finance manager to identify whether training and development for employees exists and the impact on the performance of employees. Data was derived through questionnaires distributed to selected employees as well as the finance and human resource manager. The results revealed that banking industry had a comprehensive (planned and systematic) in house training program that every employee was aware of. .

Relationships between training and development also in the productivity in banking industry proved to result in a positive relationship came out strongly as a main finding of the resarch. This supported the first hypothesis which stated that the commercial banks began to operate in Ghana in 1874.

Keywords: Training and development, Productivity, Banking Industry and Employees

1. Introduction

The banking sector plays an important role in the development of one country economy.
The development of banking sector depends upon the service provided by them to the customers in various aspects. New entrants to the market, new business models, changing customer expectations and fragmentation of traditional services are all to lunch new technology in their operations. The quality of the human resource of an organization is essential to its success. Thus, every banking organization must seek to improve the quality of its workforce. One way of achieving this is through training and development the importance of training and development can only be appreciated with a clear understanding of its direct

impact on employee performance.

Training and development leads to an improvement in the organizational performance. It is in this respect that banking industry was analyzed to establish a correlation between its training programs and the success of the organization. The banking industry was selected because it forms a significant portion of the service sector of the economy, which contributes about 31.8% (Institute of Statistical and Social Research, 2008) of Ghana Gross Domestic Product. This representation is high above the industrial sector (25.89%) (Institute of Statistical and Social Research, 2008) being the second-best contributor of Ghana Gross Domestic Product (GDP). Human resources (Armstrong, 2009) have played a significant role in the economic development in most developed countries. Developing countries like India, can adopt these lessons to their growing economy. To manage an organization both large and small requires staffing them with competent personnel. The formal educational system does not adequately teach specific job skills for a position in a particular banking organization. Few employees have the requisites skills, knowledge, abilities and competencies needed to work effectively. As a result, many require extensive training to acquire the necessary afore mentioned requisites to be able to make substantive contribution towards the organization growth. The banking sector in Ghana has seen a number of changes, most of the banks start innovative banking with object to create more value customers. ATM, internet banking, Mobile banking, SMS banking and Cheque truncation system are some existing innovations.

2. Literature Review

This section attempts to review literature in two categories, theoretical framework and review of related studies. The theoretical framework examines integrated theories outlined to explain the concept of training and development. Related studies review research works and other studies conducted by previous scholars in the topic areas of study. Thus ides, and suggestions from the brooks of scholarly work which would set a stage for an analytical and critical discussion of training and development on how they relate of the impact in the banking industry.

Azizullah Ghorbani and Dr. Muhammad Ghaffari Fard (2015) highlighted that customer's staffs training is very essential to compete the pressure of challenges which bank industry faces on the daily basis. Random sampling method was used and research was conducted in Tehran, Iran.

They suggested that employee training is very beneficial to both managers as well as the employees because it affects the performance of employees and also beneficial in performing non- bank financial activities. Githinji Angela (2014) suggested that the training effects the performance of employees among the international civil servants. A survey research design was used for this study 144 staffs of the United Nation supports office for the African

Mission in Somalia involved in this research the finding showed that in general training enhanced employee engagement on change processes.

2.1 Overview of Training

One significant function of Human Resource Management to the effectiveness use of human resources is training and development. Almost everyone now recognizes the significance of training on the success and growth of organizations. Employees are however a very crucial and expensive resource to every organization.

There are significant changes today in terms of the value of the employee. Along with these changing values are the banking organization trends that have significant impact on the employee's knowledge and skills. Training is therefore necessary to enhance the knowledge, skills and attitude of employees. It will also make it easier for employees to acquire further knowledge based on the foundation gained from the training and further effect changes in other co-workers.

In order to sustain performance, there is the need for training in empowering the workforce to the creative and innovative. Training of employees will aid in the productivity, profitability or survival of businesses in the present competitive business environment. Training is therefore the key element in successful wealth creation.

Benedicta Appiah (2010) suggested that training enhances knowledge, skills, attributes and competencies and ultimately worker performance and productivity in the banking industry.

Findings of the study showed that training improves the skills, knowledge, abilities, competencies, behavior and confidence of the employee.

Atola Janepher Adongo (2013) suggested that mostly organization neglects the importance of training which leads to high turnovers and also increased the cost to hire new employees and finally slowed down the organizational profitability.

2.2 Training

Training can be defined as a learning activity which is directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. (Cole, 2002). The focus of training however is on the job or task to be performed. For example, the need to have efficiency and safety in the operations of physical machines.

According to De Cenzo and Robbins (1996), training is basically a learning experience, which seeks a relatively permanent change in individual skills, knowledge, attitudes or social behavior. This means that, there is the need to improving employee's skills and knowledge so that he or she becomes efficient to work on both present and future jobs and tasks.

Almost all organizations have recognized the importance of training to the development of their organizations. The birth of new technologies has made certain jobs and skills redundant. As a result, there is an increasing emphasis on the need for a skills and highly trained workforce. Many of the jobs and skills that have been replaced by machines, equipment and other technological devices as a result of their unskilled nature, thus this emphasizes the needs for labor to attain more education and skills to be able to secure employment in the future.

For a training program to be successful there is the need for the organization to be identified the need of the organization. The organization can measure if the training has been successfully or not if the trainees do not learn what they are supposed to learn, thus do not performed better than they used to. However, if trainees return empty from the course designed for them without any substantial contribution, it could also mean that even though the organization might have done all that is necessary to ensure a successful training program, the wrong candidates might have been selected for the training program.

Learning takes place when the behavior of people changes based on the results from experiences. (McGhee et al, 1996). Thus, one can examine if learning has effectively taken place by comparing individuals' behavior before on specific jobs and tasks to after experiences on jobs and task. It can, therefore be concluded that there is no learning if there is no evident behavioral change. Since training is generally intended to provide learning experience that will help all employees attain more skills and knowledge, must follow the learning principle.

Training thus can be defined as a learning experience which creates a permanent change in the skills, knowledge, and attitude of individuals on a currently held job and also enables employees to gain knowledge, which they can transfer to other job areas.

2.3 Importance of training

Training is a tool which helps organizations to gain a competitive edge.

According to Krietner (1995) in his book The Good Managers Guide, no matter how carefully job applicants are screened, typically a gab remains between what the employee does know and what they should know. There is therefore the need for organizations to retain their human resource to be able to learn in order to acquire more skills and knowledge to beat competition.

Training is a key element for improved banking performance through the increasing levels of individual competences. This means that training will help employees to master knowledge, skills, behaviors, sense of self-worth and confidence upon which they are able to perform efficiently to improve on the performance in the banking industry.

Among the many benefits of training, training can also eliminate risks in banking organizations because the trained personnel will be efficient, thus will be able to make better use of the banking organizations property thereby reducing and avoiding waste. Training will also make the employees feel a sense of security thus labor turnover can be avoided. According to Cole (2002) training can achieve lower cost of production, lower turnover and change management.

There exists a gap between desired targets or standards and actual levels of work performance in every organizational setting. This means that there can be both a negative and positive relationship between what should happen and what actually happens in terms of the work performance in any banking industry. There is therefore the need for every banking organization to adopt strategies in order to achieve the desired targets or standards set by the company. Training can be one tool that organizations can use to reach their targets or standards.

Although any banking organizations continue to have doubted the cost of training, the development of skills, knowledge and attitude of employees towards their jobs or tasks will be one of the greatest tools through which organizations can make employees work more efficiently and beat competition to reach the desired targets and standards of the company. (Casio, 1989) puts it this way "The economic and technological trends, the pace of innovation, change and development have been growing faster year-by- year. And as a result, these are clear signals that training and development are very important that both organizations and individual stakeholders must consider as very serious.

2.4. Best ways to develop training programs

The best way to develop training programs is to go through the training process. That is training needs identification, training plans and implementation, evaluation or training feedback.

2.5 Determining training needs

Training needs analysis to answers the questions, who if there is, needs training? And what training should be given? There is therefore the need for any organization to first identify the training needs from the organizational and employee perspective.

Based on the organizational analysis, the organization can assess the level of growth over a defined period of time and then determine the shortfalls and problems in order to help determine the required training programs. Also, in identifying the training needs from the employees. This can be measured by analyzing the efficiency of the individual employees against the required standards set by the banking industry through frequent performance appraisals.

The difference in the organization and employees actual result expected as well as feedback from customers and shareholders of the banking organization all can help identify training needs. However, this will depend on the circumstances the banking organization may find itself.

Training needs arises where there is the need to improve or adapt/adjust to changes and solve problems in order to improve both employee and organizational performance. The purpose of a training needs identification program therefore is to identify the gab that exist between the required and the actual competencies expected of banking organizations and employees so as to determine the kinds of training that can help bridge the gap (Asare-Bediako, 2002).

2.6. Training objectives and plans

There is also the need for the banking organization and the employees to know the motive for which for which they undergo training. It can, therefore be concluded that training programs will not be more effective unless the purpose for which it was administered is known. Therefore, in planning training, it should go through these stages: develop a training plan, designing a training lesson, selecting the trainer and prepare the trainer. (Zaccarelli, 1997).

The training plan will serve as the guidelines for both the trainer and the trainee to follow in order to successfully implement the program. It covers the individuals involved in the training, the person that will administer the program, the required resources and the content to be followed. Once the plan for the program has been outlined then the training lesson is designed.

The training lesson is developed to help participants focus on the segments developed and also set out the time frame for each segment.

After this, a competent trainer is hired to undertake the training. The trainer should be able to communicate and transfer knowledge effectively. Finally, it is very important that the trainer will be able to communicate and transfer the skills and knowledge effectively so that the needed impart is realized. Thus, the trainer should be well prepared to take on the task in order to achieve the desired results.

2.7. Evaluating training programs

In measuring the overall effectiveness of the training program there is the need to also consider the costs and benefits of the training program. This will help the banking industry know whether there has been effectiveness in terms of profits.

Evaluating should take place before, during and after the training programs. According to Kenney et al (1992) review of the training program should be done during and after its completion and should be done by a training officer, the line manager, and the trainees themselves. Training can be evaluated in so many ways. Some of these are through questionnaires which will serve as the feedback from the participants: case studies where the participants will have to apply the learned skills to practical situations and many others.

2.8. Types of training programs

The kinds of training selected by each banking organization should depend on the objectives and the level of education and position of employees in the banking organization. Some of these are the job training, orientation training and career development training.

Job training

This helps employees develop the skills, knowledge, the right attitude and experiences needed on the job and involves teaching the employees how to work on the lob hired.

Orientation training

This is given to newly hired employees to induct them into the organization and also train them on the job they will hold. The employees are taught the culture, values, mission and processes and activities followed in the banking organization.

Career development training

This is also given to employees at all levels in the banking organization to prepare them for future changes, new venture creations and responsibilities.

2.9. Training process

The training process comprises of a series of steps that needs to be followed systematically to have an efficient training program.

The training is a systematic activity performed to modify the skills, attitudes and the behavior of an employee to perform a particular job or task.

Training culture has many consequences and characteristics to train for a particular relationship.

It set the proper learning condition to make, propose, and transfer members within the banking sector.

The exceptionally trained and inspired the banking industry is an incredible wellspring of completive to build up the necessary information, abilities to enhance and increase competitive profit.

Training is learning new skills and awareness of an individual that correspond to particular useful skills or behavioral styles. The manpower services commission (1981) is an ongoing process of improving mindset, expertise, or competency actions through training experience to achieve training successful success to in any society. The role of training programs is explicitly seen as a measure of improving the banking sector in the skills of operating. The training would cause a high degree of motivation and commitment on the part of bankers who see the possibility of being appreciated in their performance.

2.10 Development in The Banking Industry

Development is a process that create growth, process, positive change or the addition of physical, economic, environmental, social demographic components.

Development is the process of increase per-capital income and increase in all sector of the economy.

Development can also be in the form of growth or new information of an event.

In the economics study of the public sector, economic and social development is the process by which the economic wellbeing and quality of life of a nation, region, local community, or an individual are improved according to targeted goals and objectives.

Development in the banking sector began when empires needed a way to pay for foreign goods and services with something that could be exchanged easily. Coins of varying sizes and metals.

Today in banking industries, the recent development in the banking sector includes Digitalization, Mobile Banking, Unified payment Interface (UPI), Blockchain, Artificial intelligence (AI) Robots, Fintech companies, Digital-Only Banks.

The macroeconomic factors that have been widely identified as determinants of banking sector development are openness to trade and capital, economic growth, inflation, remittances, income level, and government size. Openness is to extent to which an economy allows trade and capital across its borders. The role of banking sector is to finance the development of housing sector to develop the large-scale of industries (LSI). To help in agricultural and Rural Development. To enhance the foreign Trade. The economic factors of banking sector can be in the form of State of Development of financial system, Adequacy of funds, communication system, Free market economy, Monetary and fiscal policy, Industrial policy, Investment Opportunity and Healthy Competition.

2.11 Banking Sector Developments Report -July 2021

The banking sector performance remained strong during the first half of 2021. Available data showed sustained growth in total assets, deposits and investments. The industry assets expanded on the back of the continued increase in total deposits during the review period. However, credit growing remained sluggish due to COVID19 effects.

2.12 Historical development of banking

The history of banking began with the first prototype banks, that is, the merchants of the world, who gave grain loans to farmers and traders who carried goods between cities. This was around 2000 BCE in Assyria, India and Samaria.

Development of banking spread from northern Italy throughout the Holy Roman Empire, and in the 15th and 16th century to northern Europe. This was followed by a number of important innovations that took place in Amsterdam during the Dutch Republic in the 17th century, and in London since the 18th century. During the 20th century, developments in telecommunications and computing caused major changes in banks operations and let banks dramatically increase in size and Geographic spread. The financial crisis of 2007 -2008 caused many banks failures, including some of the world largest banks, and provoked much debate about bank regulation.

2.13Productivity

Productivity is the input per-man per-hour.

Productivity is a measure of economic performance that compares the amount pf goods and services produced (output) with the amount of inputs used to produce those goods and services.

Productivity is a measure of economic or business performance that indicates how efficiently people, companies, industries, and whole economies convert inputs, such as labor and capital, into output such as goods and services. With growth in productivity, an economy is able to produce-and consume-increasingly more goods and services for the same amount of work. Productivity is important to individuals (workers and consumers), business leaders, and analyst (such as policymakers and government statisticians). Productivity, in economics, measures output per unit of input, such as labor, capital, or any other resource.

Productivity measures the quantity off total bank output per unit of inputs used in production.

A productivity unit (country, industry or firm) is considered more productive than another one if it produces either a given quantity of output with less inputs or a higher output quantity with given inputs. Productivity is measured in local commercial bank in an index of employee hours for commercial banking, so as to obtain an index of output per employee hour, or labor productivity.

The labor productivity measures for banking, then, measures the change over time in the ratio of the weighted output of the composite of services to the public to employee hours.

Operational efficiency measures the proportion of costs incurred during an economic or financial activity, where lower costs equate with greater efficiency. For investors and traders, markets exhibit operational efficiency when transaction cost are low.

The study that quality of service or /and management, corporate social responsibility, strategy formulation, (electronic) making innovation and productivity, among others will be the factors influencing competitive advantage in the banking sector.

Cost cutting in the banking sector can be done by Breakdown the intake operations for new loan applications, such as home equity, mortgage and consumer loans.

Create specialized assembly lines.

Standardize the most common fixes, such as missing information or unsigned document.

Automate the most standard activities.

The cost in banking will be by when you were a bank, the costs associated with borrowing are called the cost of funds. In simpler terms, it’s how much in interest a bank will has to pay in order to borrow money to lend its consumers. The cost of fund is paid by banks and other financial institutions to a Federal Reserve bank.

Banks become more efficient when most of the significant opportunities involve using establish performance management techniques, such as clearly defined expectations and scorecards, improved motivation and rewards systems, and better training and supervision.

Banks technical efficiency is measured as the difference between observed, quantity of input and output variables with respect to optimal quantity of input and output variables. An efficient bank can achieve a maximum value of one in comparison to an efficient bank, which will reduce to the level of zero.

Banking services will be improved by Promoting Financial Literacy through Customer Education.

Become a Trusted Advisor to Small Business Customers.

Make Contextual Data a Core Component of Your Customer Service Strategy.

Develop a Truly Omnichannel Customer Experience.

Provide Customers with Self- Service Opportunities.

2.14 Steps in improving branch is to Make Customer Service the Touchstone of

Branch Banking Operations.

The first thing you should do is to put customer experience front and center in your branch.

Streamline Technology in the Bank Branch.

Work with a Single Provider for All Your Bank Branch Peripherals.

A branch performance can be evaluated if the efficiency ratio and revenues, expenses, and assets per employee. An assessment of these items can help determine whether branches are staffed at appropriate levels and whether additional efficiencies in branch processing should be pursued.

Branch performance management: This program consists of a combination of two parts: a conceptual and a practical part. The realistic branch environment is created through the integration of four proven approaches to training and development: A high level, interactive, computerized banking simulation.

Bank performance can be analyzed by the means of capital adequacy ratio (CAR) It is the measure of a banks available capital divided by the loans (assessed in terms of their risk) given by the bank in the follwing means :

- Gross and net non -performing assets.
- Provision coverage ratio.
- Return on assets.
- CASA ratio.
- Net interest margin.
- Cost to income.

The recent trends in banking industry allows the customers to perform all day bank activities without interacting with any humans. Furthermore, these facilities are also used for the payment of funds, utility bills, etc. The other trend in the banking sector includes a point-of-sale terminal, tele banking, and electronic data interchange.

Business profitability is increase by the means of reducing costs, increasing turn over, increasing productivity, and increasing efficiency. You can also expand into new market sectors, or develop new products or services.

Key areas for financial institution can be achieved by the means of :

- Achieving balance sheet efficiencies
- Driving mergers and Acquisitions.
- Pursue growth.
- Transforming payments.

- ❖ Strengthening compliance management.
- ❖ Managing data analytics.
- ❖ Enhancing cybersecurity.
- ❖ Bank branch will be promoted by the way of
- ❖ Place clear signage at the new location announcing the opening data.
- ❖ Offer an open house prospective customers to learn more about your services.
- ❖ Provide entertainment and food.
- ❖ Offer door prices, contests, giveaways, and perks.
- ❖ Bank can increase it productivity by the means of
- ❖ Six areas in which every bank. can improve operating efficiencies.
- ❖ Business. realignment.
- ❖ Channel. optimization.
- ❖ Staff. Productivity.
- ❖ Process. Costs.
- ❖ Technology. and automation.
- ❖ Vendor. relationships.

2.15 Productivity Through the Effectiveness and Efficiency in The Banking Industry

Raising the competition of the modern world exposes service organization such as banks to seeks the options which either increases the productivity and efficiency or reducing the costs, in other words, optimizing the operations enhancement. In this study the definition of productivity, efficiency, and effectiveness will be reviewed and the necessity of paying attention to both side of productivity (i.e., effectiveness and efficiency) will be stressed. It is followed by interpreting of the accurate position of bank productivity in matrix effectiveness-efficiency. This paper finds that literature suggests to banks managers and policy makers to evaluate their productivity position accurately based on effectiveness and efficiency.

2.16 Assessing output and productivity growth in the banking industry

This assesses the evolution of output and productivity in the Greek banking industry for the period of 1990-2006. Three main categories of bank output were estimated based on modern theoretical approaches, while for the segregation and estimation of output and inputs and the estimation of productivity (partial and total factor) we relied on the index number method (Tornqvist index). Additionally, we considered the effect of labor quality on banks productivity and using a growth accounting framework we examined the contribution of total factor productivity (TFP) to bank output growth. The result shows that bank output and labor productivity increased considerably during the period under examination, outpacing the respective GDP growth and labor productivity of the Greek economy. Capital productivity and TFP of the Greek Banking industry have also improved remarkably mainly since 1999, as a result of the structural changes that took place within the industry, capital investments (mainly in IT equipment) as well as improvement in the quality of human capital.

2.17Productivity measures of a bank

Productivity measures the quantity of total outputs per unit of inputs used in production.
A productivity unit (country, industry or firm) is considered more productive than another one if it produces either more productive than another one if it produces either a given quantity of output with less inputs or a higher output quantity with given inputs.

2.18. Training in the banking sector

Commercial banking training is a course that equips learners with essential skills for a career in commercial banking. These courses and programs are designed to prepare commercial bankers, credit analysts, and underwriters to handle banking products and services by identifying opportunities and managing risks involved in the process.
Learners are equipped with important skills to build relationship with commercial client and engage with them about high-value conversations that are beneficial to both the bank and the client. Commercial banking training may be offered as a more traditional classroom option or as a self-paced online e-learning program.
An online course allows learners to enroll in commercial banking training without actually going to the traditional classrooms. The course is facilitated by an instructor who is available to guide learners through each lesson. The instructor is available respond to learners' questions and review assignments and case studies.
Learners are provided with learning materials in Word, Excel, and PPT file formats, which can be downloaded unto the learner computer. Some online courses offer email and telephone support where learners can ask questions and submit feedback to the instructor.
The self-study option allows learners to have control of their schedules and study at their most preferred time. Once the learner is enrolled in the training, the training provider will distribute supporting materials either by mail (including the course syllabus, textbook(s), and assignments) or electronically through learning management system.
The learner may have access to a customer support advisor, and they can ask question through telephone or email.

However, there is usually no instructor to communicate with when participating in the e-learning.

Exams are generally administered online but may also be proctored at a physical location determined by the training provider. Students will receive a certificate of completion at the end of the training courses.

The classroom format is the oldest course delivery option, attending physical lecture hall once or twice per week. The course is taught by qualified instructor who have the experienced in the legal, academia, and banking industry.

The format involves like classroom interactions between the instructor and the learners. There are face to face interactions, and question presented to the instructors are answered immediately.

The downside of course, is that this does not permit very much scheduling flexibility for the learner.

2.19Theoretical framework

In the previous chapter, training and development its important and has been discussed citing various references from the experts. Then a glance about auto components industry and particularly about the profile of the REVL has been dealt in detail. The research questions, the problems, the significance and the need of the study were also discussed elaborately the theoretical concepts on training and developments.

The present empirical research is carried out at M/s Rane Engine Valve limited in order to measure the effectiveness of training and development program conducted for the staff across various levels.

Additionally, the focus of training and development is performance improvement, which are dress towards maintaining and improving current job performance.

Hence, training and development is the important function that directly contribute to the development of human resources. Training and development are an essential part of organization since technology develops continuously at a faster rate. Systems and practices get out- dated soon due to new discoveries in technology. These includes, technical, managerial and behavioral aspects. Banking sector which does not develop a system, to catch up with uses the growing technology which soon become stale.

However, developing individual in the banking industry can contribute towards effectiveness of the banking sector. A good training and development sub-system would greatly help in monitoring the directions in which staffs should develop in the best interests of the banking industry.

A good training and development system also ensures that staff develop in the directions congruent with their career plans.

Training and development can provide staff with knowledge and skills to provide more effectively, preparing them to meet the inevitable changes that occur in their jobs. However, is only an opportunity for learning. What is learnt depend on many factors such as the design and implementation of training, the motivation, and learning styles of trainees, and the learning climate of the staff. Evidence now shows that companying investing more in training will show higher net sales per staff, gross profit per staff and ratio of market to book value.

Training and development are an important process because staff need to learn new knowledge and skills.

Action learning is a powerful form of training banking industry because it develops management skills while discovering ways to improve the banking industry.

Subsequently, some of the most often mention reasons for adult engaging in new learning are problems on the job, changing homes and personal responsibilities, and competency.

The accompanying factors have been recognized as training and development and productivity in the banking industry.

Productivity training of staffs immediately in core skills offer limited development.

The above figure shows a direct relationship between training development and productivity. Higher training (+) lead to higher development (+). Thus, increase in productivity (+) staffs are trained and equipped properly legitimately bring out performance with higher development.

2.20 Transactional Model/Theory of training and development

This study provides a literature review on the comparison between theories of learning and theories of training. Despite their equally vital roles in the improvement of human capital quality, it turns out that almost all of the training theories have been based, as their ground, on the learning theories.

The learning theories on the other hand, have long been established with a firm ground philosophically, psychologically, and pedagogically. This strong foundation has made learning theories such a trade mark that looks so firm, stable and reliable. As a general finding, this article concludes that there are indeed some theories of training and development that are applicable to individual in the banking industry training. However, such theories are obviously not equally comparable with the theories of learning, Transactions models have informed research design and interpretation in studies relevant to developmental psychopathology. Bidirectional effects between individuals and social contexts have been found in many behavioral and cognitive domains. This review will highlight representative studies where the transactional model has been explicitly or implicitly tested. These studies include experimental, quasi experimental, and naturalistic designs. Extensions of the naturalistic model have been made to interventions designed to target different aspects of a bidirectional system in efforts to improve developmental outcomes. Problems remain in the need to theoretically specify structural models and to combine analysis of transactions in the banking industry with transactions in the broader social contexts. Longitudinal studies with sufficient time point to assess reciprocal processes continue to be important. Such longitudinal investigation will permit identifying developmental periods where the banking industry may be context most influential or most open to change.

Banks' ability to ameliorate informational asymmetries between borrowers and lenders and their ability to manage risks are the essence of bank production. These abilities are integral components of bank output and influence the managerial incentives to produce financial services prudently and efficiently.

The bank liabilities are demanded debt gives banks an incentive advantage over other intermediaries.

The relatively highly level of debt in a bank capital structure discipline managers risk-taking and their diligence in producing financial services by exposing the bank to an increased risk of insolvency.

The demandable feature of debt, to the extent it is not fully insured, further heightens performance pressure and safety concerns by increasing liquidity risk of insolvency. The demandable feature of the debt, to the extent it is not fully insured, further heightens performance pressure and safety concerns by increasing liquidity risk. These incentives try to make banks good monitors of their borrowers.

Hence, the banking relationship can improve the financial performance of bank customers and increase access to credit for firms too informationally opaque to borrow in public debt and equity markets.

The uniqueness of bank production, in contrast to the production of other types of lenders, is derived from the special characteristics of banks capital structure in the finding of informationally opaque assets with demand deposits.

2.21 **Four Major Theories of Training and Development**

Theory of Reinforcement

There are several theories which emphasize on the importance of training and development in the banking organization and provides different alternative methods for training and development a discussion of four major theories of training and development is given below.

This theory emphasizes on the learning behavior of a person and suggest that a learner will repeat that behavior which is attached with a positive outcome or result. Skinner an economist of behaviorist school of taught proposed the theory of reinforcement and suggested that the training and development programs should be objectives and a positive outcome should be expected with such training and development programs. Further elaborating this concept suggested in reinforcement theory, it can be argued that there are several techniques available in human resource practices which can be associated with the training and developments programs and the required suggestion by this theory can be fulfilled. Different types of rewards in the form of bonuses, salary raises, promotion and awarding of certificate after the training program can be associated with the training and development activities and these rewards will definitely generate a positive outcome. If this is done an organization then according to the trainer i.e., the employee will show more interest in the training and development programs held by the organization.

2.22 Theory of Learning Types

The theory presented by Gagne emphasized on learning of intellectual skills. These are such skills which are found rare among the persons. He suggested by different learning types in his theory and each learning type contains some external and internal conditions. The five categories of learning which Gagne defined in his theory include intellectual skills, verbal information, attitudes cognitive strategies and motor skills.

Theory of Experiential Learning

Experiential and cognitive types of learning are differentiated by experiential theory of learning presented by C. Rogers. According to Rogers, the wants and needs of the learner are addressed by this type of learning. Experience gives the person a maturity and increases the learning power along with the knowledge. Due to the personal involvement, the learner is able to conduct a self- evaluation test, which allows him to understand the effect of learning on his /her attitude.

Theory of Social Learning

Social theory presents a new view of learning i.e., social. According to the presenter of this theory Albert Bandura, direct reinforcement cannot address all types of learning. Here by direct enforcement means the training and developments programs that his organized to enhance the skills. According to this theory such programs are not address all learning types as there are social elements which cannot be taught. Those elements are learned by the learner from his or her surroundings.

Such type of learning is called observational learning and this learning is associated with the understanding of different human behaviors. The first type of learning defined in this theory is through observation. In an organization the environment and the surroundings play a very important role. The environment should be very professional and the surroundings should be in such a way that the (employees) learn from them. This theory also suggests that it is not necessary that the behavior is changed after learning something, but it is not in all cases. Furthermore, the theory also explains about the mental states which plays a vital role in learning process. If the mental status of the person is negative regarding any learning activity, then he will not take part in the learning process and even if he is focused to do so, he will not gain any positively from that process. In organizational training programs the mental state can be made positive regarding the training and development programs by associating the rewards and benefits with such programs which will motivate the employees and help to build a positive mental state. The case company also follows these theory as it allows the employees to learn from the surrounding and provides an environment where they can learn from their supervisors or managers and coworkers.

2.23 Critique of theory

The results of metal analysis from 67 studies suggest that training is positively related to human resource outcomes and banking performance but is only weakly related to financial outcomes.

The relationship between training and firm performance may be mediated by staff attitude and human capital. Furthermore, training appears to be more strongly related to banking outcomes when it is matched with key contextual factors such as banking capital intensity and business strategy, in support of the contingency prospective. Further, training is related independently to banking outcomes in support of the universalistic perspective of strategic human resource management rather than a configurational perspective. These concludes with a critique of previous studies and directions of future research. Particular emphasizes is given to the needs of future research to integrate individual- level (micro) and banking- levels (macro) training research, models, and theory.

Review of related studies

2.24Training and development

The process of financial in Ghana has hinged effectively on the development of banking system. The Ghanaian banking industry is continuously going through a process a process of transformation since nineties, due to the introduction of liberalization, and Globalization (LPG), Information and Communication Technology (ICT).

The findings of the study suggest that training and development is inevitable and unavoidable in the banking industry.

In every study a good literature review does not only provide knowledge about what has been done in the research area but also strength and weakness upon which one can also build an insightful and purposely study.

Jadhav (2013) studied the training and development programs undertaken by banks for their employees. The main objectives of the present study were to analyze effectiveness of training and development programs for employees to discharge their duties and to study how training and development helps to achieve customer satisfaction. For this study primary data was collected through questionnaire filled by the bank employees. A sample of 40 employees is selected by the by the use of random sampling from different banks. It is concluded that development programs to enhance their knowledge and skills to satisfy the customers. Growth in banking sector in Ghana is the result of the skilled manpower which is the outcome of training and development.

Banks provide training programs to enhance their knowledge and skills to satisfy customers. Growth of banking sector in Ghana is to the analyze strategic human resource development factors affecting the evaluation of induction training effectiveness in the banking industry.

Extensive training providing the continuous development, such as on the job training programs and workshops can be a driving factors in the banking firm.

This study relates to bank employee in a particular environment, the concept and scope of the study are in line with the current research and the result can be applied to other geographies. The study found the Ghanaian banking sector was growing due to skilled human resource, which was the outcome of training and development.

The researchers adopted surveys method to conclude that banking sector was growing due to skilled human resource, which was the outcome of training and development.

The researcher adopted survey method to collect responses in the form of opinion from bank employee with regard to their training and development programs effectiveness.

One of the weakest links in the HR policies of banking employees is career planning, which lead to trouble without proper awareness about their respective career and the same mindset works reluctantly to adopt new changes. (Henry, 2014) compliance with work and sufficient time delivery pressurize workforce to deliver things on time even with partial understanding make delivery on project questionable.

Policies in force for several years had built in rigidity in the matter of minimum length in service required to be put in by an officer in a particular scale for becoming eligible for promotion to the next higher scale. The performance management system (PMS) that helps to grow, and strive for excellence (the only system that ensures optimum utilization of human capital to achieve business results) which has been emphasized.

The performance management system can also be said as a mechanism for tracking the performance of employees consistently and measurably. It allows the company to ensure that employees and the departments across the organization are working effectively towards achieving the business strategic goals.

2.25Banking technology and performance

There are two broad approaches to measuring technology and performance nonstructural and structural. Using a variety of financial ratio that capture various aspects of performance, financial approach compares performance among banks and considers the relationship of performance to investment to investments strategies and other factors such as characteristics of governance. For example, of the nonstructural approach might investigate technology by asking how performance ratios are correlated with such investment strategies as growing by asset acquisitions and diversifying or focusing the banks product mix. It looks for evidence of agency problems and correlations of performance ratios and characterizing the quality of banks governance. While informal and formal theories may motivate some of the investigations, no general theory of performance provide a unifying framework for these studies.

The structural approach is choice-theoretic and, as such, relies on a theoretical model of the banking firm and a concept of optimization. The older literature applies the traditional microeconomic theory of production to banking firms. The newer literature views the bank as a financial intermediary that produces informational intensive financial services and diversifies risks, and combines the theory as a financial intermediation with the microeconomic of bank production.

This helps guide the choice of outputs and input in the bank production structure. For example, as discussed in Mestre (forthcoming), the standard application in efficiency analysis to banking does not allow bank production discussions to affect bank risk. These rules out the possibility that scales- and scope- related improvement in the diversification could lower the cost of borrowed funds and induce banks to alter their risk exposure. Also, much of their earlier literature does not account for the bank role in producing information about its borrowers in its underwriting decisions when specifying the bank output and inputs.

` **2.26Correlation between profitability, market structure and demand for services**

The significant but declining statistical relationship of deposit concentration with ROA does not agree with the results given by Agu (1992) for Nigeria on Abdulla (1994) for Bahrain, but agrees with that for Malawi (Chirwa, 1996) which also undertook financial reforms from 1987. This result is due to the increasing profitability of the smaller banks at the same time as the dominance of the big four banks was gradually declining.

The number of branches shows a negative correlation with ROA, despite the fact that the number of branches has decrease and operational improvements, shown by the positive and significant relationships between net spread and net interest margin with profitability, together with the declining share of operating costs in total assets, have more than offset the benefit of a larger branch network.

Economic theory suggests a positive relationship between market structure variables and the profitability of a firm (structure-conduct-performance hypothesis). This is shown only for the total assets of banks which showed a significant positive relationship with ROA. GDP per capital also shows a positive relationship with ROA. The relationship of the share of stated capital in total assets with ROA across the 1988-96 period is also positive and significant reflecting that banks been able to ensure that growth in capital went hand in hand with increased profitability. This tentative result could be confirmed or refuted with a larger sample period and the application of regression analysis, which is not feasible with the available data.

2.27 **Communication in banking industry**

Effectives communication in banks helps their staffs and customers in having knowledge about various strategies decisions that are implemented or are going to be implemented, understanding banking policies and procedures, acknowledging various issues related to banking and understanding ways forward for prosperity.

Effectives banking communication strengthens the relationship between the customer, suppliers, stakeholders, mangers, client, employees and board of directors. Bankers experience on banking communication enhances banking system, employee behavior and core banking services facilities management. Banking communication improves organizational effectiveness through training, knowledge management, risk management, internal control system and data security management.

In modern era, communication channel is transformed into electronic channel by promoting E- banking which includes internet banking, mobile banking, and E- payment system. Moreover, clerical work shifted into electronic form, which cut costs and satisfy customer.

These explores how bank experience effects on banking communication in commercial banks which enhances their understanding level and determines effective communication in work place with the passage of time, computers and technologies have changed the traditional method of communication system. Banks are now using windows, world processing system excel, computer operating system, data base management system, data planning and data base design, data security, internet, intranet, extranet service and email system which increase working performance.

Bank managers understand the importance of communication skills in order to increase effectiveness of internal communication between managers and employees to their communication practices and strategies in order to build proper channel which will help communication between management and employees.

2.28**Banking Crisis in Ghana**

On August 14, 2017, the BoG in its press release announced its approval for the takeover of two indigenous banks, UT Bank LTD and Capital Bank LTD, by GCB Bank LTD. BoG cited the insolvency of the banks in question, as the major reason for the revocation of their operation licenses. According to BoG, upon several agreements with the banks to increase their capital requirements, managers of the banks failed. Consequently, to protect customers, the licenses of the banks were revoked under a Purchase and Assumption transaction with GCB Bank LTD.

Roughly after a year later, on August 1, 2018, the BoG announced the consolidation of five indigenous banks to form a new bank called the Consolidated Bank Ghana LTD. The five collapsed banks included Unibank Ghana Ltd, The Royal Bank LTD, Beige Bank LTD, Sovereign Bank LTD, and Construction Bank LTD The same reason of insolvency was cited as a cause of the collapse of the various banks. Within a span of two years, about seven indigenous banks have collapsed.

2.29Cause

Corporate governance

Poor corporate governance has been cited as one of the major causes of the collapse of the seven banks by BoG, and other financial analysts. Board level and senior management were either inactive or engaged in activities that inured to their personal interests rather than to the growth of the banks. For instance, there was the observation that most of the non-performing loans were advanced to people who were related to senior board managers. Furthermore, Board of Directors of banks failed to oversee bank accounting and corporate reporting systems as well as the external auditing system due to lack of experience or greed. In addition, Board of Directors failed to provide proper functioning risk management framework. There was also the lack of independence and integrity among Chief Internal Auditors in most of the collapsed banks, leading to cover-ups for executive directors during review processes. The general non-adherence to policies of corporate governance has greatly contributed to the collapse of these banks.

Non-performing Loans

Non-performing loans is another key cause of the collapse of some of the banks. According to BoG, the banking sector assets quality remained a major concern as banks' stock of non-performing loans and the non-performing loans ratio remained high. It was observed that most of the collapsed banks had huge non-performing loans on their balance sheets. Non-performing loans affects the banks in the following way, amongst others: increase in operating costs, leading to decrease in profitability. This has financial ramifications for banks, which may cause capital reduction leading to undercapitalization.

Credit risk

Credit risk refers to the risk that a borrower will default on a loan obligation to a bank or the issuer of a security held by a bank will default on its obligations. Credit risk may arise in cases of inadequate income, loss in business, death, unwillingness and other reasons, on the side of the borrower. Large losses generated by defaults of borrowers or issuers of security can lead to insolvency and possibly to the bankruptcy of a bank. It was alleged that there was too much connivance in local banks to pick loans without any recourse to paying back or following appropriate policies. Furthermore, due to bad corporate governance, appropriate risk management practices to reduce credit risks such as proper monitoring and measuring mechanisms were not observed in credit deliveries.

Regulatory Lapses

Regulatory lapses the central bank of Ghana is the chief regulator of Ghana's banking system. They prescribe the legal and regulatory framework for the financial sector of the country. In its press release statement, BoG stated that regulatory non-compliance, and poor supervision, (questionable licensing processes and weak enforcement) lead to a significant build-up of vulnerabilities in the banking sector.

All these responsibilities quoted above, falls within the regulatory and supervisory role of the central bank of Ghana. Under any circumstance, the regulator is solely responsible for reading the proactive constructs of the provisions made within the laws to protect activities within the sector, in other to prevent situations of dire consequences.

2.30 Causes Specific to the Various Banks

UT Bank LTD

Loan Against Collateral.

In his recently launched book, former UT Bank and Capital Bank employee, Samuel Okyere, observed that bank loans were granted mainly on loan against collateral principle, the process of lending did not follow strict credit risk best practices. In the same book, Fate of System Thinking, the author points to a failure that was more systemic, small failures over time that ultimately culminated into the entire banking crisis.

Poor Credit Management Practices.

A significant cause of bank failure is poor credit quality and deficient credit risk assessment and measurement practices; and therefore, the failure to identify or recognize an increase in credit risks in a timely manner can cause major problems. An observation was made that there was non-adherence to credit management principles and procedures as due to the high exposure of the bank to insiders and related parties. Samuel Okyere also noted that the loans approval process was run as a closely coupled system and did not allow for diversity and varying opinion which led to confirmation biases. Some auditors, Boulders Advisors Limited, in a document stated that their review of "Loans Granted to Related Parties Not Connected to the UT Group" found out that there were "poor credit management practices, poor credit governance and supervision".

Capital Bank LTD

Debt

Capital Bank was declared insolvent by BoG in August 2017. Its liabilities greatly exceeded its assets. According to the financial analyst, Sydney Casely-Hayford, non-collectable debts of GH₵11 billion owed to Capital Bank and UT Bank resulted in the collapse of the banks.

Questionable License Process

It was reported that Capital Bank LTD procured its license under false pretense.

Bad Risk Management and Funds Embezzlement

A report was made that Capital Bank collapsed because major shareholder William Ato Essien treated depositors funds and public funds as though they were his personal funds.

The liquidity support of GH₵620 million, that was issued by the central bank of Ghana to Capital Bank to cure its liquidity struggles was allegedly mismanaged, leading to its collapse.

uniBank Ghana LTD

Undercapitalization

According to the press release document by central bank of Ghana, during its Asset Quality Review (AQR) of banks conducted in 2015, and reviewed in 2016, uniBank Ghana LTD was identified to be significantly undercapitalized. Although the bank subsequently submitted a capital restoration plan to central bank of Ghana, the plan failed in returning them back to solvency and compliance to prudential requirement. Hence, it was found that the bank was beyond rehabilitation.

Royal Bank LTD

Undercapitalization

The updated Asset Quality Review (AQR) of the central bank of Ghana revealed that, just as in the case of uniBank Ghana LTD, Royal Bank LTD was also significantly under-capitalized, plans to restore them back to solvency could not materialize. Hence, Royal Bank LTD was declared to be beyond rehabilitation.

Construction Bank LTD

Obtaining License under False Pretense

Construction Bank was granted a provisional license in 2016 and subsequently launched in 2017. According to the central bank of Ghana report, It emerged that Sovereign Bank LTD license was obtained by false pretenses through the use of suspicious and nonexistent capital.

The relationship between Demographics and training and development

Human resource development professionals serve many diverse populations of learners within the banking industry. They do so with limited resources which leads to a dilemma: How to most effectively and efficiently meets the needs of all learners in the banking industry, given the different job duties, background, skills and abilities of each learner. This empirical study examines job training satisfaction among customer and technical service employees in different banking organizations. The study concluded that there were no differences in job training and development satisfaction when examined with dimensions of diversity such as age groups, gender and race/ ethnicity. There were differences in job training and development satisfaction, however, when examined with job type, job status, and job tenure.

Every organization should be concerned with the management of demographic factor at work since their dynamism, attitude towards work and movement. The efficiency and effectiveness as well the general well-being of an employee can be under threat due to demographics failures. A banking organization should be able to successfully manage and employ its demographic workforce to survive.

They must be carried along to get the greatest results because employee demographics are critical in operating in the banking organization and managers should not understand these factors. Employee biographical variables, which are inherent in each employee, are one of the predictors of employee performance in the banking industry. As a result, it necessitates employees with a positive and proactive attitude, such as high responsiveness, initiative and inventiveness, and adaptive sensitivity, of which can be used to increase employee productivity. (Palakurthi and parks 2000) stated that socioeconomic variables of personnel such as age, educational degree, gender, marital status, and years of service, are capable of influencing their various work performance aspects.

Demographics information of training and development of managers in the banking sector. The average age of male training and development managers in the banks is 44 and of female training and development managers is 44, and the most common race/ ethnicity for training and development.

Customer service representatives started with a fairly high level of job training satisfaction that steadily declined as job tenure increased to 10–12-year period.

The study then applies the efficiency, equity, voice framework developed which has not been widely employed in industrial relation research. Accordingly, the article examined if and how partnership contribute to the balancing of efficiency, equity and voice.

Based on these findings, recommendation was made for practitioners in the fields of training and development, as well as for managers of employees working in the banking industry.

3.0 Research Methodology

The design for the study was a quantitative approach in which a cross- sectional survey was employed. The quantitative approach represents the parameters under the study which arithmetic values (Creswell, 2011). This approach was employed because it allows for precision and reduces subjectivity. The survey is a procedure for collating information by asking some members of the target population a set of questions. A quantitative research methodology was used so as to achieve the objectives of this study. This is because, this method can be used to produce numerical measurement and evaluation for the adoption of the mobile banking. Being part of the quantitative research methodology, survey questionnaire was used to allow for aggregation of the outcomes. The analysis was design in such a way, so as to know if the independent variables have a statistically significant impact on the aspect affecting the adoption of mobile banking. Thus, the independent variables were established from this study and they are.

Perceived usefulness, perceived eased of use, perceived cost, trust and perceived risk on dependent variables being the adoption of mobile banking. The study employed both primary and secondary data. Primary data refers to the selected that is collected at first-hand by the research from the field of study targeting the specific phenomenon under the study, while secondary data is a second-hand data that is sourced from the existing body of research that relates to the phenomenon under the consideration. Secondary data was sourced from related literature reviewed on the subject as well as arrival statistics on the phenomenon and its related parameters and variables. The primary data was sourced from survey that was carried out using the questionnaire employed. The population are the staff within the middle management to the frontline staff within the financial industry (savings and loans and microfinance specifically) with age range consideration of 20-60 years.

As of January 2022, the rate of bank account ownership in Ghana reached 42.3 percent of the population aged 15 years and older. The share decreases comparison to the previous year, when around 58 percent of the population had a bank account.

Commercial banks dominate the banking sector and have 93 percent of the banking assets.

There are about 4.5 million account total in Ghana. Using guidelines from Krejecie 1970 publication on determining sample sizes for research activities with consideration of the time and resources available at a sample of thirty (30) participants were selected for the study, substantial sample would by far also increase ecological validity. The study employed the accidental as well as purposive sampling to select the respondents for the study. (Dornyei, 2007). Convenience sampling (also known as Haphazard sampling or accidental sampling) is a type of non-probability or non-random sampling were members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate that are included for the study.

The accidental technique helped save time as well as reduced selection bias which can adversely affect research findings, financial workers who are found to be mostly at the post at their point of trade was to be an advantage as well. To further explain randomization no two respondents were selected when their hard family tiers or witnessed the first respondent carry out the filing of the questionnaire.

This ensures the minimization of group influence. The purposive sampling however has been chosen since participants will not be readily available and thus however meets the criteria of being a staff of the banking industry within the core functions of rendering financial services will qualify and has any laxity of time was served of the questionnaire. The purposive sampling technique was also used in getting satisfactory representation of the target population of the study.

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4.0 Discussions

The relationships between training and development in the productivity in banking industry proved to result in a positive relationship. This supported our first hypothesis which stated that the commercial banks began to operate in Ghana in 1874. The first commercial bank to operate in Ghana was the bank of British West Africa (BBWA) now the Standard Charted Bank (Ghana) Limited.

The Ghana Commercial Bank was established in 1953 as the first indigenous bank to the control of the banking sector by the two expatriate banks. Immediately after independence in 1957, the Bank of Ghana was established to take control over the management of the country currency.

First National Bank Limited (FNBGL), commonly referred to as First National Bank. Ghana is a commercial bank in Ghana.

This hypothesis was formulated based on the following identified theories of training and literature reviewed. The transactional models for instance on the comparison between theories of learning and theories of training. Despite their equally vital roles in the improvement of human capital quality, it turns, out that almost a lot of the training theories, have been based, as their ground, on the learning theories.

This implies that the better one can develop the performance of training, the more one would experience training

This result will then imply that development has some relationship with training setting on this result, it would thus be cogent to reason the development in the banking industry when there is more training in the banking industry, this account for the improvement and productivity in the banking industry which may account for the result of this study.

The second hypothesis was however supported since all the demographics has a dimension of diversity which talk about age deferent groups such as gender and ethnicity.

This has a significant impact on the relationship between job training and development in productivity.

This hypothesis was formulated on the bases of the assumption when training and development create an impact that able to add up to the number of clients which improve productivity in the banking industry.

The segment gives a short examination of the information gathered from the respondent on the survey conducted. The primary idea behind the examination of the study was investigate the likely relationship between perceived training and its result on the performance, which is mediated by the motivations of employees or banking staff: the expansion of training will expand the performance level essentially. The survey was conducted to identify the satisfaction level in their working conditions, how efficiently they were able to perform, what all the initiative taken by the organization to uplift their level of during things. So, I have targeted the banking industry because most of the Nepalese population is employed in this industry. As, relative to other nations, there are not many multinationals enough, so students in management practically have more opportunities to enter banks, which are very advantageous in terms of work aspects. Especially for my study, I essentially chose this industry to know the operating working conditions and their spacing.

The research review of previous literature shows that training and motivation affect employee performance. This examination infers that an organization or the banking industry with great staff training projects will upgrade the performance level. All that the industry needs to improve their employee performance should focus on training. It also rouses employees to accomplish higher paces of output. The recent study found that strong collaboration between motivation and staff or employees' success would promote trust directs smoother customer problem judgment because employees did not dissociate the time referred to management teams for complaints from banking customers.

Higher flexibility increase job performance, enhances organizational self-efficacy, and motivates them to perform certain tasks. The latest investigations of higher frameworks point to the estimation of both high interior consistencies between different Human Resource practices and the huge assortment of staff authoritative connections in which such efforts are consolidated. Similar result can apply to JS Chandan claimed there are four forms of motivation, such as positive encouragement involving proper consideration of work performance and appreciation of employees' contributions to the organizational aim, negative or fear motivation, based on power, fear and threats, an intrinsic motivation concerned with self-reliance and the pleasure of achieving something significant and extrinsic motivation that is driven by the external forces mainly of a financial type. So, employees improve themselves to fulfill their desires and needs, which somehow, relates to the banking industry initiatives and providing necessary techniques/tools that could motivate them to work harder. For example: if employees are trained sufficiently, they will be able to initiate and step instantly, which could result in their performance automatically fulfils their desires and necessities

Banking industry has training and development programs for its workers. Specifically, it has an in-house training and development program which was introduce from the inception of the Bank.

All employees no matter their qualification, age, or rank consistently go through in house training. Training has been effective with its core objective being to improve individual and banking performance as can be seen from the improvement in returns per unit invested in expenditure as well as consistent increase in income in profit. The training and development program is structured, planned and systematic and has resulted in improvement in skills, efficiency and performance as well as the acquisition of new skills and knowledge. Training and development have had an effect on the performance of the firm with increased profits and income as well as an increase income per unit of expenditure invested.

Banking industry however, should consider the possibility of other training and development programs besides its in house one so to ensure that the bank is abreast with developments in the sector and globally as well as providing options for its employees and providing the benefit of choice. Since it was discovered that not all employees were motivated with the current training programs an increasing of available options can help to tackle this.

Competition in the banking sector in Ghana continues to increase with the continues emergence of new staff. Thus, it is important for banks to invest if they intend to stay ahead of their competitors. Quality of human resource impacts the competitive edge of businesses in the service sector.

As the banking sector continues to evolve, especially after the current financial crisis, it is important that banks play their employees in a position to enable them to adjust to changing trends. One way of doing this is through frequent training.

The structure of training and development programs, their objectives and benefits discussed in the analysis affirms the theories identified in the literature.

Training and development programs are planned and systematic as also identified by the theories in the literature that the fundamental objective of training is to achieve both individual and banking organizational performance. This was affirmed in the result as respondents identified that the basic objectives of training and development is that to better training as more cost of effective performance.

5.0 Conclusion

Banking industry has training and development programs for its workers. Specifically, it has an in-house training program which was introduced from the inception of the bank.

All employees no matter their qualification, age or rank consistently go through training and development on the productivity of the banking industry performance.

Training has been the effective with its core objective being to improve individual and organizational performance as can be seen from the improvement in returns per unit invested on the expenditure as well as consistent increase income and profit. The training and development program is structured, planned and systematic and has resulted in improvement in skills, efficiency and performance as well as the acquisition of new skills and knowledge.

Training has had an effect on the performance of the firm with increased profits and income as well as increase in income per unit of expenditure invested. Banking industry however should consider the possibility of other training and development programs besides its in house on so as to ensure that the bank is abreast with development in the sector and globally as well as providing as options for its employees and providing the benefit of choice.

Since it was discovered that not all employees were motivated with the current training programs in an increasing of available options which can help to tackle this. Competition in the banking sector continues to evolve, especially after the current financial crisis, it is important that banks place their employees in a position to enable them adjust to changing trends. One way of doing this is through frequent training.

The structure of training and development programs, their objectives and their importance discussed in the analysis affirms the theories identified in the literature that the fundamental objective of training is to achieve both individual and organizational performance.

This was affirmed in the results respondents identified that the basic objective of their training and development is to improve both employee and organizational performance in the banking industry.

6.0 Recommendations

Banking industry in house training and development program is effective but the organization should also consider enabling employees to further their studies to improve their qualifications.

Banking industry should also continue with its in-house program with periodic analysis of the program to ascertain its effectiveness, the certainty that the programs cater to the specific needs of its employees and that the training program is in line with developments of the time.

Banking industry should increase transparency to let the public know their contribution to the Ghanaian economy in terms of employment.

It is important for the Ghanaian corporate sector to understand that training and development does not have an impact on just employee performance but on a firm overall performance.

There should be a willingness thereof, to invest in employee training with the understanding that it is an investment that will yield returns.

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