Human Capital Development in First Bank of Nigeria PLC

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Abstract

Human Capital Development is essential for the growth and development of any nation. Human capital are perhaps the most dynamic of all the resources of any organization. Over the years, the Financial Sector had been plagued with scarcity of trained bankers and financial experts, which has led to employment of half fit experts who needs further training to make them suitable for the banking jobs. It is in the light of this that this paper examines the effectiveness of Human Capital Development Programmes of First Bank of Nigeria Plc. The study utilized both secondary and primary for gathering information. For the primary source it utilized both questionnaire and in-depth interview as instruments and for secondary data; the organization's human capital development chart, handbook and training records. The findings revealed that the Human Capital Development Programmes of First Bank of Nigeria Plc have improved the skills, attitude and performance of staff of the bank which invariably has led to the achievement of organizational goals and objectives. The findings also discovered the need for the bank to put in place motivational policies that will be attractive to the staff in order to retain them after the training and development exercise. This is will reduce employee turnover or attrition, which is visible in the bank.

Keywords: *Human Capital, Development, Programmes, Training, Bank*

Introduction

Human Capital Development is the key to the development process of any country. It is the process of determining and assuring that a country will have adequate number of qualified persons, available at the proper times. Developing countries including Nigeria have tried to accelerate the pace of their socio-economic development and modernization since the end of the Second World War and more specifically since attaining political independence. To achieve this objective, various policies including large-scale industrialization and rapid expansion of educational facilities have been initiated.

In Nigeria, successive governments have at one time or the other made policies not only to identify the key sectors of the economy but also to bring into focus the problems that will make the realization of the goals of economic development difficult. One of the major problems which a developing country continuously faces in its developmental process is that of manpower whether in terms of supply or in terms of utilization. It should be mentioned that an important aspect of manpower is its quality and not its size but more importantly, the educational and skill content of a country's labour force. As a nation develops, the labour force tends to shift towards increasing the proportion of workers in skilled jobs and a decrease in the proportion of those in semi-skilled jobs.

The rapid expansion of formal education in Nigeria has led to proliferation of primary, secondary and tertiary institutions with a large out-put of semi-skilled graduates and complicating unemployment situation in the country. As the shortage of skilled and executive manpower continued unabated since the attainment of independence and its attendant constraints in the implementation of development programmes, this has contributed to inability of private organizations to achieve set goals.

Initially, the solution to human capital problem was sought in the use of expatriate personnel. But the increasing wave of nationalism and rapid development made it possibly unwise to continue depending on foreign manpower. Since it is better for a country to develop its own pool of indigenous skilled manpower, Nigeria has moved forward by establishing some human capital training and development institutions to compliment formal schools, replace expatriate personnel and increase the quantity and quality of the available talents. These institutions qualitatively groom the best asset of the nation's "Human Capital" which has been defined by Fredrick Harbison (1973) as the energies, skills, talents and knowledge available in a country.

The history of human capital development in Nigeria could be traced to 1960 when it was discovered that most of the top government and business positions were occupied by expatriates. For example, about 95% of the branch managers and even accountants of the two leading commercial banks in the 1960's, the Standard Bank which is now the First Bank of Nigeria Plc and Barclays Bank were expatriates. The departure of the whites after independence gave rise to a big vacuum of capable indigenous human capital. This prompted the Federal Government of Nigeria to set up a Manpower Board in 1962 following the Ashby Commissions Recommendations. This had some positive results as it increased the number of Nigerians that entered the executive cadre.

It is in realization of the importance of highly skilled and productive workforce that the Federal Government of Nigeria established complimentary institutions of learning to further retrain and technically polish the graduates of formal academic institutions. The complimentary institutions include:

- The Centre for Management Development (CMD)
- Administrative Staff College of Nigeria (ASCON)
- Industrial Training Fund (ITF) which is more concerned with on-the-job or in-plant training.
- Federal Training Center (FTC)

So many professional bodies have also established training institutes which have turned out well trained manpower in various fields into the labour market for the benefit of many organizations. Such institutions include the Institute of Chartered Accountants of Nigeria (ICAN), Chartered Institute of Bankers in Nigeria (CIBN), Chartered Institute of Personnel Management (CIPM). The aim and objectives of all these is to ensure the availability of adequate manpower needed to man various projects currently embarked upon and consequently pursue successfully the developmental aspirations of the nation.

The financial sector of any economy can be described as the heartbeat of that economy and central to that sector is the banking industry. The performance of banks goes a long way in determining the intermediation process of the economy (Ojo, 1994). This is why over the years; the Nigerian government has always placed a great emphasis on improving the effectiveness of this industry. In fact, the challenges posed by the depressed economy and the increased competition from other banks necessitated the need for efficient human capital. With the business condition becoming more complex and the struggle for profitability becoming more keen, it has become inevitable for banks and of course First Bank of Nigeria Plc to acquire good human capital to run their affairs.

Statement of the problem

There is strong consensus that no individual can be a perfect fit at the time of employment no matter his professional skills and qualifications particularly where organizational methods and systems differ in an ever changing environment, (Ubeku, 1987). It is in this view that any organization must take the issue of human capital development of its staff very seriously. Since individuals have tremendous potentials for growth, both employees and their employing organizations ultimately gain from efforts at enhancing the staff's knowledge, skills and abilities. Major approaches to increasing the effectiveness of organization members include human capital development as well as performance appraisal.

Over the years, the financial sector had been plagued with scarcity of trained bankers and financial experts in the country. This has led to the employment of half fit experts which needs further training to make them suitable for the banking jobs. In order to enhance this process various institutions were established with specific functions of promoting human capital development in the Nigerian economy. The financial sector reforms then changed the legal framework, economic and technological environment of banks. The deregulation of banks led to the proliferation of banks as many banks were set up to take advantage of the seemingly abnormal profit occasioned by the foreign exchange deregulation. This definitely increased the mobility of the staff in the banking industry as staff became very fluid within the industry. In addition, innovation and increased use of microcomputers has forced both old and new banks not only to employ a new flow of staff but also to give them necessary training and retraining.

The structure of employment has thus undergone serious changes which make it inevitable to update obsolete skills and talents of the bank. Furthermore, as the old staff appears to have become obsolete in skills as a result of the rapid changes within the environment, it is necessary to prepare employees for the new challenges introduced by the reforms. This is why human capital development programmes as well as retaining has to go together with new equipments.

First Bank of Nigeria Plc being one of the largest banks in the country cannot afford to lag behind. Furthermore, human capital development programmes cannot be treated in isolation; it has to be coordinated to have a meaningful impact on the employees. It is upon this premise that this study deduced the following research questions:

- What are the Human Capital Development programmes and practices in First Bank of Nigeria Plc?
- What are the efforts made by the bank towards adequate training of staff in other to cope with the changing trends in the banking industry?
- What are the various stages/levels of employment associated with training and development?
- What efforts are made by the First Bank to retain its staff after training?
- How have the development programmes and practices assisted in achieving organizational goals and objectives?

Hypotheses

This research intends to test the following hypotheses:

1. Is there any relationship between development programmes and achievement of organizational goals?
2. Is there a relationship between length of training and staff development?

Brief history of development of banks in Nigeria

The banking industry in nigeria

The advent of British political and economic influence in Nigeria brought along a system of banking that was tailored to suit the commercial interest of Britain. The sole monetary authority was then the West African Currency Board, taking charge of British West African Colonies through regulations by the Bank of England. The political and economic awareness of Nigeria as well as increasing complexity of the Nigerian economy necessitated the need for an independent regulatory body. That is, a monetary regulatory body within Nigeria, to regulate and supervise the banking system. This brought about the birth of the Central Bank of Nigeria in 1959. The West African Currency Board therefore ceased to exercise monetary control over Nigeria. The Bank of England also lost its status as the Bank of issue for Nigeria.

The banking industry has been experiencing changes as well as expansion. Existing banks have been growing and new ones emerging. This is probably due to the general profitability of banking and its stability in relation to other sectors of the economy. Quality of banking services has also improved with relatively new and smaller banks becoming more efficient.

Two years after the Central Bank of Nigeria's inauguration of the historic 13-point reform agenda, the Nigerian banking industry performed fairly well, recording some milestones in 2006. Capitalization was good with adequate support for business risk. Profitability also improved, reinforced by reasonable assets quality.

The industry balance sheet grew by 36% to N5.7 trillion from N4.2 trillion in 2005 while shareholders' funds rose by 48% to N736 billion as at December 2006 from N497 billion in 2005. The industry's revenue profile also increased to 201 billion from 186 billion, while profitability improved by 20.7% for 81.5 billion to N106 billion.

In summary, the banking sector recorded key milestones in 2006, dominating the financial service sector, and accounting for over 50% of non central bank assets. Aside being the most capitalized sector on the exchange, it also recorded the highest volume of transactions in the past years. However, the industry confronted with challenges, including intense competition, increasing spate of fraud and robbery, high cost of doing business due to weak infrastructure, and a dearth of qualified personnel to support the industry's rapid expansion.

The implication of all these challenges and other changes and development within the banking industry is the human capital aspect of the industry which cannot be overlooked. More so, the economic development of any country (of which banking industry is part) is ultimately the result of human effort. It takes skilled human agents to discover and exploit banking industry's potentials, to mobilize capital, to develop technology, to produce services and carry on trade. Indeed, if the banking industry is unable to develop its human capital in line with its other capabilities, it will have stippled growth. The industry needs to develop its human capital.

Human capital development in the banking industry should encompass many constituent and interrelated elements. It should include formal education, cover on-the-job training, work experience and individual self development. Human capital in the banking industry has experienced growth and development which will have to be coordinated with the long-term growth. Investment in human capital could contribute significantly and directly in the overall growth and development of the banking industry.

Just like the society, the ability of the banking industry to survive and prosper depends first on it's having institutions to provide its workforce with the values, knowledge and skills that will enable them meet the challenges they will encounter. An employer in the bank will not be able to recognize, much less meet the range of challenges he will encounter unless he has been trained. The implication of all these revolves around the test of competence, resourcefulness and creativity of workers in the bank. The individual employees' resourcefulness and creative skill will help shape the course of Nigeria's economic affairs. But these have to be developed.

Commercial banks

Commercial banks in Nigeria dated to 1892 when the African Bank Corporation (ABC) opened a branch in Lagos, though it was short-lived and eventually replaced by Barclays Bank. Commercial banks constitute a key link in the transaction of money to and from the Central Bank to the economy. Commercial banks operate as profit maximizing business organizations. They are subject of peculiar attributes, which make their existence, structure and performance vital to the rest of the economy. They have the burden of safekeeping a significant proportion of the country's total liquid wealth, and in the process of doing so; they are also responsible for providing a large proportion of the economy's money supply (Oyejide and Soyede, 1986).

In the national economy, the most important activity of the commercial bank is the mobilization of capital. This is dual function involving not only the raising of funds or collection and pooling of small sums and bank deposits, but also the provision of credit to various sectors of the economy. The commercial banks are therefore seen to be the largest single group in the financial sector.

Background and history of first bank of Nigeria PLC

The Bank First Bank of Nigeria Plc was founded by Sir Alfred Jones, a shipping magnate, in 1894. First Bank of Nigeria Plc has provided excellent banking services and hence, contributed to the economic advancement and development of Nigeria for over 113 years. Incorporated as a limited liability company with its head office originally in Liverpool, First Bank commenced business on a modest scale in the premises of Elder Dempster and Company Limited in Lagos under the name Bank of British West Africa (BBWA) with paid-up capital of £12,000.00 (Twelve Thousand Pounds). This was after absorbing its predecessor, the African Banking Corporation, which was established in 1892, the Bank also acquired its first competitor, the Bank of Nigeria (previously called Anglo-African Bank) which was established in 1899 by the Royal Niger Company.

In its early years, the Bank worked closely with the colonial governments of British West Africa by performing the traditional functions of a central bank, including the issue and distribution of specie in the West African sub-region. Consequently, the Bank recorded impressive growth, opening its first branch office in Accra, Ghana in 1896, and a second branch in Freetown, Sierra Leone, two years later (1898). These marked the beginning of the Bank's international banking operations.

By 1963, the Bank had 114 branches in West Africa, 59 of these were in Nigeria, 41 in Ghana, 11 in Sierra Leone, 1 in The Gambia and 2 in Cameroon.

In 2002, the Bank established a wholly owned banking subsidiary in the United Kingdom, FBN Bank (UK) Limited, regulated by the Financial Services Authority (FSA). In this respect, the Bank is the first Nigerian bank to own a banking subsidiary in the UK. It also has a representative office in South Africa.

Wide Branch Network

Since its incorporation, First Bank has recorded very impressive growth and currently occupied a pre-eminent position in the Nigerian banking industry. The Bank opened its second branch in Nigeria in Calabar, in 1900 and twelve years later, extended its services to Northern Nigeria by opening its Zaria branch. The Kano branch was opened in 1928. Currently with 408 branches, the Bank has one of the largest networks of sales outlets in Nigeria.

Brief literature review

The rise of a nation's living standards, the level of employment and the availability of a skilled workforce are closely interrelated. The realization that human capital is a key to a country's economic success has led to action by a succession of governments to increase the quality and quantity of training activity in the country. Jobs are generated by economic growth but they can only be filled if suitably skilled people are available (Price, 2000).

Origin of the concept – Human capital

The term "human capital" can be referred to as a measure of the economic value of an employee's skill set. This measure builds on the basic production input of labour measure where all labour is thought to be equal. The concept of human capital recognizes that not all labour is equal and that quality of employee can be improved by investing in them. The educational experience and abilities of an employee have an economic value for employers and for the economy as a whole. Economist Theodore Schultz invented the term in the 1960's to reflect the value of our human capabilities. He believed human capital was like any other capital it could be invested in through education, training and enhanced benefits that will lead to an improvement in the quality and level of production.

Adam Smith defined four types of fixed capital (which is characterized as that which affords a revenue or profit without circulating or changing masters). The four types were:

- Useful machines, instruments of the trade
- Buildings as the means of procuring revenue
- Improvements of land and
- Human Capital

Therefore, human capital (as defined by Smith) and the productive power of labour are both dependent on the division of labour.

> *"The greatest improvement in the productive powers of labour, and the greater part of the skill, dexterity, and judgment with which it is any where directed, or applied, seem to have been the effects of the division of labour"*

There is a complex relationship between the division of labour and human capital. In short, Smith saw human capital as skills, dexterity (physical, intellectual, psychological, etc) and judgement.

A. W. Lewis is said to have began the field of Economic Development and consequently the idea of human capital when he wrote in 1954 the "Economic Development with Unlimited Supplies of Labour". The term 'Human Capital' was not used due to its negative undertones until it was first discussed by Authur Cecil Pigou: "There is such a thing as investment in human capital as well as investment in material capital". So soon as this is recognized, the distinction between economy in consumption and economy in investment becomes blurred. For, up to a point, consumption is investment in personal productive capacity. This is especially important in connection with children to reduce unduly expenditure on their consumption may greatly lower their efficiency in after-life. Even for adults, after we have descended a certain distance along the scale of wealth, so that we are beyond the region of luxuries and 'unnecessary' comforts, a check to personal consumption is also a check to investment.

The use of the term in the modern neoclassical economic literature dates back to Jacob Mincer's pioneering article "Investment in Human Capital and Personal Income Distribution" in The Journal of Political Economy in 1958. The best-known application of the idea of "human capital" in economics is that of Mincer and Gary Becker of the "Chicago School" of Economics. Becker's book entitled *Human Capital*, published in 1964, became a standard reference for many years. In this view, human capital is similar to "physical means of production", e.g. factories and machines: one can invest in human capital (via education, training, medical treatment, etc) and one's outputs depend partly on the rate of return on the human capital one owes. Thus, human capital is substituted, but not transferable like land, labour, or fixed capital.

Significance of human capital

Human capital, which is the knowledge, skills and abilities of individuals that create value, is the focus on means of attracting, retaining, developing and maintaining the human capital. Davenport (1999) comments that 'People possess innate abilities, behaviours and personal energy and these elements make up the human capital they bring to their work. And it is they, not their employers, who own this capital and decide when, how and where they will contribute it. In other words, they can make choices. Work is a two-way exchange of value, not one-way exploitation of an asset by its owners.' (Armstrong, 2003).

For the worker, the expected returns on human capital investments are a higher level of earnings, greater job security, better career prospects, and at one time, but less so now, a belief that security in employment is assured.

For the employer, the returns on investment in human capital are expected to be improvements in performance, productivity, flexibility and the capacity to innovate that should result from enlarging the skill base and increasing levels of knowledge and competence.

However, the significance of the concept of human capital does not depend on the ability to quantify its value. What human capital theory can do is to provide the rationale for a 'resource capability' approach to strategic HRM, as advocated by Kamoche (1996), which will be concerned with the acquisition, development and retention of human capital in order to achieve competitive advantage.

Human capital planning and development in first bank

Keeping an organization at optimum level of performance involves meeting human capital needs of the organization. This necessitates various activities by the personnel department of the bank. Such activities include recruitment, selection and placement as well as training, transfer and promotion.

In the First Bank of Nigeria Plc, the procedure is for various operating departments to fill a particularly designed personnel requisition form and forward same to the personnel manager. There is provision for information such as qualification and experience (if any) of the prospective hires.

As a lead investor in the country's human capital endowment both in terms of the organization's own needs, and as part of a sustained capacity building initiative for the domestic economy the new face of the industry presented a couple of new challenges in the last financial year of the bank. A competent, flexible workforce, deployable on a "need to use" basis across customer touch-points, demand a clear focus on execution at the tactical level that often appears in conflict with the longer-term horizon of the bank's plans. That the company have been able to conveniently meet this challenge is a testament to the robustness of the organizations designated strategic path, the resilience of the organizations structures, and most important, the utility of the legacy of investing in the human capital.

As usual, the organizations faithfulness to this legacy in the past years, as they sought a dynamic balance sheet between the need to rejuvenate the workforce through injecting fresh hands at the entry level, and recruiting leading industry experts across the entire value chain. During the year 2007 review period, the Bank recruitment an additional 1,114 employees, compromising 715 executive trainees and 399 experienced hires. The Bank had total staff strength of 7,399 as at March 31, 2007. Of these, 12% were junior staff, 84% were senior staff and 4% were management staff.

Staff acquisition, retention, and advancement policies remain firmly anchored on a commitment to continuously improve the organizations "community's welfare". At the heart of this policy is the concern to better the company's staff as drivers, both of higher levels of productivity, where the organization maintains a business presence.

In furtherance of these objectives, the Bank's training and development functions continued to be structured around the three components of job specific training, knowledge-based training and self development. A total of 5,291 personnel participated in the various training modules, including both local and off-shore training, during the year ended March 2007, representing an increase of 31.9% over the figure for the corresponding period in 2006. In addition, the second Chief Executive Annual Merit Award (CAMA) of the Bank was instituted the previous year to reward excellence in performance.

Human Capital Development Process in First Bank of Nigeria Plc

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It is after this that the Personnel Manager goes to the sources of recruitment which involves advertising in the mass media, consulting employment agencies, consulting firms and/or Education Institutions. The vast majority of employee selection programme are based upon the successive hurdle of technique. This means that to be hired, applicants must successfully pass each and every screening device (interviews, tests, medical examinations and background checks or references).

Interview is regarded as the most important in selection procedure in the First Bank because it is the only opportunity to evaluate information obtained from the applicant. These are also integrated with personal impressions and observations to enable the interviewer reach decision regarding the suitability of the applicants for employment and possible job success.

When a candidate is selected he is placed on probationary employment during which time he has absolutely no job security. Probationary period is meant to test if the candidate can cope with job requirement as well as with strains and working conditions imposed by the job. It is therefore an essentially trial period. Putting an unprepared employee right into the main stream of business creates potential problem like quality rejects, work stoppage, accidental injuries to employees and damage to machines. It is believed that allowing employees to “muddle” through without special instruction has its own price. These include costs of errors, work done slowly, or repeated several times, frustrated employees, unhappy co-worker and clients, the ill will of those who do not survive, the loss of those who might have become good workers and the expense of finding and trying out additional replacement.

It is obviously in recognition of these facts that the First Bank decided to establish its own training school at Lagos, Ibadan, Kano and Benin City to enable it better the performance of its employees.

Training and Development in First Bank covers the following areas via, job specific, knowledge based and self-development.

When one becomes employed in the First Bank, as Bank Assistant, his whole life in the organization becomes punctuated by training programme which will upgrade his skill and enhance efficiency on his job as well as develop him along banking career till he/she becomes the Managing Director of the bank.

The first training programme of the Bank Assistant is the orientation and Induction which are meant to provide general information about the bank – about policies, procedure, practices, rules that will affect them and also about the job on which they will work.

This is followed by on-the-job training in which the bank assistant are instructed in the requirements of specific job they are to perform, thus increasing their value to the organization and satisfying their human need for personal growth on the job. This is usually handled by the Supervisor under whom the bank assistants are deployed. On-the-job, at a closer examination, also involves observation period in which new employee while doing a particularly assigned duties spends most time watching experienced employees. It is also usual for a Supervisor to have a list of tasks to which trainees’ should be exposed, information and skills they should learn and how to teach them.

After this, rather practical knowledge of banking, a bank assistant become qualified to go for a vestibule training which is theoretical, systematic and formalized training outside the regular work sight. At the training centre, he starts with what is regarded as probationer training course. This is designed to expose him to the techniques and intricacies in banking and also enable him to learn to co-ordinate the work with people doing a complementary job. This is rudimentary in the sense that the course is designed to teach nothing beyond banking floor Clerical Operations.

Other courses which the Bank Assistant is expected to go through are: Cashier Course (designed to teach him the necessary care for handling money and human relations relevant for dealing with clients), bills for collection and documentary letters of Credit and Exchange Control and Foreign Exchange.

A Bank Assistant is expected to have spent five years before being recommended for training as a Supervisor and the parameter for promotion to the post of a Supervisor is s successful completion of Supervisory Training Course.

The Bank also encourages Bank Assistants to take on self-development programmes. They are encouraged to read and pass the professional banking examinations like, Chartered Institute of Bankers of Nigeria (CIBN) with provision for reimbursement of tuition and examination fees, one or two notches increment on the appropriate salary scale and a brighter prospect for promotion to the rank of supervisor.

According to Article 4 of Collective Agreement of 6th February, 1980 …..

"……promotion shall remain at the discretion of the employer who will take into account merit, response to training, technical ability, progress in an relevant professional examination and conduct in addition to length of service"

Member Companies recognizes the need to train all grades of employees to improve their skills and knowledge and shall ensure, in accordance with their needs, that every employee will be provided the opportunity to acquire such skills and knowledge as may be necessary for the employees' advancement.

Once a Supervisor, one is qualified for promotion to the next grade only after two years with a good performance record. Ideally, he has to attend Officer's Training Courses before further promotion. Here, one has to go through courses designed to make for proficiency in keeping services within the approved standard, keeping records of activities, reporting results and problems. Graduates with first degrees and HND who are recruited as Supervisory/Officers grades are also trained along the same line.

Officers normally undergo Branch Management and Accountancy Training Courses before being made Managers. This also embraces basic accounting courses as well as management courses on planning, dealing with regulatory agencies, leadership, etc.

Directors and other higher ranking managers also participate in seminar, symposium and conference organized by various professional bodies such as Centre for Management Development, Institute of Management, Institute of Personnel Management, etc. This is also intended to make them stay on a good performance level at all times.

Sometimes staffs of outstanding ability are sent abroad under scholarship for further advanced and specialized study; others are for full time University Courses.

Transfer and Promotion

"Transfer is used to place employees in positions where they may get greater job satisfaction and contribute their best to the organization" (Pigor and Myers, 1981). Transfer policy in the First Bank follows two primary patterns:-

(i) **Production Transfer** – This is where employee could be transferred from job in which labour requirement are declining to jobs in which they are increasingly or in which vacancies have occurred.
(ii) **Versatility Transfer** – This is used as preparation for flexibility of operation and it is a form of human capital development in that employees are prepared for any job position within the large organization. This has been made possible by similarity of operations.

The policy of promotion from within helps to meet employees' aspirations and provide the organization with a continuing supply of better – qualified human capital. The Bank has promotion policy which in principle gives all staff members equal chance of being uplifted to position of higher responsibility.

Higher responsibility advancement, recognition, sense of achievements is one of the factors that Herzberg sees as motivational. An employee who feels motivated is bound to cultivate good feelings and hence an increase in job performance.

In First Bank of Nigeria Plc, majority of Staff particularly at management level are said to possess G.C.E O/L, but rose through the ranks to their present position. The promotion prospects have lessened labour turnover.

Methodology

Survey research design was adopted for this study with a combination of both qualitative and quantitative methods of data collection. In addition, data was obtained from secondary sources through the Organization's Staff and Development Policy Manual, Human Capital Development Evaluation Chart used to ascertain if training and development has actually improved the performance of the employee and First Bank of Nigeria Plc Handbook on 'Your Career'.

The study population consists of all categories of staff (Junior, Senior and Management staff) in the Seven (7) branches of First Bank of Nigeria Plc in Ibadan , Oyo State, Nigeria. The study utilized two sampling techniques: the purposive sampling technique was used to select Seven (7) branches of First Bank of Nigeria in Ibadan metropolis and random sampling procedure was used to select the respondents in the branches. For qualitative data Key Informant Interviews (KIIs) were conducted for the Head of Training and Learning Centre in Lagos (Head office) and Ibadan (South – West Regional Head Office). In – depth Interviews (IDIs) were carried out for two (2) managers, one (1) Head of Human Capital Department and one (1) Head of Banking Operations (HOB) of the Bank.

The Structured questionnaires, which had open - ended and close – ended questions, were distributed to two hundred and twenty participants (220) wherein two hundred were retrieved. The data collected were analyzed using the

Statistical Package for the Social Sciences (SPSS) to generate frequencies, tables and percentages. The qualitative data were subjected to content analysis.

Data presentation and discussion of findings

The data analysis and discussion of findings are presented below:

Socio-Demographic Presentation and Analysis of Respondents

Socio-demographic characteristics of the respondents in the survey are presented below. These are age, sex, marital status, religion and educational qualification, year of bank experience, and job status/rank. The advantage of these characteristics is that they help to differentiate the respondents and are useful when they are related to respondent's opinions.

Table1: Demographic Data

Age	Frequency	Percentage
25 – 34	126	63.0
34 – 45	58	29.0
45 54	16	8.0
Total	**200**	**100.0**
Sex		
Male	115	57.5
Female	85	42.5
Total	**200**	**100.0**
Marital Status		
Married	102	51.0
Single	96	45.0
Widowed	2	1.0
Total	**200**	**100.0**
Religion		
Christianity	169	84.5
Islam	31	15.5
Others	0	00.0
Total	**200**	**100.0**
Educational Qualification		
Second Degree	42	21.0
First Degree	97	48.5
Professional	9	4.5
HND/OND	45	22.5
WASC	7	3.5
TOTAL	**200**	**100.0**

Source: Field Survey

Table 1 shows that 65.0% of the respondents were between (25 – 34 years) of age and this constituted the highest population of the total number of respondents. Total number of respondent's that fall between the ages of 34 – 45 years was 29.0% while those that fall between 45 – 54 years of age group were 8.0%. This result is not surprising considering the fact that the age group (25 – 34 years) is the most active in the banking industry.

The two sexes of male and female are indicated in the above table 1. The table reveals that more than half of the respondents were male. The male constituted 57.5% of the total population under study; the remaining 42.5% were female staff.

There are three marital characteristics among the respondents in the study area. These are the singles, the married and widowed. The table shows that about 51.0% of the respondents were married while about 48% were single. The remaining 1.0% accounted for the widowed.

The distribution of respondents among the various religious groups in the study area showed that there are more Christians (84.5%) than any other group of religion. Islamic religion accounted for about 15.5% of the total number of respondents while the other religious groups were not represented in this study. See the table 1 above.

It is well known fact that the literacy level in the banking industry is generally high. The result obtained from the analysis is not different from what is expected. The highest educational qualification attainments of 69.5% of the total number of respondents have first degree and above. Respondents with OND/HND accounted for 22.5%, while those with professional certificates accounted for 4.5%, and those respondents with WASC qualification constituted 3.5% of the total sample.

Staff perfomance and training

Table 2: Percentage Distribution of Respondents by Occupational Category

	Frequency	Percentage
Junior Staff	62	51.0
Senior Staff	130	65.0
Management Staff	3	1.5
No Response	5	2.5
Total	**200**	**100.0**

Source: Field Survey

Table 3: Percentage Distribution of Respondents by Experience

	Frequency	Percentage
Below 2 years	104	52.0
2 – 5 years	34	17.0
6 – 10 years	9	4.5
Above 10 years	53	26.5
Total	**200**	**100.0**

Source: Field Survey

Table 3 above shows the job status/rank of respondents in First Bank of Nigeria Plc ranging from Junior Staff to the Management Staff. The result obtained from the analysis shows that the respondents with Senior Staff rank constituted the highest percentage of the total number of respondents sampled. This accounted for 65.0%. Junior Staff were not many and they constituted 31.0% while Management Staff is 1.5%. 2.5% of the total population did not declare their job status/rank.

From the table 3 the duration of working with the organization is between below 1 – 10 years. Those working with the organization below 2 years constituted 52.0% of the total respondents interviewed in the study area. Respondents that have been working with the First Bank of Nigeria Plc are between 2 - 10 years is 21.5% of the total sample. While those who have been working with the organization for above 10 years accounted for 26.5% of the total population under the study.

Table 4: Percentage Distribution of Respondents who benefitted from Training

	Frequency	Percentage
Yes	197	98.5
No	3	1.5
Total	200	100.0
Total	**200**	**100.0**

Area		
On the job	153	76.5
Supervisory	1	0.5
Officers	30	15.0
Management	13	6.5
No Response	3*	1.5
Total	**200**	**100.0**

Source: Field Survey

Table 4 shows respondents who benefitted from training since they joined the organization. Almost all the respondents (98.5%) agreed that they have benefitted from one form of training or the other since they joined the bank. The respondent's constituted 98.5% of the total number of respondents under the study. The remaining 1.5% of respondents indicated that they have not benefit from any form of training whatsoever since they joined the bank.

In establishing the form of training received, 76.5% of the total number of respondents sampled said that their training was on-the-job training, 15.0% said that their training was on officers training, 6.3% was based on management training while 0.5% indicated that their training was on supervisory training. 1.5% total number of respondents did not indicate which area their training was based on. However, from the table above it can be concluded that those who fail to indicate the area of training were those who did not benefit from any form of training since they joined the organization.

Staff perception of human capital development programme

Table 5: Percentage Distribution of Respondents Number of times being trained and Duration of Training

No of times trained	Frequency	Percentage
1 – 5	124	62.0
10 – 15	50	25.0
15 – 20	26	13.0
Total	**200**	**100.0**
Duration of training		
6 – 10	129	64.5
11 – 15	25	11.5
16 – 20	25	12.5
No Response	23	11.5
Total	**200**	**100.0**

Source: Field Survey, 2008

Table 5 shows the number of times respondents have been trained and its duration. This matters a lot when assessing the impact of training programmes among respondents. Out of total population of respondents sampled for this study, 62.0% of the respondents indicated that they have been trained between 1 and 5 times. Those that were trained between 10 and 15 times accounted for 25.0% of the total sampled while the remaining 13.0% of the respondents said they have been trained between 16 – 20 times.

Duration of the training on the other hand ranged from 6 through 20 days. Those whose training ranged between 6 – 10 days constituted the highest (64.5%) followed by 12.5% of respondents whose training was within 16 – 20 days. However, 11.5% of the respondents did their own training between 11 – 15 days and the same percentage also failed to respond to this question.

Table 6: Percentage Distribution of Respondents Forms of Training Received

Forms	Frequency	Percentage
In-House	132	66.0
External	34	15.5
In-house & External	37	18.5

Total	200	100.0

Source: Field Survey

The above table 6 shows the form of training received by respondents as revealed by the result of the analysis. Those who received "in-house" training were the highest with 66.0% of the total population, "external" training accounted for 15.5% while the total number of respondents who received "in-house and external" constituted 18.5% of the total sampled.

Table 7: Percentage Distribution of Respondents Assessment of the Organization Training Programmes

Assessment	Frequency	Percentage
Very Good	125	62.5
Good	73	36.5
Poor	2	1.0
Total	**200**	**100.0**

Source: Field Survey

The above table 7 shows that 62.5% of the respondents under study assessed the organization's programme as "very good', those that assessed it as "good' accounted for 36.5%, while the remaining 1.0% classified it as "poor".

Table 8: Percentage Distribution of Respondents Satisfaction on Training

Options	Frequency	Percentage
Yes	187	93.5
No	13	6.5
Total	**200**	**100.0**
Extent of Training Received		
To a great extent	165	82.6
To some extent	33	16.5
To no extent	2	1.0
Total	**200**	**100.0**

Source: Field Survey

The above table 8 shows that 93.5% of the respondents are satisfied with the training received while the remaining 6.5% were not satisfied with the trainings.

The question on "to what extent are respondents satisfied with the training?" shows that 82.6% said "to a great extent" while 16.5% said "to some extent" and 1.0% said "to no extent".

Table 9: Percentage Distribution of Respondents Selection for Training

Factors	Frequency	Percentage
Ethnicity	8	4.0
Seniority/Merit	21	10.5
Knowing People in Charge	7	3.5
Manpower Needs of the Organization	157	78.5
No Idea	7	3.5
Total	**200**	**100.0**

Source: Field Survey

The above table 9 examines the factors responsible for selection of staff for the training. Out of the total population, "manpower needs of the organization" constituted the highest with 78.5%, followed by the Seniority/Merit with 10.5%. Ethnicity and knowing the people in charge accounted for 4.0% and 3.5% respectively while 3.5% did not have an idea of how staffs were selected for training. This indicated that the organization rated the "manpower needs of the organization" most important before embarking on training programmes.

Section assessment of human capital development programmes

Table 10: Percentage Distribution of Respondent's View on Impact of Training on the Staff

Impact	Frequency	Percentage
To be more highly dedicated to work	38	19.0
To become very skillful	143	71.5
No Response	19	9.5
Total	**200**	**100.0**

Source: Field Survey

The above table 10 reflects that out of 200 of the total sampled, about 71.5% indicated that the training opportunities given to them have made them "to become very skillful", another set of respondents (19.0%) indicated that the training opportunities have made them "to be more dedicated to their work". While 9.5% of the total population did not respond to this questions.

Table 11: Percentage Distribution of Respondents Benefits of Human Capital Development Programmes

Benefits	Frequency	Percentage
Gives me knowledge of banking products/increase my knowledge	67	33.5
Gives room for communication/benefited in various ways	30	15.0
Placement and Training/monitoring	28	14.0
Skill acquisition and knowledge advancement	20	10.0
Improvement in service delivery	19	9.0
I have not benefited	3	1.5
No response	34	17.0
Total	**200**	**100.0**

Source: Field Survey

The above table 11 reveals the benefits of human capital development programmes in First Bank branches in Ibadan. From the result of the analysis obtained, it can be deduced that 33.5% of the respondents said that it gives them knowledge of banking products and improved their knowledge generally, 15.0% said it gives room for better communication and that they benefited from the human capital development programmes in various ways. Placement and training/monitoring accounts for 14.0%, skill acquisition and knowledge enhancement and improvement in service delivery constituted 10.0% and 9.0% respectively. 1.5% said categorically that they did not benefit from the human capital development programmes organized by the bank. Meanwhile, 17.0% of the total population did not respond to this question.

Training and development evaluation

Table 12: Percentage Distribution of Respondents on the Effects of the Human Capital Development Programmes on the Staff

Effects	Frequency	Percentage
Improvement on my job/skill	130	65.0
I am more research oriented	8	4.0
I am skilful and improved human relations	19	9.5
It makes me more committed	4	2.0

No response	39	19.5
Total	**200**	**100.0**

Source: Field Survey

The above table 12 indicates the effects of human capital development programmes on the staff. The training opportunities received by the staff of First Bank of Nigeria Plc in Ibadan have either negative or positive effects. From the result of analysis, it was observed that about 65.0% of the total population believed that the programmes have make them to improve on their job/skill, 9.5% of them said they are more skillful and that the programme has improved the relationship with other staff and also with the customers. 4.0% and 2.0% of the total population indicated that they are now research oriented and it makes them more committed to their work respectively. A total number of respondents (19.5%) did not respond to the question.

Table 13: Percentage Distribution of Respondent's View on meeting with the challenges in the Bank

Challenges	Frequency	Percentage
Conservativeness of the bank	58	29.0
Loan and Overdraft packaging	3	1.5
Product marketing	14	7.0
Customers services/Communications	43	21.5
Period of training	4	2.0
Thorough training	8	4.0
No response	70	35.0
Total	**200**	**100.0**

Source: Field Survey

The essence of conducting training in the banking industry is to prepare staff for the challenges ahead, however, in order to know the impact of this training on the respondents were asked to mention the specific way they have been meeting the challenges in the bank as a result of human capital development programmes of the bank. Out of 200 total numbers of respondents under this study, a total of 29.0% of them said "the conservativeness attached to the bank" prevented them from meeting the challenges. 21.5% said that the challenges has been in the area of "customer services/communication", "period of training and thorough training" accounted for 2.0% and 4.0% respectively while "area of loan and overdraft packaging" constituted 1.0%. The total number of 35.0% did not respond to the question. The above table analysis is further buttressed by Casio, 1989 opined that preparing and structuring the knowledge of the workers is to train, develop and retrain those workers so that they can be able to cope with the new demands, new problems and new challenges in the organization. One in-depth interview conducted with a female head of banking operations reported saying:

> *"I have been meeting the challenges as the trainings are very standard and impact positively. It has actually enlightened me on dark areas of banking job. My confidence is built and the training has developed my skills and sharpened my decision making in service deliver". (IDI /Female (HBO) April 16, 2008)*

Table 14: Percentage Distribution of Respondents Satisfaction with the Condition of Service in the Bank

Reasons	Frequency	Percentage
Some policies need to be addressed	57	28.5
Staff should be transferred	33	16.5
Secretaries have not benefited at all	10	5.0
Motivated	19	9.5
It has improved my knowledge/experience	29	14.5
Customers should be allowed to withdraw elsewhere	2	1.0
No response	50	25.0
Total	**200**	**100.0**

Source: Field Survey

From table 14 above, about 45.5% of the total population said "yes" meaning that they are satisfied with the condition of service in the bank while more than half of the total population of the study was not satisfied with the condition of service in the bank. The result was outstanding while pressure was on the respondents to further give reasons why they are not satisfied with the condition of service in the bank. A list was drawn and the reasons are presented in the table above. From the table, 28.5% of respondents under the study said some policies of the bank need to be addressed. Some of them said the reason for not being satisfied is that staffs were not adequately transferred from one branch to another. About 9.5% said that some of them are not well motivated. This indicated that some of the staff was not motivated after training which made them not to be satisfied with the conditions of service. "Secretaries have not benefited at all" is another response from the respondents and this constituted 5.0% of the total population. 1.0% said "customers should be given the chance to withdraw elsewhere". All these are the reasons for the unsatisfactory state of the staff in the bank. Whereas, 14.5% are satisfied with the training opportunities given to them. This has improved their knowledge/experience, while 25.0% did not respond to the question. The response of staff is further corroborated by a key informant interviewed thus:

> *"Some of the bank's policies are too stringent and these are inhibiting certain transactions such as Savings Account and under staffing. Also the attitude and bottled-neck associated with service delivery are some of the reasons affecting good business transactions" (IDI/Manager April 14,)*

Table 15: Percentage Distribution of Respondents on Being Staff of First Bank in the Next Few Years

Options	Frequency	Percentage
Yes	180	90.0
No	20	10.0
Total	200	100.0
Total	**200**	**100.0**
Reasons		
The bank is strong and reliable	67	33.5
I gain more knowledge in various ways	40	20.0
Training is most important tool to prepare one for task ahead	43	21.5
Process of promotion is slow/poor salary	3	1.5
No Response	47	23.5
Total	**200**	**100.0**

Source: Field Survey

Table 15 above shows the benefits of human capital development programme of the bank and its assessment. Efforts were made to know whether this will attract respondents to continue to be the staff of First Bank of Nigeria Plc. A significant number of respondents were willing to remain in the bank with the total number of 180 out of 200 representing 90.0% of the survey; only 10% did not want to continue to be staff of the bank.

About 33.5% of the respondents express themselves on remaining as a staff of the bank. This is because they felt that the bank is strong and reliable while 21.5% want to be with the bank for the fact that "training is most important tool to prepare staff for task ahead". "I gain more knowledge in various ways" accounted for 20.0% responses, while 1.5% does not want to remain with the bank because the process of promotion in the bank is slow and the bank pays poor salary. The remaining 23.5% did not respond to the question. This is further buttressed by Kamoche (1996) that wrote that 'human capital' should provide the rationale for a 'resource capability' approach to strategic HRM. This will be concerned with the acquisition, development and retention of human capital in order to achieve competitive advantage.

Table 16: Percentage Distribution of Respondents on Impact of Development Programmes and Practices on the Organization

Impact	Frequency	Percentage
It has improved the service condition	95	47.5
It has not achieved much	12	6.0

Employees are not trained	14	7.0
It has created awareness among the staff	10	5.0
Increment in profit margin	6	3.0
It has no impact	6	3.0
No response	57	28.5
Total	**200**	**100.0**

Source: Field Survey

Efforts to know the impact of development programmes and practices of the bank in achieving the organizational goals and objectives yielded a positive response. From the analysis, it was observed that only 28.5% of the total population that did not respond to the question. The remaining population had one comment or the other to make. While 47.5% said "it aided service conditions", about 7.0% accounted for "employees are not trained". The other population of 5.0% said "it created awareness among the staff" and 3.0% accounted for "increment of profit" and about 6.0% said "they have not achieved much". The total population of respondent's positive response to the questions amounted to 58.5%, this in essence shows that the development programmes had contributed to the achievement of the goals and objectives of the bank. This is further established by Bontis et al (1999) that opined that the human capital is the human elements of the organization that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organization.

Table 17: Percentage Distribution of Respondents Comments on the Efforts of First Bank of Nigeria Plc

Comments	Frequency	Percentage
They are trying but have long way to go	82	41.0
They are performing well	56	28.0
More manpower in branches as marketers	22	11.0
No Response	40	20.0
Total	**200**	**100.0**

Source: Field Survey

The above table presents the comments of respondents on the efforts of the bank in coping with the changing trends in the banking industry. About 41.0% of the respondents agreed that First Bank of Nigeria Plc is making some improvement but still has a long way to go in this regard. In addition, the bank in comparison with the new generation banks 25.0% indicated that First Bank is doing well while 11.0% showed that there is still need for manpower in branches as marketers. The total of 20.0% did not respond to all the questions.

Based on the above analysis, it is revealed that though the bank is making some efforts in the training and development of staff, yet there is still room for improvement as corroborated by a key informant interviewed thus:

> *"The bank is good at training its staff, yet in the training and development efforts of the bank there is still room for improvement. This is because efforts are only on the internal trainings and thus, the external training is exclusively for the management staff which should not be in most cases. The time recommended for the courses are too short and should be addressed" (IDI/Male (Manager) April 14)*

Table 18: Percentage Distribution of Respondents Rating of Human Capital Development of First Bank of Nigeria Plc

Rating	Frequency	Percentage
Excellent	51	25.3
Very Good	112	56.0
Good	30	15.0
No Response	7	3.5
Total	**200**	**100.0**

Source: Field Survey

The above table shows the respondents rating of the human capital development programmes of the bank. In their responses, a total number of 56.0% rated the human capital development in the First Bank as “very good”, “excellent” stood at 25.5% and “good” constituted 15.0% of the total population. This in effect indicates that human capital development programmes in First Bank of Nigeria Plc is yielding the results of its objectives. This is further established by a key informant interviewed thus:

> *"The programme is robust so far it's on-going, consistent and not dis-jointed. Definitely, if it continues unabated, the bank will become stronger and reliable" (IDI/Female (Manager) April 16, 2008)*

Table 19: Percentage Distribution of Respondents Recommendations

Recommendations	Frequency	Percentage
Design a product with zero deposit	6	3.0
Extend the duration of course each region should give its staff	10	5.0
Training should be generalized and frequent	58	29.0
Attitude must be changed to customer	13	6.5
There should be improvement on remuneration/motivation	22	11.0
Staff should be placed in their rightful positions	6	3.0
Introduction of Human capital electronic appraisal	8	4.0
No response	77	38.5
Total	**200**	**100.0**

Source: Field Survey

Table 19 above shows the recommendations given by the respondents on how the bank can make progress on the changing trends in the banking industry. 38% of the total population did not make any recommendation while others expressed themselves on the issue. 29.0% recommended that training should be generalized and should be frequent rather than making it once a while. A total number of 11.0% said that “they should improve more on remuneration/motivation; “attitude must be changed towards customers” has 6.5%, and 5.0% indicated that the duration of the courses should be extended and that each region should have their own programme. “Staff should be put in their rightful positions” and “to design a product with zero deposit” is having 3.0% each respectively. Introduction of human capital electronic appraisal and active work force constituted 4.0%. This is corroborated by a key informant interviewed thus:

> *"There should be re-orientation of older staff on gratification. Also, re-training on the bank's application is necessary for service delivery. Better financial/emolument packages will be encouraging with re-structuring of bank networking which remains a lapse to be addressed. In addition, customers' savings account should be available on Automated Teller Machine (ATM) services" (IDI/Male (Manager) April 16)*

On the whole, it is pertinent to state that majority of the respondents see themselves as fully utilized is the reflection of absolute relationship between training courses and tasks performed. The Bank believes in the deployment of employees to where they are best suitable, promotion to positions that is commensurate with skill and talent and transfers to areas where services are needed. This will serve as an objective assessment of the effect of the human capital development programmes of the First Bank of Nigeria Plc.

Hypotheses testing

Hypothesis 1

H_1: There is a relationship between development programmes and achievement of organization.
H_0: There is no relationship between development programmes and achievement of organization.

Question: Is there any relationship between development programmes and achievement of organizational goals?

Table 20: Contingency Table for Assessment of the Relationship between Development Programmes and achievement of Organizational Goals.

Achievement of Organization	Forms of Training Received			Total
	In – House	External	In-House & External	
It aids the service condition	48 (38.6%)	15 (10.5%)	32 (22.4%)	95 (66.4%)
It has not achieved much	11 (7.7%)	1 (0.7%)		12 (8.4%)
Employees are well trained	8 (5.6%)	4 (2.8%)	2 (14%)	14 (9.8%)
It has created awareness among the staff	10 (7.0%)			10 (7.0%)
Increment of profit	4 (2.8%)	2 (1.4%)		6 (4.2%)
It has no impact	6 (4.2%)			6 (4.2%)
Total	87 (60.89%)	22 (15.4%)	34 (23.8%)	143 (100.0%)

Source: Field Survey
X^2=25.868, df = 10, Sig. = 0.004

Table 20 above shows the relationship between development programmes and the achievement of organization. From the table it can be seen that among the response given by the respondents "it aids the service condition" has the highest percentage (33.6%) and this happened to the respondents who have "in-house" as form of training received. The table further shows those respondents who have both "in-house and external" form of training, they said the achievement of organization is that "it aid the service condition" which accounted for (22.4%), under "aiding the service condition" are those that receive external form of training. 7.7% of the total respondents interviewed received in-house form of training said the organization "have not achieved much" while 7.0% of respondents said that "it has created awareness among the staff".

The chi-square test further established it well that really development programmes have contributed to the achievement of the organization; chi-square shows that there is a relationship between development programmes and achievement of organization. X^2 value is 25.868 under 10 degree of freedom and significant at 0.05 level. The result means that we accept H_1 and reject the H_0.

Hypothesis 2

H_1: There is relationship between staff development and length of training.
H_0: There is no relationship between staff development and length of training.

Question: Is there a relationship between length of training and staff development?

Table 21: Contingency Table for Assessment of the Relationship between Length of Training and Staff Development

Staff Development	Length of Training			Total
	6 – 10	11 – 15	16 - 20	
It improves me further on my job/skill	81 (57.9%)	16 (11.4%)	16 (11.4%)	113 (80.7%)
I am more research oriented	2 (1.4%)		6 (4.3%)	8 (5.7%)
I am skillful and increase relation with staff and customer	14 (10.0%)	1 (20.7%)		15 (10.7%)
	2	2		4

It makes me more committed	(1.4%)	(1.4%)		(2.9%)
It has no impact	6 (4.2%)			6 (4.2%)
Total	99 (70.7%)	19 (13.6%)	22 (15.7%)	140 (100.0%)

Sources: Field Survey, 2008

The above table 21 shows that about 70.7% of this total population has 6 – 10 days of training; among these 57.9% said the programme "enlightens me further on my job/skill". Another 10.0% said they are skillful and increase relation with staff and customers. Only 13.6% have 11 – 15 days training and 11.4% said the programme "improves them on their job/skill". 15.7% have 16 – 20 days of training while 11.4% also shows their feelings and said the programme improves them further on their job/skill.

From the explanation above, it can be deduced that number of days respondents trained has positive impact on their development. A statistical model, chi-square proved it further that there is relationship between staff development and length of training.

The chi-square (x^2) Value 30.313, df = 6 and its significant at 0.05 level of significant. This means that there is relationship between staff development and length of training. We accept H_1 and reject the H_0.

X^2 = 30.313, df = 6, Sig. 0.05

Conclusion

The Human Capital Development Programme consists of the following components, via Education, Training, Medical Treatment, Social Welfare, etc. The main aim of this research is to assess an aspect of the programme which is the training and development of staff in First Bank of Nigeria Plc in Ibadan. Seven branches of the bank were selected for this study. The study employs both quantitative and qualitative methods (questionnaire and key informant/in-depth interviews). It can be concluded based on the above summary of findings, that the human capital development programmes of First Bank of Nigeria has improved the skills, attitude and performance of staff of the bank which invariably has led to the achievement of organizational goals and objectives though there is still need for the bank to put in place other motivational policies that will be attractive to the staff to retain them after the training and development exercise. This will reduce employee turn – over in the Bank.