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On-Job Training and Employee Performance in Commercial Banks: A Case Study of Tropical Bank Limited.

The aim of this study was to assess the effect of on-job training on employee performance in financial institutions basing on Tropical Bank Limited. The study was guided by four objectives which included: to find out the effect of coaching, to establish the effect of mentoring, to examine the effect of job rotation and lastly to find out the effect of apprenticeship, all on employee performance. The study population was 110 with a sample size of 84 attained through stratified probability sampling technique and these were the staff and branch managers of Tropical Bank Limited who acted as the respondents. Data was collected using questionnaires and interviews and then analysed using descriptive statistics where a mean analysis was carried out to analyse agreement or disagreement with the items. A mean close to 1 or 2 showed disagreement to the item, a mean close to 3 showed uncertainty whereas a mean close to 4 or 5 showed agreement. Qualitative data were analysed with thematic analysis method while quantitative data were analysed using the Statistical Package for the Social Sciences (SPSS) to derive the mean and standard deviation and to establish the correlations and regression.

The study findings revealed that the three variables of on-job training: coaching, job rotation and apprenticeship have positive significant relationship on employee performance and predicted employee performance. This is evidenced by their respective P-Values of 0.05, 0.04, 0.03 and 0.05 as revealed by the regression analysis. Overall, there is a positive and significant relationship between coaching, mentoring, job rotation, apprenticeship and employee performance as per r values of 0.951, 0.765, 0.784 and 0.427 $P < 0.01$. The overall adjusted r is 0.20 indicating that on-job training contributes 20% to the employee performance in Tropical Bank. From the study findings, the researcher ably recommended to financial institutions; to embark on long term and continuous training as to optimise their employee's potential, to evaluate how the employees perceive their jobs in terms of understanding their tasks and duties, smooth cooperation with their supervisors, and awareness of time limits, to hold weekly morning training sessions for their staff to make reviews on the banks products and services offered among other recommendations. If the above recommendations are implemented, they can contribute more to the bank's employee performance.

Key Words: On-Job Training, Employee Performance, Commercial Banks, Tropical Bank Limited