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Employee Development and organizational growth of banking sector in Port Harcourt, Rivers State

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ABSTRACT

The increasing adoption of digital financial services has altered the way banks interact with customers and deliver financial products and in a competitive environment like the one in Nigeria, there is a need for serious employee development. This study examined the relationship between Employee Development and organizational growth of banking sector in Port Harcourt, Rivers State. The predictor variable was employee development, and the criterion variable which is organizational growth was measured with productivity, profitability, and market expansion. The study adopted the positivist philosophical paradigm and employed correlational and cross-sectional survey research designs. The population of this study is the banking sector in Port Harcourt. Due to the manageable population size, the census sampling technique was adopted, while purposive sampling was used to select 89 managerial respondents consisting of branch managers and underwriting officers. Primary data were collected using structured questionnaire, while validity was confirmed by academic supervisors, reliability was confirmed using Cronbach's Alpha coefficients above 0.70. Out of 100 questionnaire administered, 89 usable copies were retrieved and use for the analysis with the aid of SPSS version 27.0. Descriptive statistics were used for preliminary analysis, while Spearman Rank Order Correlation Coefficient and partial correlation analysis were used to test the hypotheses. Findings revealed employee development, positively and significantly enhanced productivity, profitability, and market expansion. The study concluded that employee development significantly improve organisational growth by enhancing productivity, profitability, market expansion, and strategic. The study recommended that the banking sector should strengthen their employee developmental program.

1. Introduction

The contemporary business environment is characterised by rapid technological development, intense competition, changing customer expectations, and continuous changes in organisational processes. These developments have increased the importance of human resources as a strategic factor in achieving organisational success. Employees possess knowledge, skills, experience, and competencies that organisations require to implement strategies and achieve their objectives. Consequently, organisations are increasingly expected to invest in employee development as a means of improving employee capabilities and strengthening organisational outcomes. Employee development encompasses activities such as training, career development, coaching, mentoring, job rotation, education, and other learning opportunities designed to improve employees' competencies and prepare them for present and future responsibilities (Noe, 2020).

Employee development is particularly important because employees operate within environments where knowledge and skills can become obsolete due to technological and environmental changes. Training and development enable employees to acquire new knowledge, improve their existing competencies, and adjust to changing job requirements. According to Aguinis and Kraiger (2009), training and development can produce benefits for individuals, teams, organisations, and society by improving knowledge, skills, and performance. Similarly, Garavan et al. (2021) noted that employee development contributes to organisational outcomes by enhancing employees' capabilities and supporting organisational learning. Thus, organisations that deliberately develop their employees may be better positioned to respond to environmental changes and achieve sustainable growth.

The concept of organisational growth refers to the expansion and improvement of an organisation's capacity and performance over time. Organisational growth can be reflected in increased revenue, customer base, market share, productivity, profitability, operational capacity, and expansion of products and services. According to Richard et al. (2009), organisational performance encompasses financial and non-financial outcomes that contribute to the achievement of organisational objectives. In this context, employee development can serve as an important mechanism through which organisations improve productivity, innovation, service quality, and competitive capability, which can subsequently contribute to organisational growth.

The relationship between employee development and organisational growth is particularly significant in the banking sector. Banks are highly dependent on human capital because employees perform important functions involving customer service, financial transactions, credit administration, risk management, marketing, information technology, compliance, and strategic decision-making. At the same time, the banking sector is experiencing rapid technological transformation through electronic banking, mobile banking, artificial intelligence, automated teller machines, digital payment systems, and other financial technologies. These changes require employees to continuously update their technical and professional competencies. The ability of banks to develop employees' skills can therefore influence their capacity to provide efficient services and remain competitive.

In Nigeria, the banking industry has undergone substantial transformation as a result of technological innovation, regulatory reforms, increasing competition, and changing customer expectations. The increasing adoption of digital financial services has altered the way banks interact with customers and deliver financial products. According to the Central Bank of Nigeria (2023), developments in financial technology and electronic payment systems have continued to influence the Nigerian financial system. Consequently, banking employees increasingly require digital literacy, analytical skills, customer relationship skills, risk management capabilities, and other competencies necessary for effective service delivery.

Employee development is also relevant to the ability of Nigerian banks to improve employee productivity and customer satisfaction. Well-developed employees are more likely to possess the knowledge required to perform their responsibilities effectively and respond appropriately to customer needs. Training can improve technical competence, while mentoring and coaching can facilitate knowledge sharing and professional development. Career development opportunities may also strengthen employees' commitment to their organisations because employees are more likely to perceive opportunities for advancement and professional growth (Noe, 2020). These outcomes can contribute indirectly to organisational growth through improved service quality, employee performance, customer retention, and operational efficiency.

The banking environment in Port Harcourt provides an important context for examining employee development and organisational growth. Port Harcourt is a major commercial and economic centre in Rivers State, with numerous financial institutions serving individuals, businesses, government agencies, and other organisations. Banks operating in the city face competition for customers and must continuously improve their products and services to remain viable. They also operate in an environment influenced by economic fluctuations, technological changes, regulatory requirements, and evolving customer preferences. These conditions make the development of competent and adaptable employees particularly important.

For banks in Port Harcourt, employee development may take various forms, including formal training programmes, professional certification, leadership development, mentoring, coaching, job rotation, and opportunities for career advancement. Such development practices can help employees acquire competencies that are relevant to the changing requirements of banking operations. For example, training in digital banking can improve employees' ability to operate and support digital platforms, while training in customer relationship management can enhance their ability to meet changing customer expectations. Similarly, leadership development can prepare employees for managerial responsibilities and strengthen the organisation's internal succession capacity.

The importance of employee development is further reinforced by the resource-based view of the firm, which considers valuable, rare, difficult-to-imitate, and non-substitutable resources as potential sources of sustained competitive advantage (Barney, 1991). Human capital can constitute such a strategic resource when employees possess knowledge and capabilities that competitors find difficult to replicate. From this perspective, investment in employee development can enable banks to build distinctive organisational capabilities that contribute to improved performance and growth. Employees who continuously acquire new skills can also support innovation and organisational learning, thereby helping banks respond effectively to changes in their operating environment.

However, investment in employee development does not automatically guarantee organisational growth. The effectiveness of development programmes may depend on the relevance of training, management support, opportunities for employees to apply newly acquired skills, career advancement opportunities, and alignment between employee development and organisational objectives. Aguinis and Kraiger (2009) emphasised that the benefits of training and development depend partly on how development interventions are designed and implemented. Therefore, banking organisations need to ensure that employee development programmes are aligned with their strategic priorities and the competencies required to achieve organisational objectives.

Despite the apparent importance of employee development in the banking sector, there remains a need for empirical evidence concerning its relationship with organisational growth, particularly within the context of banking institutions operating in Port Harcourt. Banks may differ in the extent to which they provide training, career development, mentoring, coaching, and other development opportunities. Similarly, differences may exist in organisational growth outcomes among banking institutions. Understanding whether and to what extent employee development contributes to organisational growth can assist bank managers in making informed decisions concerning investment in human capital.

Therefore, this study focuses on Employee Development and Organisational Growth of the Banking Sector in Port Harcourt. The study is intended to examine whether employee development practices contribute significantly to organisational growth among banking institutions in Port Harcourt. The findings are expected to provide useful information to bank management, human resource practitioners, policymakers, and other stakeholders on the strategic importance of developing employees as a means of strengthening organisational growth, competitiveness, service quality, and long-term sustainability.

1.1 Statement of the Problem

The banking sector is an important component of the Nigerian economy, providing financial intermediation, credit facilities, payment services, savings mobilisation, and other financial services. However, the sector operates in an increasingly dynamic environment characterised by technological advancement, digital banking, regulatory changes, intense competition, and changing customer expectations. These developments require banks to continually improve the knowledge, skills, competencies, and adaptability of their employees. Employee development, through training, career development, coaching, mentoring, and other learning interventions, is therefore considered an important mechanism for improving employee capabilities and organisational outcomes (Aguinis & Kraiger, 2009; Noe, 2020).

Despite the recognised importance of employee development, some organisations continue to experience challenges associated with inadequate employee skills, limited training opportunities, weak career development structures, and insufficient opportunities for continuous learning. Aguinis and Kraiger (2009) argued that effective training and development can produce benefits for individuals, teams, organisations, and society, while poorly designed or inadequately implemented development programmes may fail to produce

the expected organisational benefits. Similarly, Noe (2020) emphasised that employee development is important for preparing employees to perform current responsibilities effectively and acquire competencies required for future organisational roles. Where employees are not adequately developed, organisations may experience reduced productivity, poor service quality, weak innovation, and difficulties responding to environmental changes.
The problem is particularly relevant to the banking sector because banking operations increasingly depend on technological knowledge and specialised employee competencies. The rapid development of electronic banking, mobile banking, digital payment platforms, automated services, and financial technologies has changed the nature of banking work. Employees are expected to possess appropriate technological, analytical, interpersonal, and problem-solving skills to provide efficient services. The Central Bank of Nigeria (2023) reported the continuing development of digital payment systems and financial technology within Nigeria's financial system, highlighting the importance of technological capabilities within the banking environment. Consequently, banks that fail to continuously develop their employees may face difficulties in exploiting technological opportunities and maintaining competitive service delivery.
Another dimension of the problem concerns the possible disconnect between employee development activities and organisational objectives. Employee development programmes may be implemented without adequate assessment of the competencies required to achieve organisational goals. According to Noe (2020), effective training should be linked to organisational needs and should provide employees with knowledge and skills that can be applied to their work. When employee development is not strategically aligned with organisational requirements, investments in training and development may not translate into improved productivity, innovation, customer satisfaction, or organisational growth.
Organisational growth in the banking sector can be reflected through improvements in productivity, profitability, customer base, market expansion, operational efficiency, service quality, and the development of new products and services. Richard et al. (2009) noted that organisational performance involves both financial and non-financial outcomes associated with the achievement of organisational objectives. Human resources are central to achieving these outcomes because employees are responsible for implementing strategies, interacting with customers, operating technologies, managing financial transactions, and delivering banking services. Therefore, inadequate employee development may constrain the ability of banking institutions to achieve sustainable organisational growth.
The problem is also relevant in Port Harcourt, Rivers State, where banking institutions operate within a competitive commercial environment and serve individuals, businesses, government agencies, and other organisations. Banks in the city are required to respond to changing customer expectations while maintaining service efficiency and complying with regulatory requirements. The ability of employees to adapt to technological changes, solve customer problems, provide quality services, and support organisational strategies is therefore essential. However, the extent to which employee development practices contribute to organisational growth among banking institutions in Port Harcourt remains an empirical issue requiring further investigation.
Furthermore, inadequate opportunities for career development, mentoring, coaching, and professional advancement may affect employee motivation and organisational commitment. Employees who perceive limited opportunities for professional growth may become less committed to organisational objectives or seek employment elsewhere. This may increase employee turnover and result in the loss of organisational knowledge and experience. From the resource-based view, human resources can constitute a source of sustained competitive advantage when employees possess valuable and difficult-to-imitate knowledge and capabilities (Barney, 1991). Therefore, failure to develop employees may limit the extent to which banks can build and sustain such strategic human capabilities.
Although previous studies have established the importance of training and development for employee and organisational outcomes, there remains a need for more context-specific evidence on the relationship between employee development and organisational growth in the banking sector in Port Harcourt, Rivers State. In particular, it is necessary to determine whether employee development dimensions such as training and development, career development, mentoring and coaching, and continuous learning significantly contribute to organisational growth.
Therefore, the central problem of this study is the uncertainty regarding the extent to which employee development contributes to the organisational growth of banking institutions in Port Harcourt, Rivers State. The study seeks to address this problem by empirically examining the relationship between employee development and organisational growth. The findings are expected to provide useful evidence to bank managers and human resource practitioners on how strategic employee development can be used to improve employee capabilities, service delivery, productivity, competitiveness, and ultimately organisational growth.

1.2 Conceptual Framework
A conceptual framework is a structured representation that shows the relationship among variables in a study and explains how they are expected to interact in addressing a research problem, thereby providing a clear guide for data collection, analysis, and interpretation. The role of this framework is to visually and theoretically demonstrate how employee development relate with organizational growth in Banking Sector in Port Harcourt, Rivers State. Below is the diagram showing the framework

1.3 Purpose of the Study
The purpose of this study was to examine the relationship employee development relate with organizational growth in Banking Sector in Port Harcourt, Rivers State. The specific objectives were to:
- Examine the relationship between employee development relate with organizational growth in Banking Sector in Port Harcourt, Rivers State
- Examine the relationship between employee development relate with organizational growth in Banking Sector in Port Harcourt, Rivers State
- Examine the relationship between employee development relate with organizational growth in Banking Sector in Port Harcourt, Rivers State.

1.4 Research Questions
In order to guide the researcher within the context of this study, the following research questions were posed for answers:

- What is the relationship between employee development relate with organizational growth in Banking Sector in Port Harcourt, Rivers State?
- What is the relationship between employee development relate with organizational growth in Banking Sector in Port Harcourt, Rivers State?
- What is the relationship between employee development relate with organizational growth in Banking Sector in Port Harcourt, Rivers State?

1.5 Research Hypothesis

Base on the above research questions the following null hypotheses were tested for validation or refutation.

$Ho_{1:}$ There is no significant employee development relate with organizational growth in Banking Sector in Port Harcourt, Rivers State.

$Ho_{2:}$ There is no significant relationship between employee development relate with organizational growth in Banking Sector in Port Harcourt, Rivers State.

$Ho_{3:}$ There is no significant relationship between employee development relate with organizational growth in Banking Sector in Port Harcourt, Rivers State

2. Literature Review

2.1 Theoretical Foundation

The relationship between employee development and organisational growth can be explained through several theories of human resource management and organisational behaviour. In the banking sector, employee development is particularly important because banks operate in a dynamic environment characterised by technological advancement, regulatory changes, intense competition. This study is primarily anchored on Human Capital Theory, while the Resource-Based View (RBV).

2.2 Human Capital Theory

The Human Capital Theory, associated principally with Becker (1964), provides the major theoretical foundation for examining the relationship between employee development and organisational growth. The theory proposes that investments in people's education, training, skills, knowledge, and competencies increase their productive capabilities. Becker (1964) argues that human capital represents the knowledge and skills embodied in individuals, which can generate economic value for both individuals and organisations.

In the banking sector, employee development represents an investment in human capital. Banks invest in training, professional development, career advancement, mentoring, coaching, and other learning activities to improve employees' capabilities. Employees who receive appropriate development opportunities are expected to acquire improved knowledge of banking operations, financial products, customer relationship management, digital banking, risk management, compliance, and other areas relevant to banking operations. The theory suggests that when employees become more knowledgeable and competent, their productivity and quality of service are likely to improve. In turn, improved employee productivity can contribute to increased customer satisfaction, operational efficiency, profitability, innovation, and market competitiveness. Therefore, employee development can be regarded as an investment capable of generating returns through organisational growth.

For banks operating in Port Harcourt, Rivers State, Human Capital Theory is particularly relevant because employees interact directly with customers and are responsible for many activities that influence the quality and efficiency of banking services. Continuous employee development can help banks respond effectively to technological changes, regulatory requirements, changing customer preferences, and competitive pressures within the Nigerian banking industry.

2.3. Resource-Based View Theory

The Resource-Based View (RBV), developed by Barney (1991), provides another important theoretical explanation of the relationship between employee development and organisational growth. The RBV argues that organisations can achieve sustainable competitive advantage when they possess resources that are valuable, rare, difficult to imitate, and difficult to substitute. Human resources can constitute such strategic resources when employees possess specialised knowledge, skills, experience, creativity, and competencies that are valuable to the organisation. Employee development strengthens these human resources by continuously improving employees' capabilities.

In the banking sector, well-trained and highly competent employees can become a strategic resource because they may provide superior customer service, develop innovative solutions, manage risks effectively, improve operational processes, and respond quickly to market changes. For example, employees who are adequately trained in digital banking technologies may help banks improve the adoption and delivery of electronic banking services. The RBV therefore suggests that employee development can contribute to organisational growth by creating a pool of competent employees whose capabilities are difficult for competing banks to replicate. When banks continuously develop their employees, they can strengthen their internal capabilities and improve their competitive position.

2.4 Employee Development

Employee development refers to the systematic process through which an organisation improves the knowledge, skills, competencies, attitudes, and capabilities of its employees to enable them to perform their current responsibilities effectively and prepare for future roles and challenges. It involves planned learning experiences such as training, career development, mentoring, coaching, job rotation, professional education, and continuous learning (Noe, 2020). According to Armstrong and Taylor (2023), employee development is concerned with providing employees with opportunities to learn, grow, and acquire the competencies required for both their present jobs and future career responsibilities. It is therefore broader than routine training because it focuses not only on immediate job performance but also on employees' long-term professional growth and contribution to organisational objectives. Obibhunun, L. (2022) employee development is continuously updated knowledge and skills in areas such as digital banking, customer relationship management, financial technology, risk management, cybersecurity, regulatory compliance, and leadership. Effective employee development can therefore help banks improve service delivery, operational efficiency, competitiveness, and ultimately organisational growth.

2.5 Organizational Growth

Organizational growth refers to the expansion and improvement of an organization's capacity, activities, resources, and performance over time. Growth can occur through increased customer numbers, increased revenue and profitability, improved productivity, expansion into new markets, and increased organizational capacity. Richard et al. (2009) explained that organizational outcomes can be assessed using financial and non-financial indicators. In the context of banking institutions, organizational growth can be reflected through increased productivity, expansion of the customer base, improved profitability, and market expansion.

2.6 Productivity Growth

Productivity growth refers to an increase in the amount or quality of output generated from available organisational resources. In banking, improved employee knowledge and skills can enable employees to process transactions more efficiently, serve customers more effectively, reduce errors, and utilise banking technologies more efficiently. Therefore, employee development through training, mentoring, and continuous learning may contribute to higher employee productivity and consequently support organisational growth.

2.7 Profitability Growth

Profitability growth refers to an increase in the organisation's ability to generate profits over time. Employee development can contribute to profitability by improving productivity, reducing operational errors, enhancing service quality, improving customer retention, and supporting innovation. Competent employees can also identify business opportunities, cross-sell financial products, manage resources effectively, and contribute to cost reduction. These outcomes may improve the financial performance and profitability of banking institutions.

2.8 Market Expansion

Market expansion refers to an organisation's ability to increase its presence and reach new customers, geographical areas, or market segments. In the banking sector, market expansion may involve attracting new customer groups, introducing new products and services, expanding digital banking services, or establishing operations in new locations. Employee development can support market expansion by equipping employees with the skills required to understand customer needs, market new products, utilise digital technologies, and implement organisational strategies effectively.

2.9 Relationship Between Employee Development and Organisational Growth

The conceptual relationship proposed in this study is that effective employee development contributes to organisational growth. Employees who receive appropriate training, career development opportunities, mentoring, coaching, and continuous learning opportunities are expected to possess better knowledge and competencies. These capabilities can improve employee productivity, service quality, innovation, customer satisfaction, and operational efficiency, which can ultimately contribute to organisational growth. The relationship can also be explained using the Resource-Based View (RBV) of the firm. Barney (1991) argued that resources that are valuable, rare, difficult to imitate, and non-substitutable can provide organisations with sustainable competitive advantage. From this perspective, employees' knowledge, skills, experience, and competencies can constitute strategic resources. Investment in employee development can therefore enable banking institutions to develop valuable human capabilities that competitors may find difficult to replicate.

2.10 Empirical Review of Employee Development and Organisational Growth in the Banking Sector in Port Harcourt, Rivers State

Empirical studies have established that employee development is an important human resource management practice capable of improving employee performance and organisational outcomes. In the banking sector, employee development is particularly relevant because employees require continuous improvement in technical knowledge, customer service, digital banking, risk management, compliance, and managerial competencies. The following empirical studies provide evidence on the relationship between employee development and organisational growth, with particular attention to the Nigerian and Rivers State banking environments.

2.11 Employee Training and Development and Organisational Performance

Nkpurukwe, Ozah, and Wali (2020) investigated the relationship between staff training and development and organisational performance of deposit money banks in Rivers State. The researchers adopted a cross-sectional survey design and collected data from personnel in 22 deposit money banks. A structured questionnaire was administered, and Spearman's Rank Order Correlation was used for data analysis. The study reported a positive and significant relationship between staff training and development and organisational performance. The researchers concluded that training, development, mentoring, and job orientation are strategic investments that equip employees with the capabilities required to improve productivity.

This study is particularly relevant to the present research because it was conducted in Rivers State and directly examined employee training and development in deposit money banks. However, its dependent variable was organisational performance, whereas the present study focuses specifically on organisational growth. The present study therefore extends the existing evidence by examining whether employee development contributes to broader indicators of organisational growth in the banking sector in Port Harcourt.

2.12 Employee Development and Organisational Growth of Deposit Money Banks in Port Harcourt

Chinda, Biriowu, and Omah (2025) investigated people learning practices and organisational growth of deposit money banks in Port Harcourt. The study involved 50 managers from bank branches selected from 25 deposit money banks, with two branches selected from each bank. Data were collected using questionnaires and analysed with SPSS. The findings revealed significant relationships between people learning practices and measures of organisational growth, particularly financial performance and market share. The researchers concluded that people learning practices exerted a substantial influence on organisational growth and recommended increased investment in contemporary learning initiatives and continuous assessment of learning effectiveness.

This study has very strong relevance to the present research because it directly connects employee learning with organisational growth in deposit money banks in Port Harcourt. It demonstrates that investment in employee learning may not only improve individual employee capabilities but can also contribute to financial and market-related growth. However, the study focused specifically on people learning practices, whereas the present study adopts the broader concept of employee development.

2.13 Performance Management, Training and Development and Organisational Growth
Onunwor (2021) investigated performance management strategies and organisational growth of Access Bank Plc in Rivers State. The study examined performance appraisal, promotion, and training and development as dimensions of performance management strategies, while organisational growth was measured through financial growth, expansion, and staff strength. The research adopted an explanatory cross-sectional survey design and involved employees of Access Bank branches in Rivers State. The study demonstrates the importance of employee development within a broader performance-management framework for explaining organisational growth. The importance of this study to the present research is that it directly incorporates organisational growth as the outcome variable. It therefore supports the argument that employee-oriented management practices, including training and development, can contribute to growth-related outcomes such as financial expansion and increased organisational capacity. However, because training and development were examined alongside other performance-management practices, the independent contribution of employee development may not have been fully isolated.

2.14 Training and Development and Employee Innovative Outcomes
Naagbo (2025) examined training and development and employees' innovative outcomes in commercial banks in Rivers State. The study focused on product innovation and administrative innovation and used a cross-sectional survey involving 200 bank employees. The findings indicated that training and development positively and significantly predicted both product and administrative innovation, with a stronger effect reported for product innovation. The study concluded that strategic training can strengthen technical competence while also encouraging innovation and organisational competitiveness.
This finding is important because innovation represents an important mechanism through which employee development can contribute to organisational growth. Banks that develop employees' technological, analytical, and creative competencies may be better positioned to introduce new products, improve administrative processes, and respond to changing customer expectations.

2.15 Training and Development and Employee Performance in Nigerian Banking
Saleh, Danwanzam, and Nyacombi (2025) investigated training and development practices and employee performance using First City Monument Bank's Northeast Zone as a case study. The study involved 189 employees selected through stratified random sampling. Using descriptive statistics and linear regression, the researchers reported a significant positive effect of training and development on employee performance ($R = .652$, $p < .05$). The findings indicated that recent training improved employee confidence, task efficiency, and adaptability to technological innovations in digital banking.
Although the study was conducted outside Rivers State, it is relevant because it provides evidence that employee development enhances competencies that are increasingly important to modern banking operations. Improved employee performance, technological adaptability, and task efficiency can provide a foundation for improved productivity and organisational growth.

3. Research Methodology

3.1 Research Design
This study adopt a cross-sectional survey research design. The design is appropriate because the study seeks to examine the relationship between employee development and organisational growth in the banking sector in Port Harcourt, Rivers State. A cross-sectional design enables the researcher to collect data from respondents at a particular point in time and examine the extent to which variations in employee development are associated with variations in organisational growth.

3.2 Population of the Study
The population of the study is 89 managers selected from 25 bank in Port Harcourt in Rivers State. We are using the managers because this study is a macro study. The branch managers, operation managers and Human Resource Manager served as the voice of the organization.

3.3 Sample Size Determination
The population is 89 and is manageable. And when a population is small there will be no need for sample size determination. The entire population in this study was used for this study.

3.4 Sampling Technique
The study employed a multistage sampling technique. First, we selected banks operating in Port Harcourt. Second, we sort branches of the selected banks. Before we selected from different categories of managers within the selected branches. A stratified sampling technique used to ensure adequate representation of different managers categories, such as managerial, supervisory, and operational employees. Simple random sampling was subsequently be used to select respondents from each stratum. This approach is appropriate because different people occupied different positions and may have different experiences regarding training, career development, mentoring, and other employee-development activities.
The study utilise both primary and secondary sources of data. The primary data was obtained directly from employees of selected banks in Port Harcourt through a structured questionnaire. The questionnaire contain items measuring employee development and organisational growth. Secondary information was obtained from textbooks, peer-reviewed journal articles, research reports, bank publications, regulatory publications, and other relevant academic materials. Existing empirical studies have provided evidence that training, career development, and human-capital development are relevant to employee and organisational outcomes in Nigerian banks.

3.5 Validity of the Instrument

The questionnaire was subjected to content and face validity. Copies of the instrument was given to experts in Human Resource Management, Organisational Behaviour, and Research Methodology for examination. The experts assess whether the questionnaire items adequately represent the dimensions of employee development and organisational growth. Their observations and corrections was incorporated into the final questionnaire before administration. The validity process was ensure that the instrument measures the concepts it was designed to measure.

3.6 Reliability of the Instrument

The reliability of the questionnaire was established through a pilot study involving respondents who are similar to, but was not form part of, the final study sample. The responses obtained from the pilot study was analysed using Cronbach's Alpha coefficient. A coefficient of 0.70 or above will generally be considered acceptable for demonstrating internal consistency.

Table 3 .1: Test of Reliability Coefficient Alpha (α) of Study Variables

S/N Dimensions/ Measures	No. of Items	Alpha(α)
1. Employee Development	5	0.724
2. productivity growth	5	0.765
3. profitability growth	5	0.787
4. market expansion	5	0.742

Source: SPSS Version 23.0 Output

3.7 Method of Data Collection

Data collection for this study was conducted by the researcher through a field survey, which involved the direct, personal distribution of questionnaire to Banking sector in Port Harcourt, River State. The Respondents were given a period of three weeks to complete and return the questionnaire. Upon the completion of this period, the completed questionnaires were retrieved through three main channels: personal follow-up by the researcher, assistance from designated research assistants. Eighty-nine (89) questionnaire were distributed to respondents. The administration and retrieval of copies of the questionnaire are shown below:

Table 3.2 Administration and Retrieval of Questionnaire

	Number of Cases	Percentage
Copies of Questionnaire Administered	89	100
Copies of Questionnaire Retrieved	81	94.05
Copies of questionnaire not returned	5	5.95
Copies of questionnaire not Usable	3	4.76
Completed and Usable Copies of Questionnaire	89	89.29

Source: Field Work (2026)

From the table above, it is observed that 89 copies of questionnaire were administered to respondents. 81 copies of the questionnaire representing 94.05 percent were returned while 5 copies of questionnaire representing 5.95. However, 3 copies of questionnaire out of the returned copies of representing 3.76 percent were not suitable for data analysis. 81 copies of questionnaire representing 89.29 percent were correctly filled and thus suitable for data analysis.

4. Data Presentation

4.1 Demographic Profile of Respondents

In this study the output of the demographic analysis was presented. These presentations would further enable the understanding of demographic distribution of the sample.

4.1.1 Gender distribution of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	45	60.0	60.0	60.0
	Female	44	40.0	40.0	100.0
	Total	89	100.0	100.0	

Source: SPSS output version 23.0

The table above display the gender distribution of the respondents.

Table 4.3: Age Distribution of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31-40 years	40	44.0	44.0	44.0
	41-50 years	34	36.0	36.0	36.0
	51 years and above	15	20.0	20.0	100.0
	Total	89	100.0	100.0	

Source: SPSS output version 23.0

The table above display the age distribution of the respondents.

Table 4.4: Showing Educational Levels of Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PhD	1	1.3	1.3	1.3
	Master's degree	41	32.3	41.3	42.7
	Bachelor's degree HND	42 11	43.3 11. 1	57.3 11.1	100.0
	Total	89	100.0	100.0	

Source: SPSS output version 23.0

The table above represent the educational qualification of the respondents.

Table 4.5: Work Experience of Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	5	5.7	6.7	6.7
	5-10 years	10	10.0	20.0	26.7
	11-15 years	44	44.0	40.0	44.7
	16-20 years	30	3.3	13.3	100.0
	Total	89	100.0	100.0	

Source: SPSS output version 23.0

The table above display the work experience of the respondent.

4.2 Test of Hypotheses

The hypotheses was tested at a 0.05 level of significance.

The decision rule was based on the rule below:

- If p-value < 0.05, reject the null hypothesis.
- If p-value > 0.05, accept the null hypothesis.

Employee development and Measures of Organizational growth

Table below shows the result of correlation matrix obtained for HR information system and measures of organizational resilience. Also displayed in the table is the statistical test of significance (p - value), which makes us able to answer our research question and generalize our findings to the study population.

Table 4.5 Correlation matrix for Employee development and organisational growth measures						
			Employee development	Productivity growth	Profitability growth	Market expansion
Spearman's rho	Employee development	Correlation Coefficient	1.000	.746**	.753**	.773**
		Sig. (2-tailed)	.	.000	.000	.000
		N	89	89	89	89
	Productivity growth	Correlation Coefficient	.746**	1.000	.823**	.610**
		Sig. (2-tailed)	.000	.	.000	.000
		N	89	89	89	89
	Profitability growth	Correlation Coefficient	.753**	.823**	1.000	.719**
		Sig. (2-tailed)	.000	.000	.	.000
		N	89	89	89	89
	Market Expansion	Correlation Coefficient	.773**	.610**	.719**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	89	89	89	89
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: SPSS Output

RQ1: What is the relationship between Employee development and productivity growth of Banking sector in Port Harcourt, Rivers State?
The correlation coefficient (rho) result in table above was used to answer the research question 1. The table shows a Spearman Rank Order Correlation Coefficient (rho) of 0.746 on the relationship between Employee development and productivity growth. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; therefore, there is a strong positive correlation between HR information system and dynamic capability of Insurance companies in South-South, Nigeria.
RQ2: What is the relationship between Employee development and profitability growth of Banking sector in Port Harcourt, Rivers State?
From the table it shows a Spearman Rank Order Correlation Coefficient (rho) of 0.753 on the relationship between Employee development and profitability banking sector in Port Harcourt. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive. Therefore, there is a strong positive correlation between Employee development and profitability of banking sector in Port Harcourt.
RQ3: What is the relationship between employee development and market expansion in Port Harcourt River State?
The result from the table shows a Spearman Rank Order Correlation Coefficient (rho) of 0.753 on the relationship between employee development and market expansion. This value implies that a very strong relationship exists between the variables. The direction of

the relationship indicates that the correlation is positive. Therefore, there is a strong positive correlation between employee development and market expansion.
Therefore, to enable us accept or reject hypotheses 1, 2, and 3 as well as generalize our findings to the study population the p- value was used as shown below:

5. Discussion of finding

H_{o1}: There is no significant relationship between employee development and profitability of banking in Port Harcourt River State.
The displayed in the table above is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employee development and productivity growth.
H_{o2}: There is no significant relationship between Employee development and profitability growth of Banking sector in Port Harcourt, Rivers State.
Also displayed in the table is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between Employee development and profitability growth of Banking sector in Port Harcourt, Rivers State.
H_{o3}: There is no significant relationship between employee development and market expansion in Port Harcourt River State.
Also displayed in the table is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from the table the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employee development and market expansion in Port Harcourt River State
Therefore, the results for the first set of hypotheses with regards to the relationship between HR information system and organizational resilience measures are stated as follows:

- There is a strong positive significant relationship between employee development and productivity growth in the banking sector in Port Harcourt, Rivers State.
- There is a strong positive significant relationship between employee development and profitability growth in the banking sector in Port Harcourt, Rivers State.
- There is a strong positive significant relationship between employee development and market expansion in the banking sector in Port Harcourt, Rivers State

6. Conclusion

This study examined employee development and organisational growth in the banking sector in Port Harcourt, Rivers State. The study was based on the premise that employee development can influence ability of banks to achieve sustainable growth. The study considered employee development in terms of employee development while organisational growth was considered in terms of productivity, profitability, market expansion. Based on the theoretical and empirical evidence reviewed, it can be concluded that employee development is an important determinant of organisational growth in the banking sector. Banks that invest consistently in the development of their employees are better positioned to improve productivity growth, increase productivity, and market expansion. The study further concludes that development contribute significantly to organisational growth. Regular development equips bank employees with current knowledge and skills required to perform their duties effectively. In an increasingly digital banking environment, continuous training can also improve employees' ability to use modern banking technologies, manage customers effectively, comply with regulatory requirements, and minimise operational errors.
Overall, the study concludes that effective employee development can contribute to productivity, profitability, productivity, and market expansion which are important indicators of organisational growth. Therefore, employee development should not be viewed merely as an administrative function but as a strategic investment in the long-term growth and competitiveness of banks operating in Port Harcourt, Rivers State.

7. Recommendations

Based on the conclusion of the study, the following recommendations are made:

- Banks should strengthen employee development.

Management of banks in Port Harcourt should provide regular and comprehensive developmental programmes for employees. Training should focus on digital banking, customer relationship management, risk management, financial products, regulatory compliance, leadership, and other competencies relevant to modern banking operations. Training needs assessments should be conducted regularly to ensure that training programmes address actual employee and organisational needs.

- Management should provide adequate resources for employee development

Bank management should allocate sufficient financial and material resources to employee development. Investment in employee development should be regarded as a strategic investment rather than merely an operational cost because competent employees can contribute to improved productivity, customer satisfaction, profitability, and organisational growth.

- Banks should use technology to support employee development

Given the rapid digital transformation of banking services, banks should make greater use of e-learning platforms, virtual training, digital simulations, and online professional development programmes. This can enable employees to acquire new skills while reducing some of the costs associated with conventional classroom-based training.

8. Contribution to Knowledge

The study contributes to knowledge by demonstrating the importance of employee development as a strategic factor in organisational growth within the banking sector in Port Harcourt, Rivers State. While previous studies have often focused on employee performance or general organisational performance, this study emphasises the broader growth implications of developing employees' knowledge, skills, and competencies.

9. Suggestions for Further Studies

Future researchers may extend the study by examining employee development and organisational growth in other sectors such as insurance, oil and gas, telecommunications, manufacturing, and public-sector organisations. Further studies may also investigate other dimensions of employee development, such as leadership development, succession planning, job rotation, and talent management. Future researchers may also employ a longitudinal research design to examine whether sustained investment in employee development produces long-term organisational growth. Comparative studies between commercial banks, microfinance banks, and other financial institutions could also provide additional insights into the role of employee development in Nigeria's financial services industry.

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