Mock Bank practices and employee performance in the banking sector: A case study of Union Bank PLC

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ABSTRACT

The practice of mock bank is an institutional arrangement to expose potential bankers to basic rudiments of banking operations with the ultimate aim of increasing profitability of the organization through employee's performance. This study assessed the impact of mock bank practices on employee performance in the banking sector as a panacea for repositioning the Nigerian economy with specific focus on Union Bank Plc. The objective is to examine the contributions of operational experience to staff, ascertain the impact of professional ethics on commercial banks in Nigeria and to identify the contributions of knowledge of organizational structure on the operations of commercial banks. T-statistics was used to test the three hypotheses. Result showed that there is significant relationship between experienced, knowledge of job ethics and organizational structure by employee before recruitment and performance at work place when compared to those recruited before training. Further results revealed that employees that had mock bank experiences perform better with less supervision. It was recommended that reinforce of mock bank practices in tertiary institutions in Nigeria and allotment of higher credit units to mock bank practice should be encouraged.

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Introduction

In banking, knowledge acquired is an indispensable drive for excellence in the practice and performance of employees. Mock bank practice is yet to generate wider views from scholars. Mock bank practice is an institutional arrangement that exposes potential bankers to basic rudiments of banking operations with the ultimate aim of increasing profitability of the organization through employee's performance. It is yet known by many, mostly non-scholars as test or examination in a recruitment exercise. Though it is not a widely acclaimed practice in tertiary institutions in Nigeria, it has been found by scholars as rudimentary and essential practice that fast tracks banks desire to effectively impact on the performance and profit targets. Trainings towards eliminating unethical behaviors in the banking sector begin with mock bank practices. Apart from organograms of banking operations, there are fundamental guiding principles that guide the performance of employee which portrays confidentiality of the profession. In furtherance to this discourse, the National Board for Technical Education (NBTE) in 2009 drew up her course content and clearly stated that, "for the purpose of awarding the National Innovation Diploma in Banking Operations, the students' work shall be evaluated as follows; practical 70%, examinations 20% and class tests 10%". These guidelines were applicable to colleges and polytechnics. Banking operations are usually transformed through innovations. The ability to perform better on a new product is a function of trainings and knowledge of existing codes and ethics. This is true considering the fact that every bank product requires technicalities to handle. Banks with existing expertise are usually fast in capturing the market were new products command sales. For instance, on the introduction of "TOKEN" as a safer guard to online transaction, the marketing department division must capture

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fast its workability in order to convince existing and potential customers that their accounts are safe and protected while transacting with token.

The management of workforce is made easier with a team of experts in their areas of operation. Beside expertise or technological know-how, discipline must be seen as interwoven with ethical trainings. Again, grasp of the organization's organogram is required by the team for hitch-free deliverables. Bank products are introduced to attract customers, ease transactions and generate profits to banks through charges. In banks, a staff may be trained to handle bank products such as online, token, ATM, loans, savings, current accounts, overdraft, credit and debit cards and others. In handling these products, members of staff are expected to know the ethics guiding marketing of the products (Ayozie, 2013). This is imperative if fraudulent behaviors must be avoided. To this end, banks spend huge amounts in training newly recruited employees and retrain existing staffs. In this regard, conferences, seminars/workshops and short courses are always made available for banks staffs.

It is unethical to observe that there are still cases of pushing mutilated currency notes into the automated teller machines (ATM) by bank staffs for the unsuspecting public to withdraw. Its implication is that most of these bad notes are rejected by the public and banks during transactions as the notes are returned to the banks. Most customers have complained of receiving unauthorized credit and debit alerts. There have been cases where bank officials connive with fraudulent customers to divert deposits into other customers account and reverse or withdraw it at the close of work (Adeyanju, 2014). Insubordination arising from growth or promotion parity and consequent enmity are on the increase among bank's members of staff. Many bank employees in the marketing division have used the opportunity of searching for new customers and recovering debts to attend academic programmes which is against the codes and ethics of banking. Most employees do not have knowledge of the management hierarchy when it comes to up-and-down line organogram structure of the bank where they work which should guide them on who they should report to and who their subordinates are. There are cases of overpayment, incomplete/inability to balance account at the close of work. These challenges have resulted to non-promotions, termination of appointments and attracted the attention of banks' authorities to call for external auditors. Against this backdrop, this study set out to investigate the impact of mock bank practice on employee performance in the Nigerian Banking Sector.

This study is set out to finding out the impact of mock bank practice on employee performance in the Nigerian banks. Specifically, the following objectives directed the focus of the work: (i) to examine the contributions of operational experience to staff performance in commercial banks in Nigeria, (ii) to ascertain the impact of professional ethics on commercial banks in Nigeria and (iii) to ascertain the contributions of knowledge of organisational structure on the operations of commercial banks in Nigeria. To address the objectives, the following questions were raised; (i) to what extent has operational experience contributed to staff performance in commercial banks in Nigeria? (ii) to what extent have professional ethics impacted on commercial banks' in Nigeria?, (iii) to what extent has knowledge of organisational structure contributed to successful operations of commercial banks in Nigeria? Specifically, this work was conducted in Rivers State. It examined employees' performance in the banking sector using Union Bank Plc as a case study.

This study is divided into five sections. Section one focuses on the introduction, section two focuses literature review and section three dwells on the methodology. Section four deals on the results and discussions and the last section focuses on conclusion.

Literature Review

Theoretical and Conceptual Framework

Conceptual Clarifications

Among the financial institutions, commercial bank is one of the most vibrant monetary sectors that attract greater customers for greater profit. It provides financial services to customers by accepting deposits, payments and advances loans to investors and financial adversary services and charges interest, commission on turnover (COT) in return. It acts as agent to government through the collection of Value Added Tax (VAT), income tax etc., sponsors and supervises projects for both customers and the government.

Code of conduct in banking practice specifies the ethics in the banking industry. It is a regulatory framework that checks behaviors of staff that may pose challenges to the bank. According to Peter (2011), "ethical conduct is the aggregate of social behavior measured against a set of guiding beliefs, standards or ideals that are operative, in a group, community or profession like banking, accounting, law etc. Therefore, ethical conduct in a profession refers to conduct that is morally correct or acceptable as determined by guiding standards in the profession". The aim of the code is to instill the spirit of obedience to the employee. Booz and company (2013) stated that "prior training of potential bankers will eliminate customer pains, improve responsiveness to clients, create capacity and scale, streamline work process, reduce cost by driving out variables, provide cost effective services, define standard, train staff in process-oriented thinking, instill a culture of continuous improvement into organization, ensure consistent and auditable controls and align operating model to changing regulations".

Furthermore, Mock bank practice acquaints the trainee with the organogram, ethical conducts and operational activities of the bank as it involves practical and participatory activities of banking rudiments. This exposes the students to the fundamental ideas of what responsibilities or activities expected of employee to perform at a given time and period. Students who have undergone mock bank

practices perform their banking duties with renewed vigor. Bangor Business School publication, concurred by chartered Institute for Bankers of Nigeria (no date) asserts that “unethical conducts in the banking profession are not limited to; (i) insider abuse, (ii) non-conformity with standard and guidelines (iii) aiding and abating (iv) Abuse of trust (v) associating with people of doubtful character (vi) offer and acceptance of gratification (vii) conflict of interests and (viii) misuse of information. The paper suggested sanctions to ameliorate and mitigate future occurrence of unethical behaviors among bank employees.

From the forgoing, apart from maintaining set out guiding principles in the banking profession, students who have undergone mock bank practices are expected to fit into the operations of banking institution specifically to be able to handle certain activities but not limited to the following; (i) opening an account terms and conditions (ii) charges and interest payable by customers (iii) interest payable to customer (iv) handling customers complaints (v) confidentiality of customer information (vi) status enquiries (bankers' references) (vii) marketing of services (viii) foreign exchange services and cross-border payments (ix) guarantees and other types of third party security and (x) inter-bank transactions.

Theory of Bank Efficiency

This study anchors on the theory of bank efficiency adapted by Tomaz, (2008). According to Tomaz, “efficiency is attributed to the willingness and ability to produce result with little or minimum effort and resources categorized to be as a result of trainings acquired, environment, and strategy implementation. In this theory, Tomaz was of the view that efficiency is better understood from the economic stand point. Efficiency was seen to emanate from achievement of targeted goals and objectives. Activity engaged in performing a particular duty is appropriate to measure efficiency mostly in banking operations but differentiated from effectiveness which entails doing the right thing. Efficient performance may not mean performing an activity effectively (Allen, 1996). It is the measure of effectiveness that produces the minimum waste of skill, time and effort (Timothy, 2010). According to Berger and Humphrey, (1997) efficiency is an indicator of bank managers and their staff ability to maintain increase in income and revenue that surpasses operational cost. Efficiency is determined through achievement of economic benefits that is greater than operational inputs.

From the foregoing, mock bank practice is a necessary pre-requisite that guarantees sustainable profitability and quality service delivery in financial institutions. On employment, an organization is expected to be bestowed with experienced staff as costs of retraining of staff after recruitment on the organogram, ethics and code of banking practice are saved and ploughed back into the organization for growth. Cost saving is of utmost concern to any profit-oriented venture and therefore, must not be ignored. The implication is that there may be regularly evolving banking products and guidelines not acquired during mock bank practice which may call for constant retraining of staff.

Developed Mock Bank Theory

Though this is a new discourse among members of the academia, it is essential to theoretically position mock bank as a pre-training of potential labour, driven by the desire to attain utmost efficiency, satisfactory service deliverables for profit maximization in an organization. This theory explains that early knowledge of banking code of ethics, organizational structure and overall operations acquired by potential banker positions a staff better to perform optimally at job interviews and work places. Such trainings are relevant if inculcated in the course contents of the academic programme as practical and code named “Mock Banking Practice”.

Evaluation of the Developed Theory and Implications

A non-linear relationship has copiously been observed between theoretical and practical applications (Ezirim, 2005). But the salient fact about the developed theory is its attempt to stress on the ability of the employee to be result oriented with less supervision. Being a banker involves a plexus of clearly defined activities that must be grasped in the cause of delivering banking functions. Argument has been raised on the long list of activities in functioning as a banker. It is however relevant for a potential banker or employee to know where each staff functions stop and where the next activities begin as performance cannot be sacrificed on the altar of aptness.

Empirical Review

Works on mock bank are not much in academic literature. Related studies dwelt on code and ethics in the banking industry. The available studies show that ethical conduct remains relevant by explaining its importance at work place. Study on “The Impact of Ethics and Professionalism in the Nigerian Banking Industry” by Ikpefan & Ayeni (no year), adopted percentages and Statistical Package for Social Sciences in the analysis. It was revealed that many commercial bank employees are yet to imbibe the ethical conduct in handling banking operations which has resulted to fraudulent activities abuse of office and weak internal control system. The study proffered stiffer penalties for erring employees. Investigation on the performance of trained employees in the banking sector by Nushrat, (2018) was conducted to in Bangladesh. Descriptive analysis of T-test, Correlation and Regression analysis were implored in the analysis. It was discovered that employee motivation, engagement and performance at the job showed satisfaction as a result of post training acquired. The study suggested that post training of a potential employee must be matched with career development. Maryam, Naveed, Nadeem, Zeeshan and Naqvi, (2014) surveyed Northern Punjab's banking sectors on how training and development have impacted on the performance of employee using regression in their analysis. Analysis result revealed that employee performance and job training were positively related while styles of job delivery and training were also determined by training and development of employee. Study carried out by Adeyanju, (2014) using Pearson's Moment Correlation Co-efficient to conduct an inquiry into the causes of bank failure. The study revealed that consciousness of several banks regarding professional

ethics enhanced their resistance to failure. The paper recommended serious penalty for violators of the banking professional ethics. Ayozie (2013) descriptively worked on “The Current Ethical Challenges in the Nigeria Commercial Banking Sector”. The paper reviewed the functions of commercial banks and serious challenges posed by unethical conducts in banks, such as indecent dressing, non-recognition of customers’ complaints, tampering of customers’ accounts etc. The paper suggested for urgent step towards addressing the non-compliance to ethical conducts in commercial banks. On “Analysis of Training and Development Management Practices: A Case Study of Zenith Bank Nigeria PLC” carried out by Goddy, Adeyeye & James (2014) using Chi-Square test statistics method captured the fact that successful operations of Zenith bank is achievable through training. The study saw it as a way that exposes employee to perform better within the organizational structure. Regular training of employees and reward for hard work to sustain employee performance in the banking industry was advocated.

Study on “Impact of Investment in Human Resource Training and Development on Employee Effectiveness in Nigerian Banks” was conducted by Khadijat (2007). T-test statistics and analysis of variance were adopted in analysing the primary and secondary data for the study. Result showed that training orientation by the bank for her new staff was necessary for effective job performance. It was further discovered that Zenith Bank Plc has one of the best training and accounting practices. It was recommended that human resource should be evaluated regularly to ensure an update in knowledge to handle various banking activities. Ldama and Muhammed (2015) did a work in Adamawa State on “Effects of Training and Development on Employees’ Retention in Selected Commercial Banks” and regressed their data to discover a positive relationship between fairness in training, training policy and retention of employees. On-the-job and academic institutional training of staff by banks were recommended.

Research and Methodology

An investigation on the “Impact of Mock Bank Practices and Employee Performance in the banking sector in Nigeria” was specifically conducted in seven selected Union Bank branches in Rivers State. Rivers State is an investment hub mostly with the presence of all the consolidated banks in Nigeria. This is due to the presence of multi-national construction and oil companies especially foreign investors. In Rivers State, Union Bank Plc, being a big and reliable financial institution, has several branches. Information for the study were randomly elucidated from all categories of staff in Ikwerre Road, GRA junction (Aba Road), Station Road, Azikiwe Road (Port Harcourt Township), Aba Road (Opposite Road Safety), Trans Amadi & Oyigbo branches of the bank. Materials and other information were received from text books, telephones, e-mails messages and relevant journal articles. Twenty (20) questionnaires were distributed to seven (7) union bank branches using well-structured questionnaires. A total number of one hundred and forty (140) questionnaires were distributed through by our research assistants.

A comparative analysis between staff with pre-trained staff and those trained after recruitment (trained before employment and trained after recruitment) to ascertain the performance of each group were performed. A hundred and twenty-four (124) were returned and used for analyses. Descriptive statistics of frequency count, percentages and mean (at a criterion mean cut-off of 2.5) were adopted to capture the Demographic variables of respondents and answer the research questions. T-statistics was used to test the two hypotheses at 0.05 per cent level of significance.

The respondents were divided into two groups, the control/treatment group and the non-control/counterfactual group. The trained before recruitment or employment were the non-control group while the trained after recruitment were the control or counterfactual group. In the distribution of the questionnaires, seventy (70) were issued to each of the groups (control and non-control groups). However, out of the one hundred and twenty-four (124) returned, seventy-five (75) were from those employed before training while 49 were from respondents that were trained after employment.

Analysis and Findings

Demographic Variables of the Respondents on Gender

Table 1 results show that 29(38%) males are among the trained before employment while 46(61.3%) are females. This explains that banks are more interested in employing young ladies than young men. This is compared to 22(44.8%) male for those trained after employments while more of the females 27(55.1%) are females.

Table 1: Gender Distribution of the Respondents (n = 124)

<u>Gender</u>	Trained before Employment		Trained after Employment		Total
	N	%	N	%	
Male	29	38.6	22	44.8	51
Female	46	61.3	27	55.1	73
Total	75	100	49	100	124

Source: Author’s Computation, 2019

The age distribution of respondents in Table 2 revealed that employees with the age 18-20 were 32 representing 42.6%. Those that fell within 20-25 years of age were 20(26.6%) while staffs within 25-30 were 13(17.3%). Staff within the age of 35-40 was 10(13.5%)

while those within 45 and above were nil. This shows that banks are more interested in employing younger people than those above forty (40) years of age. The meaning is that banks would want to make you of younger people who are more energetic to offer services. When compared to those in the group of trained after employment, staff within 18-20 years age bracket were 19(38.7%). In this same vein, out of a total number of 49 respondents, those within the age of 20-25 were 14(28.5%). Within 25-30 were nine (9) representing 18.3%. However, the remaining 35-40 and 45 years and above were 10.2% and 4.0% respectively. The overall responses show that 51 were those within 18-20. A total of 34 were staff within 20-25 while 25-30 were 22 in number. The remaining respondents were 15 for those that fell within 35-40 while 2 were the employees that fell within 45 years and above.

Table 2: Age Distribution of Respondents (n = 124)

Age	Trained before Employment		Trained after Employment		Total
	N	%	N	%	
18 – 20	32	42.6	19	38.7	51
20 – 25	20	26.6	14	28.5	34
25 – 30	13	17.3	9	18.3	22
35 – 40	10	13.3	5	10.2	15
45 and above	-	-	2	4.0	2
Total	75	100	49	100	124

Source: Author's Computation, 2019

The study discovered in Table 3 that educational qualifications of respondents comprised employees with different categories of certificates. More of the employees for the trained before employment were holders of Higher National Diploma (HND) representing 34(45.3%). This is followed by holders of National Diploma (ND) representing 17(22.6%). The reason could come from the fact that attention is paid to practical knowledge of banking operations by Polytechnics and Collages that award more of the diploma programmes. Secondly, employers of labour mostly banks are more interested in engaging the services of middleman power. The result further showed that holders of Bachelor Degree (B. Sc.) were 14(18.6%) while those with M. Sc. degree and above were 5(6.6%). Those with WASC/GCE O' Level certificate were 5(6.6%). These categories of staff in the banking sector are mostly cleaners, securities and drivers. For the trained after employment respondents, the analysis showed that holders of Higher National Diploma (HND) were also favoured in the employment with 22(44.8%) while National Diploma (ND) had 13(26.5%). Employees with first degree (B, Sc.) were 9(18.3%). M. Sc. Degree holder employees were 2(4.0%) while three (3) representing 8.0% were school certificate holders.

Table 3: Educational Qualification of Respondents (n = 124)

<u>Educational Qualification</u>	Trained before Employment		Trained after Employment		Total
	N	%	N	%	
WASC/GCE Certificate	5	6.6	3	6.1	8
National Diploma (ND)	17	22.6	13	26.5	30
Higher National Diploma (HND)	34	45.3	22	44.8	56
B. Sc. Degree	14	18.6	9	18.3	23
M. Sc. Degree and above	5	6.6	2	4.0	7
Total	75	100	49	100	124

Source: Author's Computation, 2019

Table 4 showed the various departments in which employees are posted based on the bank's organizational structure. Among the respondents, for trained before employment, cooperate banking, management information system, general services and research and development department had 5(6.6%) respectively. Finance and account and small and medium entrepreneur department also had 7(9.3%) respectively. Further result revealed that public relations, anti-money laundering and international division were 4(5.3%) respectively. Information and communication technology revealed 3(4.0%) while investment and monitoring department 6(8.0%). Human resources department showed 8(10.6%) while the highest staff were found in marketing and development department with 12(16.0%). Comparatively, the trained after employment showed that marketing and small and medium entrepreneur had greater numbers of staff 6(12.2%) and 5(10.2%) respectively while finance and accounts, management information system, information and communication technology, international Division and general services were 4(8.1%) respectively. However, the least were corporate banking, public relations, anti-money laundering, investment monitoring and recovery, human resources development, research and development departments with 3(6.1%) respectively.

Table 4: Division/Department of Respondents (n = 124)

Department/Division		Trained before Employment		Trained after Employment	
S/N		N	%	N	%
1	Corporate Banking	5	6.6	3	6.1
2	Finance and Accounts	7	9.3	4	8.1
3	Public Relations	4	5.3	3	6.1
4	Management Information System	5	6.6	4	8.1
5	Anti-Money Laundering	4	5.3	3	6.1
6	Information & Communication Technology	3	4.0	4	8.1
7	Investment Monitoring and Recovery	6	8.0	3	6.1
8	International Division	4	5.3	4	8.1
9	Human Resources Development	8	10.6	3	6.1
10	General Services	5	6.6	4	8.1
11	Marketing and Development	12	16.0	6	12.2
12	Small and Medium Entrepreneur	7	9.3	5	10.2
13	Research and Development	5	6.6	3	6.1
	Total	75	100	49	100

Source: Author's Computation, 2018

The mean rating of ethical conducts shown in Table 5 found that more of the challenges in the banking industry are found in offer and acceptance of gratifications, conflict of interest and over ambitious and unrealistic target setting for bank staff which was above set 2.5 criterion cut-off point respectively. Most disturbing is the facts that high targets of deposits from customers given to female marketers drive many into prostitution to unholy attract wealthy customers. This indicates "High Extent" (HE). The unhealthy rivalry among staff does not encourage growth of the sector as most cases may spell reduction in staff deliverables. Comparatively, the analysis showed that such challenges are found among both trained before employment and those trained after employment. The issue is that the quest for promotion in the sector can only be noticed through hard work and not sabotage. Other ethical conducts were found to exist at "Low Extent" (LE). Grand mean shows "Low Extent" for trained before employment staff with mean cut-off of 2.39 while trained after employment had a "High Extent" mean of 2.58. It shows that the employees that were trained before employed were already thought on the ethics of the banking profession.

Discussion

Table 5: The Mean Rating on Ethical Conduct by Respondents (n=124)

Mean responses ($\bar{X}$)		Overall Mean Response		Overall	Decision
Ethical Conduct		Trained before Employment	Trained after Employment		
S/N		n = 75	n = 49		
1	Insider abuse,	2.39	2.51	2.45	LE
2	Indecent dressing	2.27	2.65	2.46	LE
3	Non-conformity with standard and guidelines	2.36	2.58	2.47	LE
4	Aiding and abating fraud	2.37	2.51	2.44	LE
5	Abuse of trust	2.39	2.53	2.46	LE
6	Conflict of interests	2.52	2.60	2.56	HE
7	Offer and acceptance of gratification	2.59	2.71	2.53	HE
8	Associating with people of doubtful character	2.35	2.57	2.46	LE
9	Misuse of information	2.38	2.51	2.44	LE
10	Conversion of Cheques	2.34	2.63	2.48	LE
11	Poor book-keeping by bank staff.	2.38	2.60	2.49	LE
12	Over Ambitious and Unrealistic target setting for bank staff (Female Prostitution)	2.49	2.68	2.58	HE
13	Unauthorized Tampering with Customers' Accounts	2.36	2.61	2.48	LE

table Cont'd				
14	Balance sheet engineering (Doctoring/manipulation of figures)	2.41	2.50	2.45 LE
15	Foreign Exchange Malpractices	2.39	2.63	2.51 LE
	Grand Mean	2.39	2.58	

Source: Author's Computation, 2019 (SPSS Version 17.0).

On the operational responsibilities, Tables 6 revealed that both trained before employment and trained after employment had equal responsibilities. However, closer look at the scores in the columns from items 1-10 revealed slight margin in favour of trained before employment group. In all the operational areas, there is high extent of performance by both groups which is indicated in the grand mean of 2.59 and 2.50 respectively.

Table 6: The Mean Rating on Operational Responsibilities by Respondents (n = 124)

Mean responses ($\bar{X}$)				
Banking Operational Responsibilities		Overall Mean Response		Overall Decision
		Trained before Employment n = 75	Trained after Employment n = 49	
S/N				
1	Opening an account - terms and conditions	2.67	2.59	2.63 HE
2	Charges and interest payable by customers	2.58	2.52	2.55 HE
3	Interest payable to customer	2.61	2.54	2.57 HE
4	Handling customers complaints	2.56	2.48	2.52 HE
5	Confidentiality of customer information	2.62	2.46	2.54 HE
6	Status enquiries (bankers' references)	2.58	2.52	2.55 HE
7	Marketing of services	2.63	2.49	5.54 HE
8	Foreign exchange services and cross-border payments	2.59	2.50	2.54 HE
9	Guarantees and other types of third-party security	2.55	2.48	2.51 HE
10	Inter-bank transactions.	2.56	2.51	2.53 HE
	Grand Mean	2.59	2.50	

Source: Author's Computation, 2019 (SPSS Version 17.0)

Tested Hypotheses

The following four null hypotheses were formulated to guide the attainment of the research objectives:

H₀₁: There is no significant operational difference between experienced recruited employee and recruited and retrained employees in commercial banks in Nigeria.

H₀₂: There is no significant difference in professional ethics of experienced employee and recruited and retrained in commercial banks in Nigeria.

H₀₃: There is no significant difference in contributions of organisational structure to performance of recruited employee and retrained and trained employee of commercial banks in Nigeria.

Table 7: Summary of t-test on the experience, Ethics and Organisational Structure between recruited employee and recruited and retrained employee in Union Bank Plc.

Hypotheses	Extracted questions	N	$\bar{X}$	SD	df	t-cal.	t-crit.	Decision at $p>.05$
H01: Experience	Trained before recruitment	67	3.80	.97	122	-1.087	1.960	p=0.009 S, p<.05
	Recruited and trained	57	4.08	1.32				
H02: Ethics	Trained before recruitment	55	4.40	.95	122	2.66	1.960	p=0.00 S, p<.05
	Recruited and trained	49	5.05	.89				
H03: Organizational Structure	Trained before recruitment	73	4.02	1.09	122	-4.385	1.960	p=0.00 S, p<.05
	Recruited and trained	51	5.11	.95				

Source:Computed from field data, 2019 (SPSS Version 17.0)

Decision rule:from our probability value,if $p<.05$ reject H_0 , else retain H_0 .

(NOTE: S= Significant, $p<.05$ NS= Not Significant $p>.05$).

Tested hypotheses showed that there is significant relationship in experienced, knowledge of job ethics and organizational structure by employee before recruitment and performance at work place $t_{122, 0025} = 1.960$, $p<.05$) when compared to those recruited before training. Practical knowledge of banking operations can make every trained employee (staff) performed better anywhere. What is required of an employee (staff) is re-training if there are new innovations or newly introduced products by the bank. It was further discovered that there is significant relationship between ethical conduct of trained before employment and those of trained after employment. It also showed that significant relationship exists between the trained before employments and trained after employment on fast understanding the organisational structure of the bank. This study is in agreement with the work of Ldama & Muhammed (2015) which found that there is a positive relationship between fairness in training, training policy and retention of employees. Both on-the-job and academic institutional training of staff by banks were recommended. It could further be inferred that the Adeyanju, (2014)'s work which found that consciousness of several banks regarding professional ethics enhanced their resistance to failure forms with this study.

Conclusions

The operations of banks have become sophisticated that only banks with experience staff can survive in the face of competitions. Mock bank practice is a new innovation introduced in academic institutions to prepare a potential banker and operators participants in the financial sector to grasp operations of the sector at the early stage. The essence is that at the end of mock bank practices, students are expected to perform basic entry tasks and functions in the bank such as foreign operations, credit and marketing, domestic operations, customer services functions and others. The basic tenets of the financial sector; ethical conducts, operational responsibilities and organizational structure are important for effective and efficient deliverables. It is believed that more efficient bankers and financial operators will be turned out based on the following recommendations; government should enforce mock bank practices in our tertiary institutions to prepare potential bankers and financial operators. In compliance with National Board for Technical Education (NBTE) 2009 academic curriculum, mock bank practice should be compulsory and made to attract higher credit units as a way of instilling seriousness in both institutions and students, institutions should partner with banks for a greater stake in the training of students in mock bank practices. Finally, evidence of mock bank practice/training should be made one of the requirements by banks for recruitment of new employees.

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Institutional Review Board Statement: Ethical review and approval were waived for this study, due to that the research does not deal with vulnerable groups or sensitive issues.

Data Availability Statement: The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy.

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