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EMPLOYEE TRAINING AND BUSINESS PERFORMANCE OF THE FINANCIAL INSTITUITION IN SOUTH SUDAN

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Abstract

This article aimed to explore the impact of employee training and business performance of the financial institution in the context of commercial banks in Juba, South Sudan. From the target population of 4846 commercial banks' employees who has been working for over 15 years in Juba, South Sudan, there were 370 samples selected by adopting purposive sampling method according to Yamane's Equation Formula. The instrument for collecting data was a questionnaire. This study was a quantitative and qualitative research by using survey. All tests were based on 0.01 level of significance. From the analysis results, employee training and business performance had a significant positive relationship on commercial banks in the financial institution. Therefore, it is also recommended among others that governments, society, and commercial banks should pay more attention to training for productivity and job satisfaction while prioritizing motivation, positive relationship and attitude for vivid and timely satisfactory performance at commercial banks in the financial institution.

Key Words: Employee training, Business Performance, Job Satisfaction, Positive Relationships, Financial institution.

Introduction

Employee training is structured learning activities that improve employee performance, productivity, job satisfaction, and effectiveness, Burke (2003), Afshan, Sobia, Kamran & Nasir et. al (2012). Employee training is any instruction or activity that teaches employees new skills or improves their current skills and performance, Mackenzie and Podsakoff (2003). The term may describe anything from safety training for an entire staff to introducing a new hire to the ins and outs of a particular job to training an existing employee how to use new technology, Afshan, Sobia, Kamran & Nasir et. al (2012). Financial institution in South Sudan include a broad range of business operations within the financial services sector, including banks, insurance companies, brokerage firms, and investment dealers, Ballantine, Levy and Powell et al. (2011). It is stressed that comprehensive training equips bankers with expertise in financial products, lending practices, and credit evaluation, Bedeian and Wren (2001). By mastering financial analysis techniques, commercial bank employees can identify potential risks and develop effective risk management strategies through training, (2015), Klein (2017), Ballantine, Levy, and Powell et al. (2011). Finally, training programs with commercial banks in the financial institution focus on enhancing interpersonal and communication skills, Burke, Fillis, Johannson and Wagner et al. (2003).

Moreover, training enables bankers to learn how to build strong relationships with clients and provide personalized financial solutions, Lutsch-Emmenegger (2014), MacNeil and O'Brien (2010). However, Burke (2003) stated that training enables to embrace technology, prepares individuals for the digital era and enhances industry efficiency, security, and innovation, contributing to overall success and stability in banking industry. Mahoney (2014), Mansfield (2004) and McDonald (2019), Mercer (2004) and Meuwese (2007) argued that human resources that are well-developed and trained are regarded as any organization's most valuable resource anywhere in the world. Employee training improves knowledge, abilities, and traits, which in turn boosts business and worker performance and organizational productivity, Norton (2001) and Patrick (2018).

Furthermore, performance is the noun form of the verb perform, designating the act of carrying out or accomplishing a task, an act, a feat, etc., Sparrow (2000) and Ahmed (2012). In the context of business, it typically refers to the accomplishment of objectives and is the outcome of the investments we make in our assets, including human capital, Bedeian and Wren (2001). We must consider both the desired business behaviors and the valuable results that these behaviors produce in order to fully understand performance, Ballantine (2011), Rooney (2018), Schooner and Taylor (2008). According to Sparrow (2000), an organization must prioritize strategic goals and objectives, make a plan, and keep an eye on the actions and outcomes in relation to deadlines and budgets if there is urgent need to increase company's performance and succeed in the marketplace. Timmerman and Chive (2004) argued that business performance is a major factor in

Journal of Modern Management
Shinawatra University
Vol. 2 No. 3 July – September 2024

attaining success in the business world. Increasing business performance can lead to better customer visibility, a more effective sales pipeline, and increased internal cooperation within the company, Patrick (2018) and Stiglitz (2001), Strevens et al. (2014) and Stiglitz (2001).

Objectives of the Study

i. To identify the impact of employee training on commercial banks in the financial institution in Juba, South Sudan.
ii. To identify the impact of business performance on commercial banks in the financial institution in Juba, South Sudan.

Research Questions

i. What is the impact of employee training on commercial banks in the financial institution in Juba, South Sudan?
ii. What is the impact of business performance on commercial banks in the financial institution in Juba, South Sudan?

Conceptual Framework/Study Hypotheses

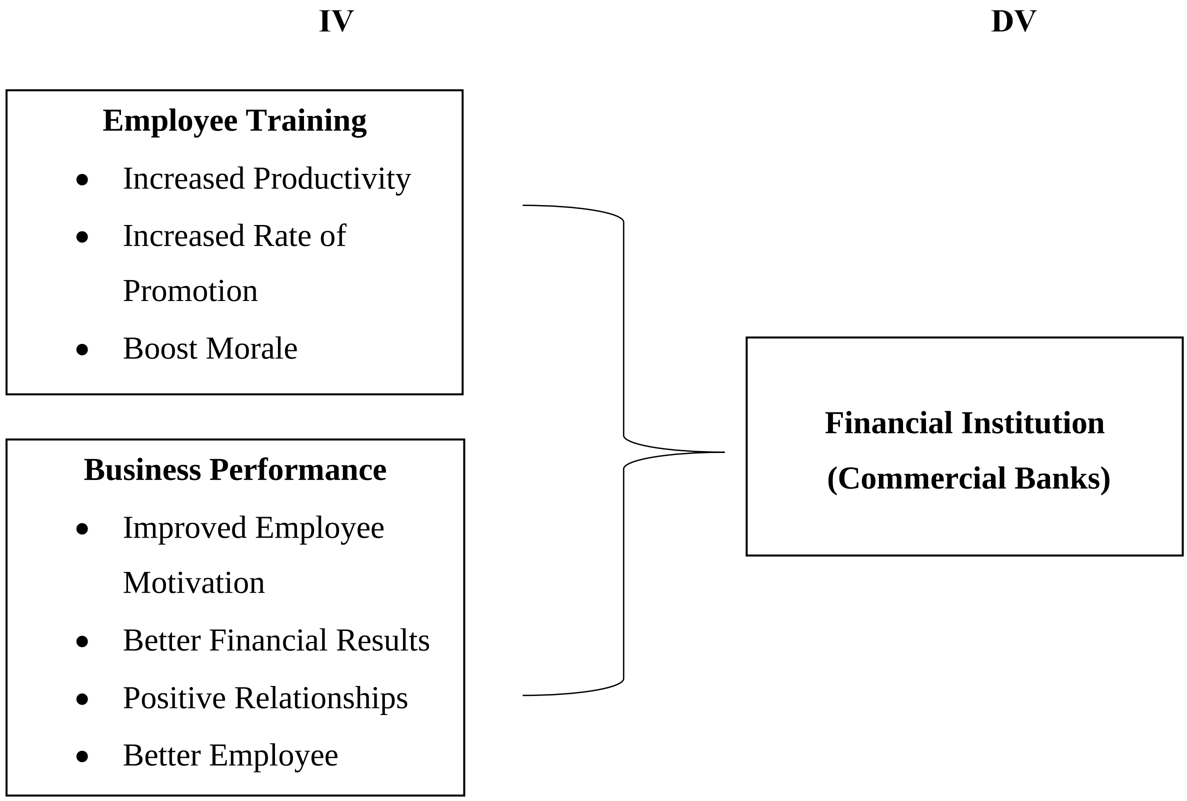

Figure 1: Conceptual framework

Hypotheses 1:

H0: There is significant impact/effect of training on commercial banks in the financial institution.

Hypotheses 2:

H0: There is significant impact/effect of business performance on commercial banks in the financial institution.

Impact of Employee training on Commercial Banks in the Financial Institution

Increased Productivity

According to Turner (2015), remarkably higher work quality is one of the main benefits that you will likely notice in the context of training. Any productivity tool that a commercial bank may want to incorporate into its workspace will fit this description, Brennan (2011), Tsahuridu (2006), Vella (2018), Bryan (2006), Winrel (2019), Burke, Fillis, Johannson and Wagner et al. (2003). Setting objectives, allocating responsibilities, monitoring advancement, generating reports, and initiating real-time staff communication are all made simpler by productivity tools in a sense that training is prioritize in the financial institution. Klein (2017) and Lutsch-Emmenegger (2014) stressed that training itself helps commercial banks to achieve enormous productivity, for example, it can be a very successful way to guarantee that both teams and clients are communicating effectively, MacNeil and O'Brien (2010), Mahoney (2014), Klein (2017) and Mansfield (2004).

Increased Rate of Promotion

According to Mackenzie and Podsakoff (2003), employee promotion means the ascension of an employee to higher ranks. It involves an increase in salary, position, responsibilities, status, and benefits. As a result of training, promotion within commercial banks incentivizes workers to perform well at work and heightens their desire to advance in their position. Many commercial banks associate performance with promotion, McDonald (2019), Mercer (2004) and Meuwese (2007), Norton (2001), and Lutsch-Emmenegger (2014). As well as training is concerned, employee performance is typically boosted, leading to the production of more excellent work and can also increase high rate of promotion for hard working and well-skilled employees in the financial institution, MacNeil & O'Brien (2010). A promoted commercial bank employee is more likely to remain devoted to the company as it makes the worker feel more a part of the team, Patrick (2018) and Rooney (2018). Commercial bank employers who recognize and reward effort for hard working and talented employees are better able to draw in qualified candidates to their premises and are destined for future organizational success in the financial institution, Burke (2003).

Boost Morale

Mackenzie (2003) stressed that employee morale in the financial institution like bank is a critical component of organizational success, impacting the employees' mental health, productivity, creativity, and overall company culture. When commercial banks' employees feel motivated and satisfied in their work environment, they are more likely to be engaged and committed to their tasks, Meuwese (2007). High morale in the financial institution fosters a sense of loyalty towards the organization, reducing turnover rates and the associated costs of recruitment and training, McDonald (2019), and Mercer (2004) and Norton (2001) argued that positive morale contributes to a healthy work-life balance, reducing stress levels and promoting overall well-being among commercial bank employees. When individuals within the financial institution feel supported and respected in their workplace, they are better equipped to manage challenges both professionally and personally, Mahoney (2014), Schooner and Taylor (2008).

Job Satisfaction

Job satisfaction, employee satisfaction or work satisfaction is a measure of workers' contentment with their job, whether they like the job or individual aspects or facets of jobs, such as nature of work or supervision, Podsakoff (2003), Norton (2001), Patrick (2018), Schooner and Taylor (2010), Rooney (2018), Sparrow (2000) and Stiglitz (2001). Tsahuridu (2006) and Strevens et al. (2014) stressed that communication can be extremely important to retaining levels of job satisfaction within commercial banks, on both a personal and professional level. Taylor (2010), Timmerman and Chive (2004) argued that job satisfaction in the financial institution is exhibited in allowing employees to be open, collaborative, trustworthy, and even confrontational when needed. It's no surprise that once a culture is established in a workplace, work satisfaction can then be enhanced by added feelings of security. Security may arise from knowing you work for a viable commercial bank with long-term goals, insinuating feelings of belonging to that particular financial institution, Tsahuridu (2006), and Sparrow (2000).

Journal of Modern Management
Shinawatra University
Vol. 2 No. 3 July – September 2024

Impact of Business Performance on Commercial Banks in the Financial Institution

Improved Employee Motivation

Employee motivation is an intrinsic and internal drive to put forth the necessary effort and action towards work-related activities. It has been broadly defined as the "psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence", Fillis (2003), Vella (2018), Stiglitz (2001), Strevens et al. (2014), Winrel (2019) and Sparrow (2000). According to Timmerman and Chive (2004), motivated commercial bank employees handle uncertainty more easily, are better problem-solvers and have higher levels of innovation and creativity. When a commercial bank employee is motivated to achieve a certain goal, an organization won't let an obstacle stop them; instead, they willingly think outside the box to create a new solution, Stiglitz (2001), Tsahuridu (2006) and Turner (2015).

Better Financial Results

According to Afshan, Sobia, Kamran and Nasir et. al (2012), when a commercial bank consistently achieves positive financial results, it can manage its debts more effectively. Lenders and creditors view financially stable commercial bank businesses as less risky, which can lead to better borrowing terms and lower interest rates, Ahmed (2012), Brennan (2011). Bedeian and Wren (2001) stressed that examining past and present financial trends helps commercial banks anticipate future challenges and opportunities. Whether it's increased profits or changing market patterns, this knowledge enables better planning and adaptability within the financial institution. Johnson (2003) argued that better financial results in within commercial banks' performance provides valuable insights into an organization's financial health. By analyzing financial data, financial institution like banks can make informed decisions about resource allocation, investments, and growth strategies, Winrel (2019) and Sobia (2012).

Positive Relationships

Ballantine, Levy and Powell et al. (2011) stressed that when relationships commercial banks workplace are marked by cooperation, fairness, and trust, the brain's reward center gets activated, Bryan (2006), Burke, Fillis, Johannson and Wagner et al. (2003). According to Powell et al. (2011), positive relationships stimulates future interactions that foster employee confidence, trust, and respect, wherein employees believe

Journal of Modern Management
Shinawatra University
Vol. 2 No. 3 July – September 2024

the best in one another and motivate one another to perform well, hence leading to vivid business performance in the financial institution, Klein (2017), Kulesza, Weaver and Friedman et al. (2011), MacNeil and O'Brien (2010).

Better Employee Attitude

According to McDonald (2019) and Mercer (2004), commercial banks' individuals with a strong work ethic and positive attitude are more likely to be focused, motivated, and committed to delivering high-quality work. This leads to increased productivity, efficiency, and overall business performance in the financial institution, Mahoney (2014), Mansfield (2004), Lutsch-Emmenegger (2014) and Mahoney (2014). A strong work ethic and positive attitude within the financial institution foster a collaborative and supportive work environment. Individuals with these qualities at commercial banks are more likely to build strong relationships, communicate effectively, and contribute positively to team dynamics, Sobia (2012), Meuwese (2007), Mackenzie and Podsakoff (2003). Norton (2001), Sparrow (2000) and Taylor (2010) argued that by embodying a strong work ethic and positive attitude, commercial banks' individuals not only benefit themselves but also contribute to a positive organizational culture that promotes productivity, collaboration, and success. These qualities create a ripple effect, inspiring others and creating an environment where everyone can thrive in a business performance in the financial institution, Patrick (2018), Mansfield (2004), and McDonald (2019).

Before previous studies has been done from Asian and European context, Schooner and Taylor (2010). Little research has been conducted from African countries perspectives, Mercer (2004), Meuwese (2007) and Norton (2001), Patrick (2018), Rooney (2018) and Sparrow (2000). This study aims to close this disparity. The data was gathered in a single city, in Juba, South Sudan and as a matter of fact, the data may be different when collected in any of the cities in the entire country. Previous studies suggest that studies were done on home-based commercial banks other than regional and international commercial banks hence making this research a unique type of its own, Schooner and Taylor (2008), Stiglitz (2001) and Strevens et al. (2014), Timmerman and Chive (2004), Tsahuridu (2006) and Turner (2015). It is also suggested that studies were done on training and performance in the context of financial institution where as entire financial institution was not wholly studied, Vella (2018) and Winrel (2019. Past studies were done on financial regulatory report as in the context of financial institution but was not deeply discussed in detail as

Journal of Modern Management
Shinawatra University
Vol. 2 No. 3 July – September 2024

elaborated wholesomely in this research, Timmerman and Chive (2004), Schooner and Taylor (2010).

Methodology

Population and Sample Size

According to the general research aims and purpose, there is need to determine the population and calculate the sample size:

Population: The population for this research are commercial banks staff and workers in Juba City. For this research, researcher sample from lists and people available. A target population can be defined as a group of individuals or a group of organization with common characteristics that the researcher can identify and study (Burke (2003). The target population for three commercial banks in Juba was 4,846 people.

Sample: This involves calculating the sample size based on the above population size. In quantitative research, the sample refers to the participants who provide data in the research (Yamane, 1973). In this study, the Yamane Teruhiro formula was used to determine the sample size. First, a finite population should be dealt with if the population size is known, according to the equation formula. Yamane equation:

$$n = \frac{N}{1 + Ne^2}$$

The Yamane formula determines the sample size according to the research conditions: n is the sample size, N is the population size, and e is the sampling error assumed as 0.05. According to the data, the target population of the study is about 4,846 people over the age of 51 in Juba City. With a 5% margin of error and a 95% confidence level, the sample size is: $n = 4846 / (1+4846\ (0.05^2)$ which is 369.5000 and so, the sample size is 370 people. 370 questionnaires were dispersed using a purposive sampling method. A 100% response rate was indicated by the 370 questionnaires that were received in usable condition. Both qualitative and quantitative analysis were used in this study using a mixed method research design.

Measurement

The self-administered questionnaire had 370 items that needed to be answered in order to gauge the quality of commercial banks in South Sudan from the viewpoint of financial institution in Juba. Questions utilizing a 5-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree," were distributed to the respondents. Both of the variables were measured using scales that were found in an earlier literature review.

Data Analysis

By creating summaries, identifying trends, and using statistical techniques e.g. mean, standard deviation, regression analysis and sample size determination. However, data analysis seeks to reduce the amount of accumulated data to a manageable size, Burke (2003). The statistical package for social sciences (SPSS) version 22 was used to code and record the data for analysis.

Results and Analysis

Table 1: Gender of Respondents

		Frequency	Cumulative Percent
Valid	Male	280	75.7
	Female	90	24.3
	Total	370	100.0

Source: Survey Data (2024)

Table 1 above provides an overview of the respondents. It indicates that the respondents with the highest percentage were male 280 (75.7%) while female had 90 (24.3%), thereby indicating that commercial banks majorly in Juba city has more male employees compare to female employees.

Journal of Modern Management
Shinawatra University
Vol. 2 No. 3 July – September 2024

Table 2: Age of Respondents

		Frequency	Cumulative Percent
Valid	25-34 years	52	14.0
	35-44 years	50	13.5
	45-54 years	198	53.5
	55-64 years	45	12.2
	65 years old or above	25	6.8
	Total	370	100.0

Source: Survey Data (2024)

Demographic Information

The respondents were asked to indicate the age group the belonged to and the results are as shown. Table 2 shows that 14% (52) of the respondents are between 25-34 years of age, 13.5% (50) are between 35-44 years, 53.5% (198) are between 45-54 years, 12.2% (45) are between 55-64 years while 6.8 % (25) are 65 years old or above. This shows that majority of the respondents were aged between 45 and 54 years.

Table 3: Educational Qualifications

		Frequency	Cumulative Percent
Valid	Bachelor’s Degree	250	67.6
	Postgraduate Degree	100	27.0
	Master's Degree	20	5.4
	Total	370	100.0

Source: Survey Data (2024)

The respondents were asked to indicate the level of education they belonged to and the results are as shown. Table 3 shows that 67.6% (250) of the respondents had bachelor’s degree, 27% (100) had postgraduate’s degree, and finally, 5.4% (20) had master’s degree. This shows that majority of the respondents had bachelor’s degree at commercial banks in Juba City.

Journal of Modern Management
Shinawatra University
Vol. 2 No. 3 July – September 2024

Table 4: Work Experience

		Frequency	Cumulative Percent
Valid	Less than 1 year	50	13.5
	1-5 years	100	27.0
	6-10 years	200	54.1
	11-15 years	20	5.4
	Total	370	100.0

Source: Survey Data (2024)

The respondents were asked to indicate the level of work experience they belonged to and the results are as shown. Table 4 shows that 13.5% (50) of the respondents had worked for less than 1 year, 27% (100) had worked for 1-5 years, 54.1% (200) had worked for 6-10 years, and finally, 5.4% (20) had worked for 11-15 years. This shows that majority of the respondents had worked at commercial banks for 6-10 years in Juba City.

Impact of Employee training on Commercial Banks Financial Institution

The respondents were asked to rate various employee training factors using the scale 'SD = Strongly, Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree'. The results of the study were as follows:

Table 5: Increased Productivity

		Frequency	Mean	Std. Deviation	Cumulative Percent
Valid	Strongly Disagree	50	3.6066	1.45547	13.5
	Disagree	30	3.7088	1.45658	8.1
	Neutral	20	3.8644	1.45473	5.4
	Agree	75	3.9757	1.46577	20.3
	Strongly Agree	195	3.9966	1.46588	52.7
	Total	370			100.0

Source: Survey Data (2024)

The respondents were asked to indicate they have increased productivity in their commercial banks and the results are as shown. Table 5 shows that 13.5% (50) of the respondents strongly disagree, 8.1% (30) disagree, 5.4% (20) were neutral, 20.3% (75) of the respondents agree while 52.7 % (195) of the respondents strongly agree. This shows that majority of the respondents strongly agree that there is increased productivity in their commercial banks at 50%.

Table 6: Increased Rate of Promotion

		Frequency	Mean	Std. Deviation	Cumulative Percent
Valid	Strongly Disagree	60	3.4222	1.25659	16.2
	Disagree	10	3.4532	1.26559	2.7
	Neutral	30	3.5648	1.27462	8.1
	Agree	200	3.6674	1.29457	54.0
	Strongly Agree	70	3.6676	1.28986	19.0
	Total	370			100.0

Source: Survey Data (2024)

The respondents were asked to indicate whether there is increased rate of promotion while doing their jobs and the results are shown. Table 6 shows that 16.2% (60) strongly disagree, 2.7% (10) disagree, 8.1% (30) were neutral, 54% (200) agree while 19% (70) of the respondents strongly agree. This indicates that majority of the employees agree that there is increased rate of promotion at their commercial banks in Juba.

Table 7: Boost Morale

		Frequency	Mean	Std. Deviation	Cumulative Percent
Valid	Strongly Disagree	70	3.6228	1.53573	18.9
	Disagree	10	3.6366	1.53470	2.7
	Neutral	20	3.7352	1.53456	5.4
	Agree	80	3.8368	1.63572	21.6
	Strongly Agree	190	3.8378	1.73514	51.4
	Total	370			100.0

Source: Survey Data (2024)

The respondents were asked to indicate whether employee morale is also boosted while performing their jobs and the results are shown. Table 7 shows that 18.9% (70) strongly disagree, 2.7% (10) disagree, 5.4% (20) were neutral, 21.6% (80) agree while

Journal of Modern Management
Shinawatra University
Vol. 2 No. 3 July – September 2024

51.4% (190) of the respondents strongly agree. This indicates that majority of the employees agree that employee morale is also boosted at work.

Table 8: Job Satisfaction

		Frequency	Mean	Std. Deviation	Cumulative Percent
Valid	Strongly Disagree	40	3.6864	1.35194	10.8
	Disagree	35	3.7658	1.36186	9.5
	Neutral	15	3.8866	1.37174	4.1
	Agree	80	3.9838	1.38087	21.6
	Strongly Agree	200	3.9868	1.39114	54.0
	Total	370			100.0

Source: Survey Data (2024)

The respondents were asked to indicate whether there is immense job satisfaction at work and the results are shown. Table 8 shows that 10.8% (40) strongly disagree, 9.5% (35) also disagree, 4.1% (15) were neutral, 21.6% (80) agreed while 54% (200) strongly agree. This indicates that majority of the employees strongly agree that there is job satisfaction at work.

Impact of Business Performance on Commercial Banks in the Financial Institution

The respondents were asked to rate various business performance factors using the scale 'SD = Strongly, Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree'. The results of the study were as follows:

Table 9: Improved Employee Motivation

		Frequency	Mean	Std. Deviation	Cumulative Percent
Valid	Strongly Disagree	20	4.0158	1.26545	5.4
	Disagree	50	4.0162	1.26555	13.5
	Neutral	30	4.0180	1.27442	8.1
	Agree	70	4.0276	1.28545	18.9
	Strongly Agree	200	4.0280	1.29582	54.1
	Total	370			100.0

Source: Survey Data (2024)

Journal of Modern Management
Shinawatra University
Vol. 2 No. 3 July – September 2024

The respondents were asked to indicate whether they have well improved employee motivation at work and the results are shown. Table 9 shows that 5.4% (20) strongly disagree, 13.5% (50) disagree, 8.1% (30) were neutral, 18.9% (70) agreed while 54.1% (200) of the respondents strongly agree. This indicates that majority of the employees agree that they have well improved employee motivation at work.

Table 10: Better Financial Results

		Frequency	Mean	Std. Deviation	Cumulative Percent
Valid	Strongly Disagree	20	4.1752	1.04824	5.4
	Disagree	12	4.1668	1.04862	3.2
	Neutral	18	4.1844	1.05758	4.9
	Agree	122	4.2976	1.06665	33.0
	Strongly Agree	198	4.2988	1.07522	53.5
	Total	370			100.0

Source: Survey Data (2024)

The respondents were asked to indicate whether there are better financial results within their jobs and the results are shown. Table 10 shows that 5.4% (20) strongly disagree, 3.2% (12) disagree, 4.9% (18) were neutral, 33% (122) agreed while 53.5% (198) of the respondents strongly agree. This indicates that majority of the employees strongly agree that there are better financial results at work.

Table 11: Positive Relationships

		Frequency	Mean	Std. Deviation	Cumulative Percent
Valid	Strongly Disagree	10	4.1448	1.06965	2.7
	Disagree	20	4.1556	1.06987	5.4
	Neutral	20	4.1658	1.07855	5.4
	Agree	100	4.2766	1.08752	27.0
	Strongly Agree	220	4.2878	1.09664	59.5
	Total	370			100.0

The respondents were asked to indicate whether they have positive relationships at work and the results are shown. Table 11 shows that 2.7% (10) strongly disagree, 5.4%

(20) disagree, 5.4% (20) were neutral, 27% (100) agree while 59.5% (220) of the respondents strongly agree. This indicates that majority of the employees strongly agree that they have positive relationships at work.

Table 12: Better Employee Attitude

		Frequency	Mean	Std. Deviation	Cumulative Percent
Valid	Strongly Disagree	15	4.1222	1.00449	4.1
	Disagree	20	4.2462	1.00546	5.4
	Neutral	15	4.1544	1.00657	4.1
	Agree	104	4.2774	1.00755	28.1
	Strongly Agree	216	4.2896	1.00842	58.3
	Total	370			100.0

The respondents were asked to indicate whether there is often better employee attitude while executing their jobs and the results are shown. Table 12 shows that 4.1% (15) strongly disagree, 5.4% (20) disagree, 4.1% (15) were neutral, 28.1% (104) agree while 58.3% (216) strongly agree. This indicates that majority of the employees agree that there is often better employee attitude at work.

Table 13: Correlations Model

		Employee Training	Business Performance	Financial Institution
Employee Training	Pearson Correlation	1	.867**	.773**
	Sig. (2-tailed)		.000	.000
	N	370	370	370
Business Performance	Pearson Correlation	.867**	1	.804**
	Sig. (2-tailed)	.000		.000
	N	370	370	370
Financial Institution	Pearson Correlation	.773**	.804**	1
	Sig. (2-tailed)	.000	.000	
	N	370	370	370

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation model above displays the correlation coefficients (r) between independent variables (employee training and business performance) and dependent

Journal of Modern Management
Shinawatra University
Vol. 2 No. 3 July – September 2024

variable (financial institution). Each cell in the matrix corresponds to the correlation between two variables, and the diagonal contains the correlation of each variable with itself, which is always 1. The correlation coefficient ranges from P-values ($p<.001$) ranging from the values of independent variables, (.867**, .773** .000 and .867**, .804** .000) to the values of dependent variable, (.773**, .804**, .000) indicating a stronger linear relationship between variables. Therefore, the analysis also show that the study was significant at the 0.01 level (2-tailed).

Table 14: Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867[a]	.751	.751	.30342

Source: Survey Data (2024)

In table 14 above, the coefficient of determinant indicates that R^2 = 75.1 %, implying that independent variable can predict the dependent variable at 75.1 %. Also, the variation between independent and dependent variables is explained by 75.1 % as a positive relationship between variables.

Table 15: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	102.350	1	102.350	1111.716	.000[b]
	Residual	33.880	368	.092		
	Total	136.230	369			

Source: Survey Data (2024)

The ANOVA indicated that there was significant positive relationship between the independent variables and dependent variable as indicated above F; (F = 1111.716).

Journal of Modern Management
Shinawatra University
Vol. 2 No. 3 July – September 2024

Table 16: Regression Model

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	Employee Training	.854	.111		7.669	.024
	Business Performance	.833	.025	.867	33.342	.000
2.	Financial Institution	.487	.021	.773	23.359	.000

a. Independent Variable: Employee Training
b. Dependent Variable: Business Performance

The findings suggest that employee training as an independent variable had a noteworthy impact on commercial banks of the financial institution. As the t-statistic's significance level is higher than 0.05 (P = 7.669), as shown, the study accepts the positive objectives, according to which employee training do have a positive and significant impact on commercial banks in South Sudan. It was discovered that the outcomes of employee training were a significant and consistent positive predictors of the contribution of commercial banks' effectiveness as evidenced by increased productivity, increased rate of promotion, boost morale and job satisfaction. This suggests that employee training has a proven track record of significantly enhancing the overall success and growth of commercial banks in the financial institution in South Sudan.

In addition, the outcome shows that business performance as an independent variable as well does significantly impacts commercial banks of financial institution in South Sudan as indicated by t-statistics here; (t = 33.342). The study was generally in accordance with positive objectives, which states that there is significant impact of business performance on commercial banks of the financial institution as evidenced by employee motivation, better Financial results, positive relationships, and better employee attitude majorly in Juba, South Sudan.

Finally, the findings also clarified that financial institution as a dependent variable had impactful display on commercial banks in Juba as its t-statistics shows that, (t = 23.359) meaning that the variables had vivid relationship and they impose identical kind of relationship in this paper. Therefore, both independent variables (employee training and business performance) and dependent variable (financial institution) had significant and positive relationship/impact on commercial banks towards the growth and expansion of financial institution in South Sudan.

Conclusions

Based on the findings of the study, the following conclusions have been drawn;

1. Based on the survey's findings, there are more male respondents than female respondents. The researcher conclude that female respondents are more shy to respond than male respondents.

2. The researcher conclude that there is high rate of promotion among respondents at work because of incredible skills and hard work they exert in executing their duties. The researcher conclude that training has impacted respondents' scope of duties with immeasurable skills and abilities.

3. The researcher conclude that there is considerable significant positive relationship between employee training and business performance of the financial institution on commercial banks in Juba, South Sudan.

4. Based on the survey's findings, it is recommended that training brings the best out of employees for productivity and satisfaction while performance requires vivid employee motivation, positive relationships and better employee attitude at work for achieving organizational goals and objectives and so, should be given priority by commercial bank managers and experts in the industry.

Implications

This study confirms earlier research findings in the literature about employee training and business performance from the viewpoint of financial institution in South Sudan, focusing on three key factors: employee training and business performance (independent variables) and financial institution (dependent variable). There are significant theoretical advances in this work.

First, while the literature on employee training and business performance is expanding, there are only a few empirical studies examining the idea within commercial banks in the financial institution. Before previous studies has been done from Asian and European context. Little research has been conducted from African countries' perspectives. The data was gathered in South Sudan, one of the newest economies in the world, where the market is vibrant and competitive. This paper finally set out to explore employee training and business performance, wherein the current study remains inconclusive.

Finally, the study's managerial implications primarily center on enhancing employee training and enhancing the efficacy of commercial banks in the financial institutions to the general public and clients. The significance of aligning values and practices is highlighted by our findings. This South Sudan's study demonstrates that, in contrast to the developed economies of the West, employee training programs are comparatively antiquated and that genuine employee training initiatives effectively elicit performance and favorable feedback from employees and clients.

Limitations of the study

By choosing not to reply to the questionnaires that were sent to them, a few of the study's targeted participants chose not to provide any information. There is a chance that the non-respondents omitted some important information, which would have introduced response bias into the current study. Furthermore, the study's small sample size was considerably small hence, leading to generation of limited results applied in this research.

Furthermore, the current study was carried out in Juba City, where the commercial banks operates differently than it does in rural areas. It's assumed that it could have been different were this research conducted in another city in South Sudan as limitations may vary because of limited resources in most cities in the case of accessing research inputs. These variations could limit the findings' general applicability and reduce their usefulness.

Future research/studies

However, thorough further studies need to be done on this topic to enhance adequate knowledge on employee training and business performance (as independent variables) on commercial banks of the financial institution (as dependent variable) either in South Sudan or outside the country so scholars and researchers may have more and comprehensive understanding of this study.

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