



Effect of Organisational Learning Goals on the Employee Performance of Deposit Money Banks in Enugu State

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Abstract

This study investigates the influence of organisational learning goals on employee performance within Deposit Money Banks (DMBs) in Enugu State. The specific objectives were to: ascertain the effect of team learning on the output of deposit money banks in Enugu state and secondly assess the effect of shared vision on the employee effectiveness of deposit money banks in Enugu state. Utilizing a sample size of 276 employees, the study employs quantitative analysis, specifically focusing on two key factors: team learning and shared vision. The findings reveal that both team learning and shared vision significantly contribute to the enhancement of DMBs' performance. Team learning exhibits a positive effect on the output of DMBs, as evidenced by a Z-score of 7.645 ($p < .05$), while shared vision positively impacts employee effectiveness, with a Z-score of 8.307 ($p < .05$). These results underscore the importance of fostering a culture of collaborative learning and shared goals within DMBs to enhance employee performance, ultimately contributing to the overall success of these institutions.

Keywords *Organisational Learning Goal; Operational Safety; Employee Performance; Reporting Relationships; Task Allocation; Team Learning; Shared Vision*

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Introduction

Organizational learning has important for all companies, as the creation, retention and transfer of knowledge within the organization will strengthen the organization as a whole. An idea or product is conceived, the company creates the idea or product, then the company must reflect. It is through this reflection of both process and outcome that learning will occur. It is important that the organization ensures that the knowledge gained from this process is retained within the organization and is transferable (Valamis, 2023). Organizational learning is the process by which an organization improves itself over time through gaining experience and using that experience to create knowledge. The knowledge created is then transferred within the organization. Organizational learning is a method used by business leaders. It is the process of transferring knowledge among employees in an organization based on information gained from business experience. Individual learning involves a single employee learning new information, ideas and skills. When individual employees integrate new information into their work, this can cause their performance and productivity to improve, allowing them to affect their team positively. Teams and groups of employees may also learn new skills and ideas together. When members of a professional team spend several hours working alongside each other, they coordinate and develop particular dynamics that allow them to learn as a unit (Indeed, 2024).

The goal of organizational learning is to improve companies through knowledge management and understanding. It involves the systems and networks to facilitate knowledge creation and transfer within an organization. It's easy to focus on individual learning but it's becoming more vital than ever to put an emphasis on learning as an organization. Learners will adapt better, recover quicker, and steer the company in the right direction if organizations help them focus on skills and strategies that enhance their performance (Keenan, 2023). Organizational goals are strategic objectives that a company's management establishes to outline expected outcomes and guide employees' efforts. There are many advantages to establishing organizational goals. They guide employee efforts, justify a company's activities and existence, define performance standards, provide constraints for pursuing unnecessary goals and function as behavioral incentives. For the goals to have business merit, organizations must craft a strategic plan for choosing and meeting them. A company's big picture strategy also includes organizational goals (Lutkevich, 2023).

Statement of the Problem

A learning organization is an entity that fosters a culture of continuous learning and knowledge creation at all levels. It is an organizational paradigm that recognizes the importance of adapting to change, acquiring new knowledge, and leveraging insights to improve performance and achieve strategic objectives. A learning organization is one that continually learns and improves. A learning organization is one that learns faster than its competition, one that taps the knowledge of the entire organization and does not only rely on the top person.

Unfortunately, organizations have created a poor team learning, lack of shared vision and job fatigue that spreads like wildfire, leading to a disengaged workforce that struggles to meet targets and deadlines as result of poor organizational learning. This affects both employees and the overall productivity and performance of the organization. Untrained employees lack skills, support, experience, and empowerment which leads to poor job satisfaction, decrease in productivity and higher-quality work output.

The consequences of ignoring learning and development in organizations are clear: poor output, lack of effectiveness, wastages, inconsistent results, toxic work environments, misuse of technology, dependence on supervision, poor leadership, gross inefficiency, and a deteriorating organizational culture. Based on this, the study aimed to evaluate effect of organisational learning goals on the employee performance of deposit money banks in Enugu state.

Objectives of the Study

The main objectives of the study is to evaluate the effect of organisational learning goals on the employee performance of deposit money banks in Enugu state. The specific objectives were to:

- 1 Ascertain the effect of team learning on the output of deposit money banks in Enugu state
- 2 Asses the effect of shared vision on the employee effectiveness of deposit money banks in Enugu state

Research Questions

The following Research Questions Guided Study

- i. What is the effect of team learning on the output of deposit money banks in Enugu state?
- ii. What is the effect of shared vision on the employee effectiveness of deposit money banks in Enugu state?

Statement of Hypotheses

The following hypotheses guided the study

- i. Team learning has effect on the output of deposit money banks in Enugu state
- ii. Shared vision has effect on the employee effectiveness of deposit money banks in Enugu state

Review of Related Literature

Conceptual Review

Organisational Learning Goals

Organizational learning is a crucial component of any successful business. it involves the acquisition of knowledge and skills by individuals and teams within an organization. which leads to improved performance and ultimately. greater success, in today's fast-paced and constantly evolving business environment, the importance of organizational learning cannot be overstated. Businesses that prioritize learning in the workplace are more likely to be competitive, innovative, and adaptable to changing market conditions. a culture of continuous learning is essential for staying ahead of the curve. not only in terms of technology and industry trends but also in terms of employee development and engagement (Jobgether, 2023). Personal mastery refers to the individual's commitment and continuous journey toward personal growth, learning, and self-improvement. These models can either facilitate or hinder learning and organizational growth. In a learning organization, there is a focus on surfacing and challenging mental models, encouraging individuals to examine their underlying assumptions and biases (Gupta, 2024).

Components of Organisational Learning Goals

Team learning

Collaboration among team members is the core of team learning. Leveraging all team members' diverse experiences, knowledge, and skills helps create more innovative solutions to complex problems. Learning in teams can help individuals develop critical thinking skills and encourage them to think beyond their perspectives. Successful teams rely on solid teamwork to achieve their goals in today's fast-paced work environment. Team learning is essential to effective teamwork as it promotes collaboration and communication within the workplace. Collaboration and teamwork are essential components of any successful organization. When team members work together, they can share information, ideas, and perspectives to solve problems more effectively (Sharma, 2023). Teams have the potential to offer greater adaptability, productivity and creativity than any one individual can offer and provide more complex, innovative and comprehensive solutions. This necessitates sharing and developing of knowledge at a team-level, fueling the thinking about and research on team learning. This chapter expands the topic of team learning by synthesizing insights from research on collaborative learning in the learning sciences and on teamwork in the organization sciences (Koeslag-Kreunen, 2022).

Shared Vision

A shared vision forms when people orient their personal objectives toward an overarching goal. In other words, an organization comes together and says, "This is the future we want," and then each member of that organization does his or her best to realize that vision. Your company's shared vision is your end goal, and systems thinking helps you to create and refine that goal, as well as see how to get there. The variety in perspectives from employees all working toward the same goal will help the company as a whole to learn, grow, and find creative solutions to problems (Senge, 2022). Shared vision is defined as a force in people's hearts, a force of impressive power.... At its simplest level, a shared vision is the answer to the question, A shared vision is a picture that everyone in the company carries in their heads and hearts. It creates a sense of commonality and gives coherence to diverse activities. It creates excitement and makes an extraordinary company. It allows everyone to work together. It creates a common identity and a sense of purpose. It encourages new ways of thinking and acting. It gives courage and fosters risk taking and experimentation (Breezotoo, 2024).

Employee

An employee is an individual who was hired by an employer to do a specific job. The employee is hired by the employer after an application and interview process results in his or her selection as an employee. This selection occurs after the applicant is found by the employer to be the most qualified of their applicants to do the job for which they are hiring. (Susan, 2021) An employee is someone you hire and pay for their work, which you use to benefit your business. But not all workers you hire and pay are employees. You must determine the worker's classification (DeWitt, 2018). Employment refers to the process of a company hiring an individual to complete a job. The individual employed agrees to complete the work set by the employer in exchange for wages. Employment is essentially the basis of how workers are paid for the tasks they complete within a company (Rogers & Lord, 2022). Organizations utilize employment in order to keep their business running. Employment is necessary for companies to function and grow.

Performance

Performance is defined as the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract (McNamara, 2018). Performance is achieved when all efforts are focused towards achieving the set objectives and meeting customer's satisfaction. Objectives and customer satisfaction cannot however be accurately measured. Performance means both behaviours and results. Behaviours are emanating from the performer and turn the performance of an abstract concept into a concrete action. Not being just tools of obtaining some results, behaviours are by themselves outcomes - the product of the physical and cerebral exercise submitted for the execution of tasks and can be judged apart from results (Bourguignon, 2017).

Components of Employee Performance

Output

Output is said to be the measure of the efficiency of a company's production process, it is calculated by measuring the number of units produced relative to employee labour hours or by measuring a company's net sales relative to employee labour hours (Will and Robert, 2021). Output is a crucial factor in the production performance of firms and nations. Increasing national productivity can raise living standards because more real income improves people's ability to purchase goods and services, enjoy leisure, improve housing and education and contribute to social and environmental programs (Sickles and Zelenyuk, 2019). Output is the quantity of goods or services produced in a given time period, by an organization (Merriam-Webster, 2021).

Output refers to the total production of goods and services of a whole country over a given period – its gross domestic product. The term may refer to all the work, energy, goods, or services produced by an individual,

company, factory or machine. Output is the total quantity of goods and services that an individual, company, industry, city, region or country, or even the whole world produces in a given period (MBN, 2021). Output is a quantity of goods or services produced in a specific time period (for instance, a year). It is a measure of all the goods and services produced in a given time period by businesses in that industry and sold either to consumers or to businesses outside that industry (Kenton and Robert, 2021). Output can be consumed directly or sold to other businesses for use in producing other output. For example, sugar can be consumed or can be used for further production in making cookies. Increasing national productivity can raise living standards because more real income improves people's ability to purchase goods and services, enjoy leisure, improve housing and education and contribute to social and environmental programs. Productivity growth can also help businesses to be more profitable (Kenton and Robert, 2021).

Employee Effectiveness

Employee effectiveness is the capability of employees to produce a desired outcome in the best possible way. It is associated with the ability to achieve set goals, which also align with organizational goals. This includes producing high-quality results, creating a healthy work environment, and increasing revenue and profits. The most important asset of an organization is its people, and the majority of an organization's people are employees. Effective employees are more likely to become the organization's talents or people who have the ability to go above and beyond the job description and the organization's expectations (Tangwancharoenchai, 2021). Employee productivity, sometimes referred to as workforce productivity, is an assessment of the efficiency of a worker or group of workers. Productivity may be evaluated in terms of the output of an employee over a specific time. Typically, the productivity of a given worker is assessed relative to an average for employees doing similar work. An organization's success depends significantly on its employees and their productivity. The work environment matters greatly, and human resources play a key role. The environment includes a company culture that should encourage work-life balance, employee engagement and well-being, development of achievable performance metrics, and incentives to reward performance (Kirvan, 2023).

Theoretical Framework

The Human Resource Management Theory (Raymond Miles, 1965) guided the study

However, the study is anchored on the human resource management theory which seeks to explain the need for organizational managers to strive to improve the quality of human resource at their disposal, usually through arming them with the needed skills to carry out their jobs more effectively. The theory properly explains the possible role of training and development in productivity.

Human Resource Management Theory

The theory of human resource management theory directs that labor force has untapped resources. Miles argued that every employee come into a firm with several different resources that can be tapped by the management to increase overall production. This includes physical energy and skills self-direction, capabilities and creativity to enable the organization to maximize employee performance. The main purpose of the manager is to focus on controlling and directing employees and make major decision based on the human resource skills and capabilities in the organization. Communication was treading to be crucial and bi-direction between the employee and the employer. It also should provide inclusiveness in decision making and encourage participation. It explained further that most firms have untapped human resource and encouraged participation in order to achieve organizational performance and productivity (Miles & Ritchie, 1971).

Empirical Review

The Effect of Team Learning on the Output of Deposit Money Banks in Enugu State

Agbaeze, et al. (2017) carried out a study on the effect of employee voice management on organizational performance in selected deposit money banks in Enugu State, Nigeria. The study focuses on effect of employee voice management on organizational performance in selected Deposit Money Banks in Enugu State, Nigeria. The study sought to determine the extent to which union voice affect employee performance, ascertain the effect of consultative voice on customer satisfaction, establish the nature of relationship between team briefing and productivity, ascertain the extent to which employee participation in decision making impacts on innovation/creativity in Deposit Money Banks in Enugu state, Nigeria. The study had a population size of 2864, out of which a sample size of 553 was selected using Freund and Williams's formula at 5% error tolerance and 95% level of confidence. Instrument used for data collection was primarily questionnaire and interview. Out of 553 copies of the questionnaire that were distributed, 502 copies were returned while 51 were not returned. The descriptive survey research design was adopted for the study. The hypotheses were tested using Pearson product moment correlation coefficient and simple linear regression statistical tools. The findings indicated that union voice had a significant positive effect on employee performance in Deposit Money Banks in Enugu state, Nigeria ($r = 0.597$; $t = 23.703$; $F = 561.823$; $p < 0.05$). Consultative voice positively affected customer satisfaction significantly in Deposit Money Banks in Enugu state, Nigeria ($r = 0.729$; $t = 4.142$; $F = 17.16$; $p < 0.05$). There was a positive relationship between team briefing and productivity in Deposit Money Banks in Enugu state, Nigeria ($r = .645$, $p = 0.000 < .05$). There was a significant positive relationship between employee participation in decision making and innovation/creativity in Deposit Money Banks in Enugu state, Nigeria ($r = .528$, $p = 0.000 < .05$). The study concluded that employee voice improved job behaviors, industrial relations climate, enhanced organizational commitment, and ultimately improved individual and organizational performance.

Ekechukwu, Ugochukwu and Mbah (2018) conducted a study on Improving the Performance of Money Deposit Banks Through Corporate Governance in South East, Nigeria. The study was on improving the performance of money deposit banks through corporate governance in South East, Nigeria. The specific objectives include to: Examine the extent through fulfillment of responsibilities by the board has increased on the absolute profit of money deposits banks in southeast, Nigeria, Ascertain the extent through integrity and ethical behavior has expanded on the earning per share of money deposits banks in South East, Nigeria, Determine the size through disclosure and transparency has increased on the net contribution to the economic development of the nation of money deposit banks in South East, Nigeria. The research survey design was used. The study used the administration of a questionnaire to the management and staff of the manufacturing firms. Out of a population of 2624 team, 330 staff was sampled. The sample size of 330 was chosen after applying the Freund and William's formula for the determination of adequate sample size. Out of the staff sample, 315 staff returned the questionnaire and accurately filled. That gave 96 percent response rate. The validity of the instrument was tested using content analysis, and the outcome was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of .92 which was also good. The data were analyzed using students T-test for the statistical tool. The result showed that fulfillment of responsibilities by the board has no positive effect on increasing the absolute profit of money deposits banks in South East, Nigeria, $t(n = 315) = 4248.823$, $P < 0.05$; Integrity and ethical behaviour has no positive effect on increasing earnings per share of money deposits banks in South East, Nigeria, $t(n = 315) = 761.285$, $P < 0.05$; and Disclosure and transparency has no positive effect on increasing net contribution to the economic development of the nation of money deposit banks in South East, Nigeria $t(n = 315) = 5381.139$, $P < 0.05$. The study concluded for the vibrant, transparent and healthy banking system in the mobilization and intermediation of fund, for the growth and development of the economy requirement not be overemphasized. Worthy of note is the fact that the level of functioning of the financial sector depends on the perception and patronage of the citizens towards its services.

Ndubuisi-Okolo and Nwatu (2020) carried out a work on technological environment and performance of deposit money Banks in Enugu state, Nigeria. Technological changes all over the world and globalization have posed great challenges to the Nigeria Banking sector. The study focuses on technological environment and performance of Deposit Money Banks in Enugu State. The specific objectives were to determine the extent to which perceived usefulness of technology influence innovation/creativity in the Deposit Money Banks of Enugu State, ascertain the

nature of the relationship between perceived ease of use and customer satisfaction in the Deposit Money Banks of Enugu State, and examine the effect of technological facilities on employee performance in Deposit Money Banks of Enugu State. The study had a population size of 344, out of which a sample size of 185 was realized using Taro Yamane's formula at 5% error tolerance and 95% level of confidence. An instrument used for data collection was primarily questionnaire. Out of 185 copies of the questionnaire that were distributed, 164 copies were returned while 21 were not returned. The survey research design was adopted for the study. The hypotheses were tested using Pearson Product Moment Correlation coefficient and Simple Linear Regression statistical tools. The findings indicated that Perceived usefulness of technology to a large extent influenced innovation/creativity in Deposit Money Banks of Enugu State ($r = 0.897$; $F = 668.948$; $t = 3.448$; $p < 0.05$). There was a positive relationship between perceived ease of use and customer satisfaction in Deposit Money Banks of Enugu State ($r = .740$, $P < .05$). Technological facilities significantly affected employee performance in Deposit Money Banks of Enugu State ($r = 0.843$; $F = 397.990$; $t = 3.873$; $p < 0.05$). The study concluded that the technological environment effectively promotes banking activities and at the same time encourages customer satisfaction. The study recommended that financial institutions should create a platform where they will educate their customers on how to use the e-banking facilities which will go a long way to boost customer satisfaction in most banks.

Enemuo, Odo and Onyejiaku (2021) carried out a study on the Impact of Management by Objective (MBO) on the Organizational Performance of Selected Deposit Money Banks. This study investigated the impact of MBO on organizational performance using deposit money banks (DMBs) as the case study. The researcher adopted survey design. Data was collected by structured questionnaire in Five Point Likert Scale format. The source of data was through primary source. The target population of the study comprised of 234 staff of three randomly selected DMBs in Enugu State, Nigeria. Sample size of 93 was derived from the population with the application of Trek's formula for finite population while Bowley's proportional allocation method was adopted to determine the allocation of questionnaire to each selected three banks which are GT Bank, UBA and First Bank of Nigeria Plc regional offices in Enugu, Nigeria. Two hypotheses were formulated and tested through regression and correlation at 0.05 level of significance. The finding revealed that there was a significant relationship between MBO and employees commitment. Also, the study found that MBO has effect on employees' decision input in banking organizations. The study concluded that Deposit Money Banks in Nigeria recognized that MBO elements are relevant and could be beneficial to banking management. The study recommended that the management of DMBs in Nigeria should apply MBO for improved performance of their operations. Further, continuous training opportunities should be given to all managers in banking organization by the management, through seminars and workshops to expose them to modern trends and skills in MBO application to banking activities and management.

Eze, Edeoga and Mbah (2022) conducted a study on a Human Resource Planning and Organizational Performance of National Human Right Commission in Nigeria. The study was to evaluate the Human resource planning and organizational performance of National Human Right Commission in Nigeria. The specific objectives are to: examine the relationship between quality of staff required and operational cost; examine the relationship between worked analysis and continuous improvement and determine the relationship between personnel development and quality of service in National Human Right Commission in Nigeria. The survey approach was adopted. The primary sources were the administration of questionnaire. A total of population of three hundred (300) staff was and sampled. Two hundred and seventy-six (276) staff returned the questionnaire and accurately filled and Pearson correlation (r) was used to test the hypotheses. The findings indicated that Quality of staff required had significant positive relationship with operational cost, ($r = .575 < .789$, $p < .05$) and Worked analysis had significant positive relationship with continuous improvement ($r = .685 < .829$, $p < .05$) The study concluded that Quality of staff required, Worked analysis and Personnel development had significant positive relationship with operational cost, continuous improvement, and quality of service of National Human Right Commission in Nigeria. The study recommended among others that the management of National Human Right Commission in Nigeria should improve the annual budgetary allocation for human capital training and development in their organizations.

The Effect of Shared Vision on the Employee Effectiveness of Deposit Money Banks in Enugu State

Nwadike and Ekperi (2020) conducted a study on the Corporate Visioning and Organizational Transformation in Selected Deposit Money Banks in Enugu State, Nigeria. The broad objective of the study was to examine the effect of corporate visioning on organisational transformation in selected deposit money banks in Enugu State, Nigeria. The study adopted descriptive survey research design. Population of the study was 1043 staff of the selected deposit money banks; out of which a sample size of 281 staff were determined using Krejcie and Morgan statistical formulae. A total of 281 copies of the questionnaire were distributed, out of which 231 copies were correctly filled and returned; thus, 231 copies (respondents) were used for the study. Primary data were collected through structured questionnaire while secondary data were sourced from journals, books and internet. The primary instrument for data collection was designed on a 5-point Likert scale in line with the objectives of the study. The hypotheses were tested using simple linear regression analyses at 5% probability level of significance. Findings revealed that: Shared vision significantly affects organisational competitive advantage of deposit money banks positively; Visionary leadership has a significant positive effect on operations of deposit money banks and Vision statement significantly improves organisational commitment to long term survival in the Deposit money banks. The study concluded that corporate visioning has a significant relationship and effect on organisational transformation. The study recommended that deposit money banks should adequately share their visions to their employees, have clear vision statement and install visionary leaders who consistently improve their operations and achieve competitive advantage in the market place.

Ugwu (2021) conducted a study on the Leadership Supportiveness and Employee Punctuality of the Deposit Money Banks in Enugu State. The study evaluated the leadership supportiveness and employee punctuality of the deposit money banks in Enugu State. Ten (10) selected Banks were used for the study out of 21 registered banks in Nigeria. The banks were chosen with no number of branches in Enugu metropolis and staff. These banks include: United Bank of Africa (UBA), Guaranty Trust Bank (GTB), Union Bank, ECOBANK, Fidelity Bank, Access Bank, First Bank, First City Monument Bank (FCMB), Zenith Bank, and Polaris Bank. The hypotheses were analyzed using Pearson correlation coefficient (r) statistics tool. The findings indicated that the relationship between leadership effective communication and employee ability to complete a required task is significantly, the relationship between the frequency of leadership seeking out feedback and employee time reliability of deposit money banks was significantly high, and that the relationship between leadership democracy and employee trustworthiness of deposit money banks in Enugu state was significantly high. The study concluded that leadership effective communication, frequency of leadership seeking out feedback and leadership democracy had high significant relationship with employee ability to complete a required task, employee time reliability and employee trustworthiness of deposit money banks in Enugu State. The study recommended among others that for keeping employees engaged and focused in the right direction leaders should cultivate a sense of trust in the workplace through the messaging coming from leaders.

Anichebe, Igwe and Odike (2022) conducted a study on the Empirical Study on the Application of Corporate Planning on Selected Money Deposit Banks' Performance in Enugu State Nigeria. This study focuses on the effect of Corporate Planning on the performance of selected Money Deposit Banks in Enugu State, Nigeria. The study sought to ascertain the effect of strategic thinking on the productivity of employees in Nigerian money deposit banks, determine the nature of the relationship between long-term planning and organizational effectiveness and ascertain the extent to which organizational vision influences customer satisfaction. The study had a population of 340, from which a sample size of 184 was determined using Taro Yamane's formula at a 5% level of significance. Instruments used for data collection were questionnaires and interviews. 150 (82%) copies of the questionnaire were returned, while 34 (18%) were not returned. The survey research design was adopted which is anchored on descriptive statistics. Pearson product-moment correlation coefficient and simple linear regression statistical tools were used to test the hypotheses. The findings indicate that organizational vision significantly affects customer satisfaction ($r = 0.904$; $t = 33.201$; $p < 0.05$). There is a significant relationship between long-term planning and organizational effectiveness ($r = 0.779$, $p < 0.05$). Strategic thinking has significant effect on productivity of employees in Nigeria money deposit banks ($r = 0.703$; $t = 29.000$; $p < 0.05$). The study concluded that strategic plans articulate the organization's mission and describe tangible activities that support goal accomplishment. The study recommends that all money deposit banks should tailor their vision towards getting new customers and retaining the old ones in order to boost their market share, through customer satisfaction and employees' commitments.

Idoko, Okolie and Nnubuogu (2022) conducted a study on the Effect of Management by Objectives (MBO) on the Employee Performance of Union Bank Plc in Enugu Metropolis. The study evaluated the effect of management by objectives (MBO) on the employee performance of union bank plc in Enugu metropolis. The specific objectives are to: evaluate the effect of joint control on the employee commitment and identify the effect of setting specific goals on the employee punctuality to work of union Bank plc in Enugu metropolis. Nigeria. The target population of the study consists of one hundred and sixty-five (165) senior and junior staff of the three branches of Union banks in Enugu metropolis, Enugu. For the purpose of the study the whole population was used due small number. The study used the descriptive survey design approach. The primary source of data was the administration of questionnaire. 153 staff returned the questionnaire and accurately filled. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.78 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and Z – test was used to test the hypotheses. Joint control had positive effect on the employee commitment of union Bank plc in Enugu metropolis (Z- value ranges from 3.961< 6.932). Setting specific goals had positive effect on the employee punctuality to work of union Bank plc in Enugu metropolis (Z- value ranges from 3.961< 6.932). The present study on effect of management by objective on the employee performance of union bank plc in Enugu metropolis concluded that joint control and setting specific goal had a positive effect on the employee commitment and punctuality of workers. The study recommended among others that Employees should be committed to their job as it will help to ensure job security and retention.

Echo, Aja, Damsa & Iornenge (2023) carried out a study on the Effect of Corporate Culture on Business Performance of Deposit Money Banks in Nigeria. The broad aim of this paper is to determine the effect of Corporate Culture on business performance of Deposit Money Banks in Nigeria. The research method adopted was descriptive research design using both secondary and primary self-administered questionnaire of five (5) Points Likert Scale, to gather data for independent and dependent variables respectively. The sample size adopted was 208 respondents from a population of 85676 which consists of employees from all Deposit Money Banks in Nigeria and financial annual report of the banks from 2005-2020. A multi-regression analysis technique was adapted and with the aid of SPSS, dependent and independents variables were tested. The study revealed that Clan Culture and Market Culture are the only two types of corporate culture dimensions with significant effect on organizational performance. The study conclusion is the clan culture and market culture had significant and positive effect on net assets of deposit money banks in Nigeria. The study recommends among others that Deposit Money Banks should encourage a culture in which employees are allowed to understand how the organizations operate their vision, mission and goals that guide all stakeholders for the overall organizational performance.

Summary of Empirical Reviewed Literature

The study done were carried outside effect of organisational learning goals on the employee performance of deposit money banks in Enugu state and did not focus to best of my knowledge on the team learning on the output and shared vision on the employee effectiveness of deposit money banks in Enugu state. Most of the studies reviewed analyzed their data through Pearson product moment correlation coefficient and simple linear regression statistical tools, Simple linear regression analyses, Two hundred and seventy six (276) staff returned the questionnaire and accurately filled and Pearson correlation (r), Pearson product- moment correlation coefficient and simple linear regression statistical tools, Descriptive survey design approach and Multi-regression analysis technique while the present study made use of Z test to test the hypotheses. Therefore, the study aimed at filling this research gap by evaluating the effect of organisational learning goals on the employee performance of deposit money banks in Enugu state.

Methodology

The area of the study was the selected and international recognized banks in Enugu Metropolis. The study used the descriptive survey design approach. The primary source of data was the administration of questionnaire. The population of the study was three hundred and twenty-seven (327) staff. Two hundred and seventy-six staff returned their questionnaire and accurately filled. That gave 84 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation

coefficient (r). It gave a reliability co-efficient of 0.85 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z - test statistic tool.

Data Presentation

The Effect of Team Learning on the Output of Deposit Money Banks in Enugu State

Table 1 Responses to Research Question Three the Effect of Team Learning on the Output of Deposit Money Banks in Enugu State

		5	4	3	2	1	ΣFX	-	SD	Decision
		SA	A	N	D	SD		X		
1	Due to team learning, there is boost of productivity and outcomes in the banks.	635	168	144	66	26	1039	3.76	1.383	Agree
		127	42	48	33	26	276			
		46.0	15.2	17.4	12.0	9.4	100%			
2	Team learning promotes collaboration and decrease in working errors.	690	180	93	68	28	1059	3.84	1.414	Agree
		138	45	31	34	28	276			
		50.0	16.3	11.2	12.3	10.1	100%			
3	The ability to build relationship is enhance with together learning and work dedication.	635	180	123	68	29	1035	3.75	1.411	Agree
		127	45	41	34	29	276			
		46.0	16.3	14.9	12.3	10.5	100%			
4	As individuals learn together, they leverage their collective knowledge which promotes increased security.	695	228	72	64	24	1083	3.92	1.356	Agree
		139	57	24	32	24	276			
		50.4	20.7	8.7	11.6	8.7	100%			
5	Expertises to develop creative solutions to complex problems are achieved with learning together and optimization of business processes.	815	244	39	38	20	1156	4.19	1.239	Agree
		163	61	13	19	20	276			
		59.1	22.1	4.7	6.9	7.2	100%			
Total Grand mean and standard deviation								3.892	01.3606	

Source: Field Survey, 2024

Table 1, 169 respondents out of 276 representing 61.2 percent agreed that Due to team learning, there is boost of productivity and outcomes in the banks, with mean score 3.76 and standard deviation of 1.383. Team learning promotes collaboration and decrease in working errors 183 respondents representing 66.3 percent agreed, with mean score of 3.84 and standard deviation of 1.414. The ability to build relationship is enhance with together learning and work dedication 175 respondents representing 62.3 percent agreed, with mean score of 3.73 and standard deviation of 1.411. As individuals learn together, they leverage their collective knowledge which promotes increased security 196 respondents representing 71.1 percent agreed, with mean score of 3.92 and 1.356. Expertise to develop creative solutions to complex problems are achieved with learning together and optimization of business processes 224 respondents representing 81.2 percent agreed, with a mean score of 4.19 and standard deviation of 1.239.

The Effect of Shared Vision on the Employee Effectiveness of Deposit Money banks in Enugu State

Table 2: Responses on the effect of shared vision on the employee effectiveness of deposit money banks in Enugu State

		5	4	3	2	1	ΣFX	-	SD	Decision
		SA	A	N	D	SD		X		
1	People learn and expand their manner of thinking and it promotes efficiency.	740	272	27	70	16	1125	4.08	1.264	Agree
		148	68	9	35	16	276			
		53.6	24.6	3.3	12.7	5.8	100%			
2	Through shared vision new horizons are opened and provide clarity.	720	300	33	30	32	1115	4.04	1.340	Agree
		144	75	11	15	31	276			
		52.2	27.2	4.0	5.4	11.2	100%			
3	Difficulties are generally minimized along the way through shared vision and responsibilities made clear.	805	280	27	12	30	1154	3.81	1.286	Agree
		161	70	9	6	30	276			
		58.3	25.4	3.3	2.2	10.9	100%			
4	Shared vision brings and keeps people together and promotes comfort ability.	745	296	27	56	16	1140	4.13	1.220	Agree
		149	74	9	28	16	276			
		54.0	26.8	3.3	10.1	5.6	100%			
5	Inspiring a shared vision helps employees see a deeper meaning in their daily work.	615	336	27	82	19	1079	3.19	1.300	Agree
		123	84	9	41	19	276			
		44.6	30.4	3.3	14.9	6.9	100%			
Total Grand mean and standard deviation								4.206	0.917	

Source: Field Survey, 2024

Table 2, 216 respondents out of 276 representing 78.2 agreed that People learn and expand their manner of thinking and it promotes efficiency, with mean score 4.08 and standard deviation of 1.264. Through shared vision new horizons are opened and provide clarity 219 respondents representing 79.4 percent agreed, with mean score of 4.04 and standard deviation of 1.340. Difficulties are generally minimized along the way through shared vision and responsibilities made clear 231 respondents representing 83.7 percent agreed, with mean score of 3.81 and standard deviation of 1.286. Shared vision brings and keeps people together and promotes comfort ability 224 respondents representing 80.8 percent agreed, with mean score of 4.13 and 1.220. Inspiring a shared vision helps employees see a deeper meaning in their daily work 207 respondents representing 75.0 percent agreed, with a mean score of 3.19 and standard deviation of 1.300.

Test of Hypotheses

Hypothesis One: Team learning has effect on the output of deposit money banks in Enugu State

		Due to team learning, there is boost of productivity and outcomes in the banks.	Team learning promotes collaboration and decrease in working errors.	The ability to build relationship is enhance with together learning and work dedication.	As individuals learn together they leverage their collective knowledge which promotes increased security.	Expertises to develop creative solutions to complex problems are achieved with learning together and optimization of business processes.
N		276	276	276	276	276
Uniform Parameter $s^{a,b}$	Minimum	1	1	1	1	1
	Maximum	5	5	5	5	5
Most Extreme Differences	Absolute	.460	.500	.460	.504	.591
	Positive	.094	.101	.105	.087	.072
	Negative	-.460	-.500	-.460	-.504	-.591
Kolmogorov-Smirnov Z		7.645	8.307	7.645	8.367	9.811
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000
a. Test distribution is Uniform.						
b. Calculated from data.						

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value of $7.645 < 9.811$ and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that team learning had significant positive effect on the output of deposit money banks in Enugu state.

Decision

Furthermore, comparing the calculated Z- value of $7.645 < 9.811$ against the critical Z- value of .000 (2-tailed test at 97percent level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that team learning had significant positive effect on the output of deposit money banks in Enugu state.

Hypothesis Two: Shared vision has effect on the employee effectiveness of deposit money banks in Enugu state

One-Sample Kolmogorov-Smirnov Test						
		People learn and expand their manner of thinking and it promotes efficiency.	Through shared vision new horizons are opened and provide clarity.	Difficulties are generally minimized along the way through shared vision and responsibilities made clear.	Shared vision brings and keeps people together and promotes comfort ability.	Inspiring a shared vision helps employees see a deeper meaning in their daily work.
N		276	276	276	276	276
Uniform Parameters ^a , ^b	Minimum	1	1	1	1	1
	Maximum	5	5	5	5	5
Most Extreme Differences	Absolute	.536	.543	.587	.558	.500
	Positive	.058	.112	.109	.058	.069
	Negative	-.536	-.543	-.587	-.558	-.500
Kolmogorov-Smirnov Z		8.909	9.029	9.751	9.270	8.307
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000
a. Test distribution is Uniform.						
b. Calculated from data.						

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value of $8.307 < 9.751$ and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that shared vision had significant positive effect on the employee effectiveness of deposit money banks in Enugu state.

Decision

Furthermore, comparing the calculated Z- value of $8.307 < 9.751$ against the critical Z- value of .000 (2-tailed test at 97percent level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that shared vision had significant positive effect on the employee effectiveness of deposit money banks in Enugu state.

Discussion of Findings

From the result of hypothesis one, the calculated Z- value of $7.645 < 9.811$ against the critical Z- value of .000, which implies that team learning had significant positive effect on the output of deposit money banks in Enugu state. In the support of the literature, Ndubuisi-Okolo and Nwatu (2020) carried out a work on Technological Environment and Performanc of Deposit Money Banks in Enugu state, Nigeria. The findings indicated that Perceived usefulness of technology to a large extent influenced innovation/creativity in Deposit Money Banks of Enugu State ($r = 0.897$; $F = 668.948$; $t = 3.448$; $p < 0.05$). There was a positive relationship between perceived ease of use and customer satisfaction in Deposit Money Banks of Enugu State ($r = .740$, $P < .05$). Technological facilities significantly affected

employee performance in Deposit Money Banks of Enugu State ($r = 0.843$; $F = 397.990$; $t = 3.873$; $p < 0.05$). Eze, Edeoga and Mbah (2022) conducted a study on a Human Resource Planning and Organizational Performance of National Human Right Commission in Nigeria. The findings indicated that Quality of staff required had significant positive relationship with operational cost, ($r = .575 < .789$, $p < .05$) and Worked analysis had significant positive relationship with continuous improvement ($r = .685 < .829$, $p < .05$)

From the result of hypothesis two, the calculated Z- value of $8.307 < 9.751$ against the critical Z- value of $.000$, which implies that shared vision had significant positive effect on the employee effectiveness of deposit money banks in Enugu state. In the support of the literature, Nwadike and Ekperi (2020) conducted a study on the Corporate Visioning and Organizational Transformation in Selected Deposit Money Banks in Enugu State, Nigeria. Findings revealed that: Shared vision significantly affects organisational competitive advantage of deposit money banks positively; Visionary leadership has a significant positive effect on operations of deposit money banks and Vision statement significantly improves organisational commitment to long term survival in the Deposit money banks. Ugwu (2021) conducted a study on the Leadership Supportiveness and Employee Punctuality of the Deposit Money Banks in Enugu State. The findings indicated that the relationship between leadership effective communication and employee ability to complete a required task is significantly high, the relationship between the frequency of leadership seeking out feedback and employee time reliability of deposit money banks was significantly high, and that the relationship between leadership democracy and employee trustworthiness of deposit money banks in Enugu state was significantly high

Summary of Findings

- i. Team learning had significant positive effect on the output of deposit money banks in Enugu state, $Z(95, n = 276), 7.645 < 9.811, P < .05$
- ii. Shared vision had significant positive effect on the employee effectiveness of deposit money banks in Enugu state, $Z(95, n = 276), 8.307 < 9.751, P < .05$.

Conclusion

The study concluded that team learning and shared vision had significant positive effect on the output and employee effectiveness of deposit money banks in Enugu state. Learning has been defined functionally as changes in behavior that result from experience or mechanistically as changes in the organism that result from experience. The environment that learning takes place determines how fast and efficient it is. When individual employees integrate new information into their work, this can cause their performance and productivity to improve, allowing them to affect their team positively. Teams and groups of employees may also learn new skills and ideas together.

Recommendations

Based on the findings the following recommendations were made:

1. The bank management should endeavour to provide well-managed course, with adequate group sizes, team based learning that will inspire everyone to be more active and accountable as they learn. As staff confidence grows, they become participatory in the organisation, and better at using their own problem solving skills.
2. There is need for Shared vision in the bank as this will help to create a sense of commonality within the organization and provide coherence to varied activities. Staff who truly share a vision are connected and bound together by a common aspiration.

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