INNOVATIONS

Strategic banking industry competences and resource management for sustainable development in Nigeria

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Abstract:
The Nigerian banking industry has been consistently faced with challenges of distressesand failures of firms leading to merger and acquisitions and ultimately toliquidation for over four decades. Indeed, a number of reasons are responsible for the downturn of activities and performance in the industry. Presumably, acardinal reason maybe as a result of not identifying and matching the right Competences with job tasks in the course of operations such that incompetence has played out as distressing syndrome in the industry. It is against this backdrop that this study seeks to explorestrategic banking industry Competences and Resource Management for sustainable development.The intrinsic and intellectual properties in employees such asindustry Knowledge, Skill and Attitude are used as proxies for Competences to explain efficient Resource management. Survey research design was employed in sourcing data analyzed using Pearson Product-Moment Correlation Coefficient (PPMCC) or 'r' and the Coefficient of Determination (r^2).The findings were quite robust as results revealed that Competence variables exhibited distinct characteristics. The 'Knowledge' variable passed the test of significance, implying that knowledge can be acknowledged as a relevant input for formulating policies to influence Resource management for sustainable development in the Banking industry in Nigeria. The 'Skill' variable, though passed the test of significance, the results suggest that it had a mild impact on Resource management in the industry on ground of its medial values of coefficients. The variable, 'Attitude' failed the test of significance suggesting that the variable impacted very minimally on efficient Resource management for Sustainable development. This result however counters apriori expectation as literatures revealed that a winning attitude is a prerequisite for efficient performance. The results thus compelled us to conclude that though Competences are relevantto Resource Management for sustainable development in the Banking industry in Nigeria, its application has not been effective enough. The resultsbrought to fore some knowledge, skill and attitudinal gaps and that led us to recommend consistent on-the -job training and re-training of employees to bridge these gaps and institute competence-based job allocations in order tosustain performance and development in the industry.

Keywords:1.Competences 2.Knowledge 3.Skills 4. Attitude 5. Resource Management 6. Sustainable Development 7. Nigeria

JEL Classification: C10, C93, F65, G21.

1. Introduction

As we advance into the 21st century, Competence is proving to be a vital strategy in managing organizational challenges and environmental opportunities and threats. Kettinger and Paddack, (2003) argued that the competence level in an organization determines its competitive edge and the level to which it can meet its set goals in the economy. There is therefore a direct link between efficient and effective Resources management and the Competences of the workforce of an organization. Indeed, human attribute is no doubt a prominent and one of the most dominant factor influencing sound development and growth strategies of firms. The firm's growth and competitive strategies are now tied to the Competences of its workforce; the factor that makes the employee the most valuable asset of the organization. In defining Competence, Agbada and Odejimi (2013), quoted Boyatzis (1982) which states that 'Competence encompasses knowledge, skills, attitude and behaviour that are causally elated to superior job performance'. We deduce from this definition that the predictors of Competence are human attributes, the intrinsic values in the head of employees. They include:Knowledge, Skill and Attitude. They can be efficiently and effectively employed in accomplishing organizational job tasks. They are vital to development strategies that enable firms provide unique performance capable of initiating sustainability in firms operations and thus growth. Agbada and Odejimi (2013) argued that for knowledge-based organizations, Competence approach has become a hallmark and a dominant force behind the success of modern businesses. Recruiting employees and allocating job tasks based onhuman attributes and characteristics is now a path referred to in the business world as Competence-based approach. Competence-based performance approach has been lauded by several management thinkers. It is based on this premise that Becker (2001)argued that 'the most successful companies and the most successful countries will be those that manage human capital in the most effective and efficient fashion; investing in their workers, encouraging workers to invest in themselves, provide a good learning environment and yes include social capital as well as skills and training'.

In every organization,Resource Management is a paramount concept because resources though diverse, are somewhat limited. By definition, Resource management is the effective, adept and efficient utilization of all organizational resources to maximize earnings so as to attain the goals and objectives of the firm. Mansinghka and Negi (2021) viewed Resource Management as the planning, scheduling**,** and future allocation of resources to the right project at the right time and cost. They assert that efficient Resource Management practice or process is capable of minimizing project costs significantly, effectively improving resource utilization and bridging skills gap within an organization. Generally, resourcesinclude production resources, human resources,financial resources, assets, stocks and inventories, facilities, natural resources, et cetera.Nwachukwu, (2010) averred that business managers deploy their resources for creating, designing, and serving their target markets with product and services. Business leaders depend on their resources for productivity and so adopt proactive methods and techniques to maximize their utilization in order to sustaingrowth and development. Ajumogobia (2009) argued that resources can be exhausted, so have limits to their usage. They can change from time to time and can be incremented or renewed to satisfy the

requirements of the time. This explains why Resource Management is given top priority in organizational policy. According to Hondeghem, and Vandermeulen, (2000), how well organizations plan, organize and coordinate the usage of their resources defines theirperformance and successlevel.

In this study, we adopted the variables deduced from Boyatzis (1982) definition, namely: Knowledge, Skills and Attitude as our working tools and predictors of Competence with respect to efficient Resource management that is capable of initiating sustainable development.On this note, we shall have a brief discussion on the concept of 'sustainable development'. Encyclopædia Britannica, Inc.(2021) states that 'Sustainable development is an approach to economic planning that attempts to foster economic growth while preserving and retaining the quality of the environment for future generations. Hess, Rogovsky and Dunfee, (2002) argued that Sustainable development strategies are tools for invigorating and reinforcing economic positions, enhancing and facilitating corporate image, reducing operating costsand promoting sales and market share of business firms.The United Nations (UN) has strong initiatives and enthusiasm for developmental agenda and has promoted the idea of Sustainable development across the globe. In quest for economic viability amongst nations, the UN has made concerted efforts in promoting Sustainable development goals. From United Nations (UN) reports, deductions amongst other things were that brain drain has increasingly helped to decrease the level of skilled and competent manpower particularly in Less Developed Countries (LDCs) of the world. Brain drain of personnel from LDCs constitutes a strong menace to economic development as it helps to deplete or even collapse the Competences of the workforce of such economies. Consequently, the level of Competence of the workforce in LDCs dwindles with the resultant effect of lowering productivity in all spheres of the economy. This is an added reason why the studyseeks to empiricallyexamine how the Competences of employees could be utilized as tools for reinforcingand boosting Resource management for sustainable developmentin the Banking Industry in Nigeria.

The main objective of the study therefore is to evaluate and determine how Competences facilitate effective and efficient Resource management to drive Sustainable development in the Banking industry in Nigeria. The specific objectives are to determine how Competences predictors namely:Knowledge, Skills and Attitude are used to promote effective and efficient Resource management that is capable of inducing Sustainable development in the Nigerian Banking industry. We therefore formulatedbelow the research hypotheses to enable us carry out ourinvestigations.

1.1 Hypothesis Formulation

The under listed null hypotheses are formulated to be tested to enable us draw logical inferences and conclusions.

$H0_1$: The 'Knowledge' of employees has no significant relationship with efficient Resource management for Sustainable development in the Banking industry in Nigeria.

$H0_2$: The 'Skill' of employees has no significant relationship with efficient Resource management for Sustainable development in the Banking industry in Nigeria.

$H0_3$: The 'Attitude' of employees has no significant relationship with efficient Resource management for Sustainable development in the Banking industry in Nigeria.

2. Literature review

The goal of modern businesses is to survive any condition of the economy and have a going concern. For this reason, business firmsattempt to maximize their available resources to sustain growth and development. Resource may be described as available source of wealth, a source of aid or support that can be drawn uponwhen needed and managed with the skill sets ofthe firm's personnel.However, the resources base of a business firm may include human resource, financial resources, the supply chain, inventory, information technology, production resources, et cetera as depicted in figure 2.1. Central to these resources is efficient Resource management to achieve the goals and objectives of the firm.

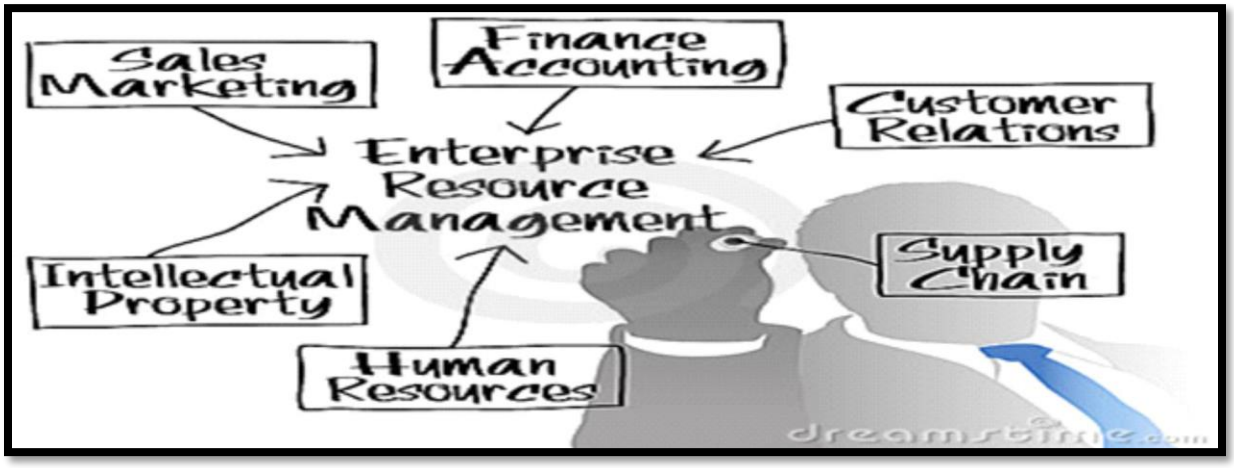


Figure 2.1: The firm's Resource Base.

Source: Ekakitie and Oladipo;Introduction to Business Management (2010)

According to Hansen (2018), Resource management is the process of pre-planning, scheduling, and allocating resources to maximize efficiency. It focuses on optimizing efficiency in the organization to achieve sustainable development goals.Resource management involves competent planning, controlling, coordinating andallocating of available resources to tasks in the firm. In practice, it involves a cyclical life cycle of some sort which depicts a framework of resource allocation, utilization and as wellmanagement. By being cyclical, we mean that thelife cycle of Resource management model is dynamic and it is aimed at sustaining the firm overtimes.Thus, competent organizations desiring to be efficient in the coordination of resource management goals depend on the intrinsic values in the head of their personnel.Garbutt (2014), contends that competences and skill types must be identified and profiled to job tasks assigned to persons or work units.

We wish to reiterate that the level of Competence of the workforce in LDCs dwindles with the resultant effect of lowering productivity in all spheres of the economy.Nigeria falls under this category of LDCs. Nigeria is endowed with people of very high intellectual capacity yet one of the foremost countriesthat experiences downturn of economic advancement. Nigerian business firms have a lot of latitude to explore the benefits derived from personnel possessing the right Knowledge,

Skill and winning Attitude to improve productivity vide efficient Resource management practices for sustainable development. However, productivity of firms is observed to be low. It is from this perspective that we wish to reviewthe link between these Competence variables namely: Knowledge, Skills and Attitudeand the firm's objectives for efficient Resource management in the banking industry.Banking is a knowledge-based profession and so it does appear productive to train personnel to acquire creative Knowledge for specific job tasks such as Resource management. According to Zain, Keceli and Jaradat (2018), Knowledge is recognized as a major source of wealth production and managing it effectively is considered to be a key success factor to gain sustainable growth and development for organizations.In the same manner, successful application of task-based Knowledgeis used to gain competitive advantage.In modern businesses, efficient management of Knowledge has now become a significant factor in innovation to create competitive edge amongst competitors. Agbada (2013) opined that competentand knowledge-based organization has the ability to structurally; technically and systematically coordinate resources for the realization of the organizations goals through the application of industry-based knowledge.Applying specific job knowledge helps to commit and utilize resources for the creation and distribution of customer value in order to develop competitive advantage as a goal of sustainable development.Managing people now involves managing the firm's relationship, supply chain, capabilities or intellectual property or competences and hence knowledge. Thus, Zain, et al (2018) opined that the collective Knowledge of human expertise through their abilities, interactions with the individual's environment and experience has become such a critical resource to reinvest. Knowledge creates the interface between or blends personnel and all other resources of the firm to harness the unknown potentials of the organization.

In businesses and banking in particular, specialization and indeed proficiencyis a function ofa workforce equipped with the industry skills and competences. It is therefore important and very crucial to harness the skills possessed by the firm's personnel for optimum performance.Industry skills are required to sustain all aspects of operations. Generally, leading firms try to develop skills that give them competitive edge in their industry. According to Homer (2015), specialized skillscome with high mental demands, especially in the Information and Technology (IT) industry and indeed, in the Finance industry. So, leading firms are continuously in search of highly skilled personnel to link performance to strategic Resource management objectives and goals that could be sustained over a reasonable period of time.The combination of specific or task oriented skills in cross-functional operational areas can do a lot in enhancing productivity in the firm. Skill management is an integral part of Resource management and is crucial to closing strategic gaps andeliminating constraints to growth and sustainable development.Homer (2015), averred that the dividends realizable from closing these gaps have a lot to impart on sustainable development across the industry and the economy generally. The Skill concept has been lauded by numerous research studies in management practices. In his study, Griffin (2005) described Skill as those essential prerequisites managers need to effectively and competently discharge assigned job tasks in the firm. Like every other aspects of operations, Resource management skills are job specific and are required to perform definitive jobtasks.

Theoretical and empirical literatures affirmed that the Attitude of personnel impact positively on a firm's productivity and Resource management strategies in particular. According to Udom (2002), proper attitude is a bank account. As you cannot withdraw money from the bank unless you have

credit balance, good attitude often accrue to others as a result of prior investment in properly management of relationship with others. Therefore efficiently managed interpersonal relationship amongst employees and external clients has a role in determining the firm's success. Again, Udom; (2002), averred that a winning attitude is a prerequisite for success in banking and management; a winning attitude is a recipe for managerial effectiveness. Backed by the above literatures, we wish to investigatestrategic banking industry Competences and Resource Management for sustainable developmentusing data sourced from field survey.

3.0 Research methodology

3.1 Population and Sample size

Research population according to Creswell (2005) is the broadest level in which a group of individuals, things or features under studies possess one characteristic that distinguishes them from other group.The population of this studyconsists of all top Management personnel in the banking industry in Nigeria. Owing to the extremely large size of the population, a Sample population was drawn up from where deductions and inferences on the population were made.The Sample population of the study is drawn from the metropolitan cities in Delta and Edo States in Nigeria. The sample area coversWarri, Ughelli, Benin City, Uromi and Auchi commercial cities. The Sample size is made up of five hundred (500)top Management personnel drawn from all Banking firms within the Sample population area.

3.2 Researchand Questionnaire Designs

Survey research designwas employed to source for data and it utilized the 'Random sampling technique' by administeringanalytical questionnaires. The questions and answers followed an innovative, less bias free pattern referred to as 'Item-Specific-Response-Options (ISRO).Wronski (2018), explained 'Item specific'to mean that the response options are distinct to a particular question and different questions may have different set of alternativeanswers or 'response options'.The ISRO response option scale is afive point rating scale. It ranges from Very Affirmative; Somewhat Affirmative; Neither Affirmative nor Negative; Somewhat Negative to Very Negative and the response optionsare weighted 5, 4, 3, 2 and 1 respectively. These weights were usedfor the empirical estimation of the model and derived coefficients were analyzed to draw inferences and conclusions.

3.3 Data analysis technique and model Specification

The tool of data analysis is the Pearson's Product-Moment Correlation Co-efficient (PPMCC), depicted by the letter 'r'. Computed using data obtained from field survey,PPMCC or 'r' also referred to as Correlation Coefficient specifiesthe magnitude and direction of the linear relationship. Itcould be expressed in absolute figure (decimal) or in percentage. The magnitude attests to whether the relationship is strong or weak and the direction indicates whether it is a positive or negative relationship. The Coefficient of determination (r^2) derived from squaring 'r' - the Correlation Coefficient indicates the magnitude of total variation in the explained variable that is elicited by the explanatory variable in the model. These parameters give very important facts and tips about the goodness of fit of the model.

Obadan, (2012), opined that to have an accurate quantitative measure of the degree of correlation between two variables, say Y and X, a measure referredto as Correlation coefficient and depicted by 'r'is used to represent the Sample correlation. The PPMCC or 'r' between the variables X and Y is determined by:

$$\text{PPMCC or } \text{'r'} = \frac{\sum\left(X-\overline{X}\right)\left(Y-\overline{Y}\right)}{\sqrt{\sum\left(X-\overline{X}\right)^2\sum\left(Y-\overline{Y}\right)^2}} \quad \ldots \quad \ldots \quad \ldots \quad \ldots (1)$$

Where: 'r' = Pearson's Product-Moment Correlation Coefficient (PPMCC) between X and Y variables

X = Weighted answer response options with respect to the variables

Y = Frequency of answer response options

$\sum$ = Summation sign

$\overline{X}$ = Mean of Weighted response options

$\overline{Y}$ = Mean of Frequency of response options

The expression in equation 1 utilizes real values of the variables. However, it is somewhatdifficult to manipulate.To ease the manipulation of equation 1, Obadan, (2012), postulated an equation that employs deviations of the variables from their means as depicts by equation 2. In this study, it is this equation we utilized to compute the values of 'r' for the different hypotheses tested.

$$\text{'r'} = \frac{\sum xy}{\sqrt{\sum x^2 \sum y^2}} \quad \ldots \quad \ldots \quad \ldots \quad \ldots \quad \ldots \quad (2)$$

Where x = $X-\overline{X}$ and

y = $Y-\overline{Y}$

3.4 Guide to decision making:

These are landmark statements to aid the decision of the researcher in drawing conclusions. It is considered that Pearson Product-Moment Correlation Coefficient (PPMCC) or 'r' values rangesfrom -1 to +1. So, when:

1) 'r' value is zero; There is no relationship between the variables.
2) 'r' value is +1; A perfect positive correlation exists between the variables.
3) 'r' value is -1; A perfect negative correlation exists between the variables.
4) 'r' is squared, It is known as 'Coefficient of Determination (r^2). It indicates the goodness of fit of the model generally.

4.0 Data presentation and analysis of empirical results

4.1 Presentation of Data

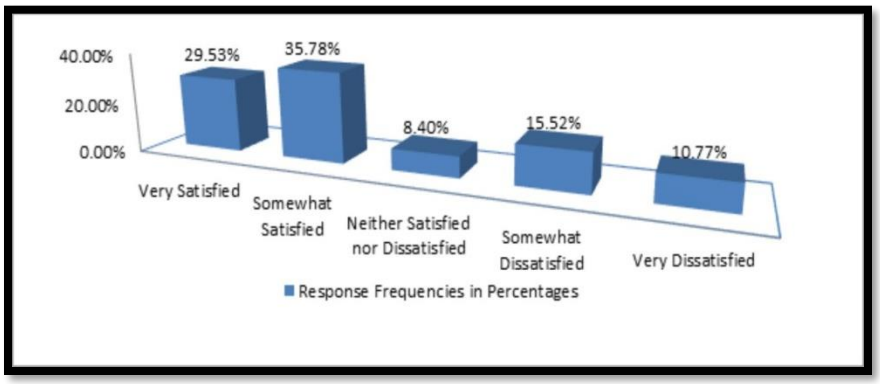
We obtained data from field survey exercise to test the three hypotheses formulated in the introductory section. Of the five hundred (500) analytical questionnaires randomly distributed, a total of 464 were retrieved. This constitutes 92.80% of total distributed questionnaires and is considered adequate to accomplish the empirical estimation. In this sub-section, we are presenting the data obtained from the survey exercise as per each hypothesis formulated.

4.1.1 Presentation of data for hypothesis 1 ($H0_1$)

Question five (5) in the analytical questionnaire is used to test hypothesis 1 with respect to the variable 'Knowledge'.In this section, we present the data from the field survey, that is, the response frequencies obtained for question five. Question 5 is presented as follows: 'How satisfied or dissatisfied would you say that Knowledge enhances efficient Resource management for Sustainable development in the Banking industry in Nigeria?

Table 4.1: Response Frequencies for'Knowledge' and efficient Resource Management

The data obtained are exhibited in table 4.1. The table revealed that a large proportion of respondents constituting 29.53% signified very satisfied and35.78% were to some extent satisfied thatKnowledge enhances efficient Resource management. Accordingly, 65.31% of total respondents are of the opinion that Knowledge enhances efficient Resource management for Sustainable development in the Banking industry in Nigeria. To distinguish clearly the unique characteristics of



the answer options displayed for the variables 'Knowledge' and Resource management, the data are again represented in a Column chart as exhibited in figure 4.1

Figure 4.1 Column Chart representation for 'Knowledge' and Resource management

Source: Authors Computation using data from survey, (2021).

4.1.2 Presentation of data for hypothesis 2 ($H0_2$)

Data from question 8 in the questionnaire was employed toanalyze the variables 'Skills' and 'Resource management for sustainable development as per hypothesis 2 ($H0_2$). Question 8 states thus:'How contented or discontented would you affirmthat Skillspromote efficient Resource management for Sustainable development in the Banking industry in Nigeria'?

Table 4.2: Response Frequencies for 'Skill' and efficient Resource Management.

Table 4.2 shows the percentage of response frequencies forrespondents'. The percentage of respondents that were contented that Skillfacilitates effective Resource management for Sustainable developmentstood at 23.927%. Those that are somewhat contented indicate 31.68%. This infers that a total of 55.60% agree that Skills influences efficient Resource management. However, 25.43% of respondents are somewhat discontented. It is difficult to explain why this proportion of respondents upholds this view. For clarity of the characteristics of the answer options, we represent the data sourced for estimating hypothesis 2 in a column chart as exhibited in figure 4.2.

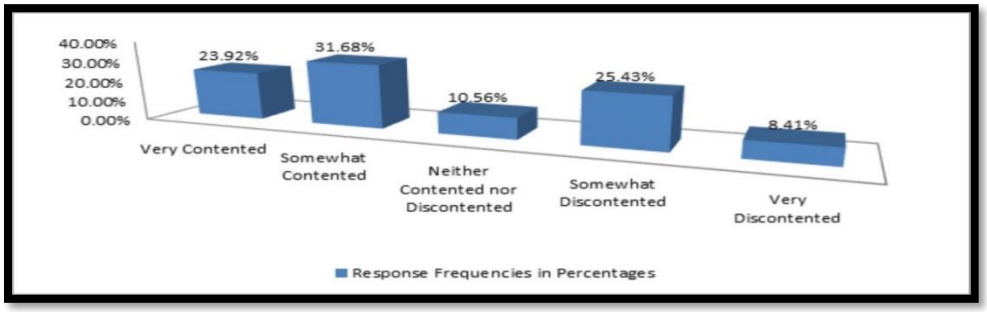


Figure 4.2 Column Chart representation of Responses frequencies for Skills' and Resource management

Source: Authors Computation using data from survey, (2021).

4.1.3 Presentation of data for hypothesis 3 ($H0_3$)

The data for the third hypotheses with respect to the variable, 'Attitude' was captured in question 12 in the analytical questionnaire. Question 12 states thus: 'How persuaded or disenchanted would you vouch that a winning 'Attitude' can effectively enhance efficient Resource management for Sustainable development in the Banking industry in Nigeria?'

Table 4.3: Response frequencies for 'Attitude' and Resource management for Sustainable development

Table 4.3 exhibits the response frequencies together with their computed percentages as per the categories of response options. The response frequencies for the Attitude variable appear slightly different fromthose of Knowledge and Skills variables because it has high negativeresponses, though not high enough to accept the null hypotheses. This fact is affirmed true because 25.22% and 30.60% of respondents are very much persuaded and somewhat persuaded respectively that a winning attitude could enhance efficient Resource management. These two response options constitute a total of 55.82% of total respondents suggesting thattheAttitude variable is relevant. In an attempt to reveal

the distinctive characteristics of the response frequencies, a Column chart was constructed as exhibited in figure 4.3.

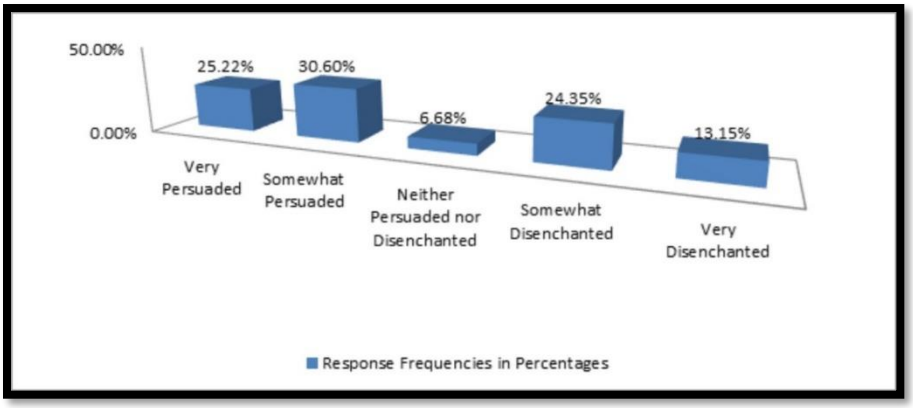


Figure 4.3 Column Chart representation of Responses frequencies for 'Attitude' and Resource management

Source: **Authors Computation using data from survey, (2021).**

4.2 Estimation of model for hypotheses Testing

This section contains the empirical estimation of the three hypotheses tested in which thePearson Product-Moment Correlation Coefficient (PPMCC) or (r) for each hypothesis was determined. With the computation of (r) value, the Coefficient of Determination (r^2) was also derived for each hypothesis.

4.2.1 Estimation of data for hypothesis 1 ($H0_1$)

Table 4.4 shows the computation of the sums(∑) of theWeighted Response Options (X) and Response Frequencies (Y) for Knowledge. The computation of theirdeviations from their means depicted by x and y is alsoshown. The derived sums of the variables were utilized to determine the value of (r) and subsequently, the value of the Coefficient of Determination(r^2).

Table 4.4: Deriving sum(∑) of variables: Knowledge and Resource Management in Nigeria.

Mean of Weighted Answer Options (X); $\overline{X} = \frac{\sum X}{n} = \frac{15}{5} = 3$

Mean of Frequency Response Options (Y) $\overline{Y} = \frac{\sum Y}{n} = \frac{464}{5} = 92.80$

PPMCC or 'r'for 'Knowledge' Variable $= \frac{\sum xy}{\sqrt{\sum x^2 \sum y^2}} = \frac{268}{\sqrt{10x12470.80}} = \frac{268}{353.14} = 0.7589.$

Accordingly:

Pearson's Product-Moment Correlation Co-efficient (PPMCC) or 'r' = 0.7589
Coefficient of Determination for 'Knowledge' Variable (r^2) = $(0.7589)^2$ = 0.5759 or 57.59%.

4.2.2 Estimation of data for hypothesis 2 ($H0_2$)

The derivation of the sums (∑) of the variables namely; Weighted Response Options (X), Response Frequencies (Y) for Skill variable is exhibited in table 4.5. The table also displays the computation of thedeviations of the variables from their means represented by x and y. The values of Pearson Product-Moment Correlation Coefficient (PPMCC) or (r) andthe Coefficient of Determination (r^2) for the Skills variable were thus computed from the products obtained from table 4.5.

Table 4.5: Deriving sums(∑) of variables: Skills and Resource Management in Nigeria.

Mean of Weighted Answer Options; $\overline{X} = \frac{\sum X}{n} = \frac{15}{5} = 3$

Mean of Frequency Response Options $\overline{Y} = \frac{\sum Y}{n} = \frac{464}{5} = 92.80$

From equation 2;PPMCC or 'r' for 'Skills' Variable $= \frac{\sum xy}{\sqrt{\sum x^2 \sum y^2}} = \frac{173}{\sqrt{10x8716.80}} = \frac{173}{295.24} = 0.5860$

Accordingly:
Pearson's Product-Moment Correlation Co-efficient (PPMCC) or 'r' = 0.5860 and
The Coefficient of Determination (r^2) = $(0.5860)^2$ = 0.3434 or 34.34%.

4.2.3 Estimation Of Hypothesis 3 ($H0_3$)

The derivation of the sums (∑) of the variables, Weighted Response Options' (X) and 'Response Frequencies (Y) for Attitude and efficient Resource Management under reviewwas carried out using table 4.6.

Table 4.6:: Deriving sum (∑) of variables: Attitude and Resource Management in Nigeria.

The products obtained were computed and employed to determine the values of the two coefficients, (r) and (r^2) needed to analyze hypothesis 3 ($H0_3$).

Mean of Weighted Answer Options; $\overline{X} = \frac{\sum X}{n} = \frac{15}{5} = 3$

Mean of Frequency Response Options $\overline{Y} = \frac{\sum Y}{n} = \frac{464}{5} = 92.80$

From equation 2;

PPMCC or 'r' for Attitude variable $= \frac{\sum xy}{\sqrt{\sum x^2 \sum y^2}} = \frac{141}{\sqrt{10x11278.52}} = \frac{141}{335.84} = 0.4198$

Accordingly:

The Pearson's Product-Moment Correlation Co-efficient (PPMCC) or 'r' = 0.4198 and
The Coefficient of Determination (r^2) = $(0.4198)^2$ = 0.1763 or 17.63%

5.0 Discussion of findings, conclusion and recommendation

5.1 Discussion of findings

Discussion of findings involves the analysis of the computed values of Pearson Product-Moment Correlation Coefficient (PPMCC) or 'r' and the Coefficient of determination (r^2) for each hypothesis. Inferencesarehowever drawn based on the 'Guide to Decision making' stated in section 3.4.Table 5.1 exhibits the computed values of the PPMCC or 'r' and the Coefficient of determination (r^2) for the three hypotheses tested in this study.

Table 5.1: Summary of the products of PPMC (r) and Coefficient of Determination (r^2)

Hypothesis 1 ($H0_1$) addressed the relationship between banking Competence variable,'Knowledge' andefficient Resource management. The estimated value of PPMCC or (r)which stood at0.7589 exhibits a positive sign andits magnitudeis high. It attests toa relatively very strong positive linear relationship, meaning that industry'Knowledge' possessed by the workforce has helped to facilitate efficient Resource management for Sustainable development in the Banking industry. It'sCoefficient of determination (r^2) stands at 0.5759 and implies that 57.59% ofthe dependent variable, Resource management is explained by the bankingCompetence variable,Knowledge. By implication, the Competence variable, Knowledge can be said to be relevant to formulating policies that can influence efficient Resource management for Sustainable development in the Banking industry in Nigeria.

The second hypothesis ($H0_2$) is anestimation between the Competence variable, 'Skill' and efficient Resource management. Table 5.1 revealed that the estimated value of its PPMCC or 'r' is moderately standing at 0.5860. Itshows that the Skill variable exhibiteda positive sign, implying a positive correlation with efficient Resource management. However, the magnitude of the coefficient which stood at 0.5860 shows that the strength of linear relationship between the variables is justmoderately strong.So, the Skill variable though passed the test of significance, itsmagnitude shows to some extent that it made modest contributions to Resource management in the Banking industry in Nigeria. The Coefficient of determination (r^2) stood at 0.3434; implying that the variable Skillexplained just 34.34% variation in Resource management. By implication, the model appropriatedonly 34.34% of the real data points in the line of goodness of fit. Thiscounters apriori expectation as it implies that the workforce in the banking industry may not have possessed or exhibited enough industry skills in their operations.

The third empirical analysis relates to the Competence variable: 'Attitude' and efficient Resource management.The estimated (r) valuederived from this estimation is relatively low as it stood at 0.4198. This value suggests that though the linear relationship between employee attitude and efficient Resource management is positive, the variable 'Attitude' influenced Resource management for Sustainable development moderately. Its contributing Coefficient of Determination (r^2) is also low standing at 0.1763 and implying that the variable, 'Attitude' explained just 17.63% variations in Resource management for sustainable development.Indeed, it attestsand affirmed thatthe 'Attitude'variable failed the test of significance. This by implication cast doubts on whether it can be considered relevant to formulating policies that could enhance efficient Resource management for Sustainable development in the Banking industry in Nigeria. The result thus counters apriori expectation as it is presumed that a winning Attitude is an essential pre-requisite for effective management.

5.2 Conclusion

The study attempts to evaluate strategic banking Competences and Resource Management for Sustainable Development in the Banking industry in Nigeria. Specifically, the study evaluated Competence predictors namely: Knowledge, Skill and Attitude as necessary factors that drive efficient Resource Management for Sustainable Development.For Hypothesis 1 ($H0_1$),the Correlation Coefficient (PPMCC) or 'r' standing at 0.7589 between the variable, 'Knowledge' and efficient Resource management for Sustainable developmentaffirmed that there is a positive and a rather powerful and robust linear relationship. This led us to conclude that the variable 'Knowledge' influenced and contributed pretty well to efficient management of resources in the Banking industry in Nigeria. This fact is buttressed by the value of its Coefficient of determination (r^2) which stood at 0.5759; suggesting that the Knowledge variable explained 57.59% variation in Resource management for Sustainable development in the industry. The results affirmed thatthe Knowledge variable can be relevantin formulating policies that can influenceefficient Resource management for Sustainable development in the Banking industry in Nigeria.

The second model for hypothesis ($H0_2$) was used to estimate 'Skill' variable and efficient Resource management. It produced PPMCC or (r) with a value standing at 0.5860. The magnitude of (r) suggeststhat there is a moderateyet positive linear relationship between the variables. Thus, we

concluded that though the Skill variable passed the test of significance, it had a moderate impact on Resource management in the industry. Its Coefficient of determination (r^2) stands at0.3434 and suggests that the Skills variable accounted for only 34.34% variation in Resource management in the industry.Somehow, these results appear to reflectsome skill gap, the possible outcome of the unwritten recruitment policy that allows and engages employees from all educational disciplines which have becomeprevalent and an accepted norm in the industry for decades.

Finally, Hypothesis 3 ($H0_3$) appraised the Competence variable: 'Attitude' and efficient Resource management.The value of PPMCC) or 'r' elicited stood at 0.4198 and its accompanying Coefficient of Determination (r^2) stood very low at 0.1763.While the PPMCC) or 'r' revealed a rather weak linear relationship, the Coefficient of Determination (r^2) shows that the 'Attitude' variable accounted for only 17.63% of total variations in Resource management in the industry.The results are pretty difficult to explain. However, deductions from them have led us to conclude that the variable, 'Attitude' failed the test of significance and that suggests that it may not have leveraged or impacted much on efficient Resource management for Sustainable development in the Banking industry in Nigeria. The results of the variable counterapriori expectation and cast doubts as to whether it can be included in formulating policies that affectsefficient Resource management.

5.3 Recommendations

Our recommendations are based on deductions from reviewed empirical and theoretical literatures and more from the empirical estimation results on which inferences and conclusions were drawn. The results reflect some knowledge and skill gaps and off course, some poor attitudinal behaviours to Resource management for sustainable development in the industry. These gaps can only be filled by training. It is on this note that we recommend consistent training and re-training of employee on the job. This cannot be over emphasized. It also compelled us to recommend that the recruitment policy that allows all academic disciplines to be engaged as employees in a professionally-based Banking industry should be discarded with immediately.

Empirical results also revealed that the 'Attitude' variable failed the test of significance. It appears difficult to explain. This is because theoretical literatures revealed that a winning attitude is a prerequisite for efficient performance. This compelled us to recommend that stakeholders in the industry should urgently review employees incentive amongst other things that could motivate employees' behaviour. This decision is reached because poor attitude to work emanates majorly from distractions resulting from poor welfare.Distractions of employees climax when there is so much uncertainty in the job environment and particularly lack of adequate funds to settles issues.The resultant effect is diminishing interest and concentration and poor attitudinal approach to job tasks. At its peak, courtesy is thrown at abeyance to give way for unethical conducts.

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