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Economic Returns to Employee Training in Contrasting Economies: A Comparative Study of Barclays Bank in the UK and Kenya

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Abstract: *The aim of this research is to investigate if training in the banking sector retain employees and avoid the situation where there is an increasing level of employee turnover, as it adversely affects the operational efficiency, along with causing increase in recruitment costs. The reason behind choosing the UK is because Barclays bank is one of the biggest bank in Europe and it would be important to evaluate the training practices of Barclays in this particular country to identify the standard of training that it has been able to maintain over a period of years. On the other hand, the rationale behind choosing Kenya is linked with the fact that the banking sector is rapidly growing in the country and playing a vital role in its economic development. For example, the role of the banking sector in Kenya can be viewed as vital in achieving Mission 2030 regarding the growth and development of the local Kenyan economy in the long run (Erepository, 2020). As far as Barclays in Kenya is concerned, it is one of the markets where Barclays had been operating for many years along with being able to implement different kinds of training practices for employee growth and development. The findings of the research suggest that the analyses carried out have been appropriate in terms of answering the questions of the study along with the fulfilment of its aims and objectives. The development and the critical analysis of various themes were important in ensuring that detailed findings are derived that can be interpreted to extract meaningful outcomes.*

Keywords: *Banks, Employee Retention, Training, Barclay's Bank, Efficiency, Europe, Kenya*

Introduction

The training and development of employees, supervisors, and managers are a vital part of any organisation and it is necessary for the banks – financial services where the skills of the workforce are critical for efficient performance. Particularly, when the nature of the abilities and capacities of knowledge is equal to the environment of the labor of the firms in which it works and training with an efficient effect on the benefit of the human feature through the interaction of managerial endeavors. It is important to maintain adequate quality of work and efficiency at different levels to achieve and maintain the required level of performance (Mangi, Jhatial, and Shah, 2012). The workers in the banking sector are the key stakeholders for firms under strong opposition. Training and Development allow - employees to improve their ability. It is a crucial strategic tool for improving worker performance and productivity in the banking sector. The purpose of training is to expand workers' abilities by causing them to obtain new strategies for managing jobs. The main advantage of workers' training is that it improves job worker productivity, increases engagement and increases employee retention (Chaudhry, Jariko, Mushtaque, Mahesar and Ghani, 2017).

Productivity quantifies the amount of entire bank production per unit of information sources utilized in production. Workers who are occupied with their work and focused on their associations provide organizations competitive benefits of higher profitability and lower worker costs in the banking sectors. Loyal workers show positive performance in the banks is more possible to confidently raise the firm to contacts and are more possibly to implement the vision and goals of the banking sector. For this purpose, the employers and managers of the banks need to maintain a higher level of satisfaction of their employees so that they are constantly able to work with full productivity (Majumder and Hossain, 2012).

Barclays is one of the leading banking sectors in the UK and on the training and development of the workers whether the worker is recently recruited or existing one. But it is compulsory for recently recruited staff and after the training process, they are tried if the worker can give benefits to the bank. For the existing workers, the organisation leads on-job and off-job training and development projects to increase the abilities and information of the workers in the bank. Barclays provide the training to their workers because it improves job satisfaction and provides confidence in workers, increases worker retention and motivation, improved effectiveness in practices which give financial benefits, expansion of the ability to implement new technologies and way of working and will be beneficial for increasing invention in strategies (Barclays, 2020).

The training program of Barclays includes supporting, innovating, listening, inspiring, connecting and challenging their workers. By supporting the program, managers create a close employed relation with junior talent. Barclays works to know the interests, desires, powers and development. Innovating program includes in building the educated outlooks for the junior talent by which they can confirm to bring new planning, modern thinking and making chances for growth. Through the listening program, Barclays gather constant feedback from juniors to confirm that their programs are regularly progressing and improving. The inspiring program contains the encouragement of junior talent for getting involved in events of the banks which offers continuous sources of inspiration. By connecting the program, juniors have the opportunity to create an energetic link with peers, directors, mentors, instructors and supporters throughout the banking areas. The challenging program gives continuous challenges and chances to stretch skills by which junior talent is constantly evolving, rising and learning (Barclays, 2021).

Employee retention is measured to be the main element for the success of any organisation and Barclays provide consistent training to increases a feeling of the employees' worth. Training shows that bank is focused on giving their workers the assets needed to confirm that they are performing well for the firm. As a result, the workers are more possibly love their job and stay in the bank for longer. The function of training is also important for Barclays because it is linked with its goodwill and credibility in the industry as it shows that it is strongly committed to improving the skills of the employees by providing high-quality training (Narteh and Odoom, 2015).

Barclays has been operating in Kenya for more than 90 years. Financial strength along with local and global resources has contributed towards Barclays Bank of Kenya becoming one of the most important providers of financial services. Another key factor regarding the role of Barclays in the economy of Kenya is that it has been able to establish an extensive network comprising 117 outlets that have more than 230 ATMs in different parts of Kenya. Therefore, it would be fair to say that Barclays has played an important role within Kenya in terms of making a positive contribution to the economy. In addition to that, Barclays has been involved in offering employment opportunities to numerous individuals in Kenya which highlights its contribution to the local economy (Banks Kenya, 2020).

Company Background

Barclays operates as a bank holding company that engages in the business of offering different kinds of banking services such as retail banking, credit cards, corporate and investment banking along with different kinds of wealth management services. The organisation mainly operates through two divisions as Barclays UK and Barclays International. It is considered as one of the largest banks operating within the UK that has its branches or subsidiaries in different countries as well. The UK division of Barclays is comprised of the UK retail banking operations, consumer credit card business of the UK along with the wealth management business and corporate banking for smaller businesses. On the other hand, Barclays International division performs functions such as corporate banking franchise, investment banking, and international card business along with international wealth management. The organisation was founded on the 20th of July 1896 and it's headquarter is located in London, UK (CNN, 2020). Therefore the objectives sought in this research would be 1) to develop an understanding regarding the importance of training for the employees working in the banking sector and 2) to identify the impact of training on employee retention of Barclays Bank in the UK and Kenya and finally 3) to provide suggestions to the HR department of Barclays Bank about the ways through which they can improve the effectiveness of their training programs to the extent to which it can contribute towards retaining employees and reducing the overall turnover.

Research Problem

The problem to be studied in the proposed research is related to identifying the extent to which training assists the employers at Barclays Bank to avoid the turnover of the employees within their workplace environment. Dealing with this problem is important because the management of the work intends to make sure that it can benefit from the investment that it is making in terms of training of the employees in the form of retaining them and benefitting from their service. Therefore, this particular problem has been identified to study in this particular chapter.

The rationale or justification of studying this problem is that Barclays Bank is one of the largest banks in the UK due to which the organisation needs to retain its talented employees for a long period to maintain the level of productivity. According to Al-sharafi, Hassan and Alam (2018), retention of employees is a key objective of any organisation as it is closely associated with maintaining the stability of performance along with preventing the occurrence of hiring cost frequently. In addition to that, retaining employees gives a positive message to the outsiders about the quality of the workplace environment of an organisation and the effectiveness of the managerial policies and practices.

2: Methodology

Research Approach

Two main approaches can be applied in research such as inductive and deductive depending upon the overall nature and the characteristics of a study. Considering the qualitative approach, inductive reasoning is applicable for this research using which qualitative data will be used to develop concepts and understanding about the topic of employee training and retention. The justification of using inductive reasoning in the light of qualitative data can be provided through the analysis of Machila, Sompa, Muleya and Pitsoe (2018), which state that inductive reasoning is applied in qualitative researches to develop a theory based on the available information.

Research Philosophy

The philosophy of research is considered an important methodology. This is because philosophy provides an overview of the opinion of a researcher regarding the world. Therefore, the philosophy chosen can provide an overview of the strategy and the methods that are used in research (Laplane, Mantovani, Adolphs, Chang, Mantovani, McFall-Ngai, and Pradeu, 2019). The philosophy applicable in the current research is based on interpretivism which is expected to be applicable to interpret the data through interpreting the information acquired from secondary sources. Considering the use of qualitative data in this research, it would be fair to say that the use of interpretivism can be considered as in line with nature and the characteristics of the overall research. According to Ryan (2018), the philosophy of interpretivism is based on the researchers interpreting different elements of research and thereby integrating human interest within research. Therefore, the philosophy of interpretivism is based on the use of qualitative data to provide detailed interpretations about a specific issue or phenomenon.

Research Method

Research Methods

Different methodological elements were important for undertaking critical review and analysis of the relevant literature. The database that was used for extracting the relevant articles was Google Scholar from where all the relevant articles were used and the information within them was applied for analytical purposes. The other key element is that the articles were chosen for the period of the last 10 years i.e. from 2011 to 2021. The searching terms that were used are those that were determined in the previous sections that were relevant to the chosen topic of the current research. According to Leavy (2017), research methods refer to the use of step-by-step procedures for researching systematically. There are three types of methods that are generally applied in research such as qualitative, quantitative, and mixed methods depending upon the requirements of research. The method applied in the current research is qualitative to analyse in detail the impact that training has on employee retention in the Banking industry. According to Mohajan (2018), qualitative data refers to the non-numeric data used in research to provide a detailed explanation about a specific issue or phenomenon.

Sources of Data Collection

Secondary sources are used to gather data in this research. Examples of these sources journal articles along with other scholarly articles and researches that are extracted through Google Scholar. The rationale behind using secondary data for this research is that the findings of the literature already available were important in establishing a strong theoretical background about the current topic. The other major factor that contributed to the collection of secondary data in the research and conducting a systematic literature review is the restrictions of the pandemic due to which it was very difficult to acquire primary data as it requires face-to-face interaction. Although data could have been gathered through online sources; yet, it would have been difficult to gather detailed data through it for making a detailed and in-depth analysis of the required information. According to Johnston (2017), the benefit to be obtained through secondary data is that it saves time and cost of the researcher along with paves the way for deriving the kind of findings that are carefully analysed. Besides, the use of secondary data assists the researchers in terms of conducting critical analysis about particular issues and present meaningful findings.

Inclusion Criteria

Inclusion criteria in research refer to those elements and aspects that are needed to be included in research to determine its validity and reliability (Kulczycki, Engels, Pölönen, Bruun, Dušková, Guns and Zuccala, 2018). The inclusion criteria determined for the systematic review in this particular research is to use those articles that are of the last 11 years i.e. from 2010 onwards. The other inclusion criterion is related to the use of those articles for review that are about training and employee retention in the context of Barclays Bank in the UK and other countries to carry out a comparison.

Exclusion Criteria

Determining exclusion criteria in any research facilitates a researcher in terms of developing a proper standard of analysis and excludes irrelevant elements from research (Reale, Avramov, Canhial, Donovan, Flecha, Holm and Van Horik, 2018). Therefore, the criteria of exclusion for the review is to exclude those studies that are before the period of 2010 and those that are not in any way related to the topics of training and employee retention.

Searching Terms

The searching strategy used for analysis in the current research is about using the keywords such as employee training and retention so that all the relevant studies regarding the topic can be extracted. In addition to that, terms such as banking and financial sector would be used to further enhance the scope of analysis and conduct reviews of the literature that can provide specific and authentic findings for answering the questions of the research.

Searching Strategy

Different searching strategies are used to conduct the review systematically. One of the strategies that are applied is to determine a clear and focused question which is followed by describing the articles that can answer the required research questions. In addition to that, the analysis would include describing addressing key concepts that can address different elements of the question to go along with deciding the elements that can be used for deriving appropriate results. In addition to that, the searching strategy included the use of choosing a suitable database which was Google Scholar in the current research.

Screening of Data

After determining the sources from where data was gathered, the next step was about determining the ways through which the screening of data was going to be performed. For this purpose, abstract screening was used through which abstracts of different articles were extracted and reviewed to gain information about the kind of data that is being used in the research along with the findings that have been derived and their applicability. After doing that, the analysis of the literature was carried out through the use of thematic analysis where different themes were extracted to conduct in-depth and detailed analysis about the research. The themes were developed to fulfill the aim and the objectives of the research regarding identifying the impact of training on employee retention in banks. As stated by Braun, and Clarke (2019), thematic analysis is one of the widely used analytical methods in research the purpose of which is to develop different themes and patterns through which findings can be explored and presented flexibly. After the development of themes, discussion and the conclusion of the findings are made in light of the aim and objectives of the research. In this way, it will be determined whether the questions proposed for the research have been answered or not.

3: Findings

Theme 1: Importance of training in Banks

The findings of the study of Imran and Tanveer (2015), which was conducted on the issue of training and development for the employees of banks illustrate that training has a positive influence on the job knowledge of the employees along with quality and quantity of work and functional skills. In addition to that, effectively designed training programs also result in enhancing the motivation of the employees. However, the employees feel that obtaining a proper supporting direction is important for them so that they can acquire the required benefits through training and development programs organized by the banks. The other finding that has been acquired about training in banks is presented by Gakpo (2021), which suggests that the training of risk management is important for employees along with training to perform different operations creatively. Nevertheless, the findings also suggested that effective communication between the employees and the management and strong commitment of top management are some of the key requirements for improving the productivity of the training facilities in banks.

According to Hu, Zhan, Garden, Wang and Shi (2018), the role of the HR department within the banks is very important in terms of designing high-quality training programs that would match the strategic requirements of the banks. Apart from that, the HR department must collaborate with the top management in terms of identifying the ways through which training programs are needed to be designed and implemented within banks. Similarly, it is stated by Jehanzeb and Bashir (2013), that designing training programs for the employees has strategic significance for the organisations as it can contribute towards improving the internal capabilities of an organisation which can help achieve long-term strategic objectives. Nonetheless, the substantial investment must be made by the organisations to improve the quality and the overall effectiveness of training programs so that they are aligned with the prevailing standards of the industry.

Theme 2: Role of Training on Employee Retention

According to Para-González, Jiménez-Jiménez and Martínez-Lorente (2018), training and development is an appropriate strategy in today's competitive environment for organisations. By using this strategy an organisation can increase the employee retention rate and reduce hiring costs. The knowledge and skills of the employees in an organisation can be increased by training programs which makes the employees feel that they are an important asset of their corporation. The organisations consider training programs as an investment in workers and expect to gain return in the form of assurance and retention. It is defined by Price and Dunagan (2019) that most of the organisation using many approaches for retention strategies but training is one of the best strategies. Workers who value the improvement of abilities for their career development might be more enthusiastic to work for a company that continually furnishes them with well-run information by the practice of training and development. A company also gains some advantages from a training program for their workers who can increase production, decrease employee turnover and reduce the necessity of continuous observation. There can be an indirect connection present in the provision of training and retention and the commitment might act as a connection channel. In contrast, it is described by Maylett and Wride (2017) that training is an important feature to retain the workers but a challenge of high salary expectation can be faced by the organisations. There is a possibility that employees after receiving training and improving their skills because of that might be looking for high salaried jobs which can become a key issue for the managers in terms of retaining these kinds of employees for a long period.

As defined by Cascio (2019) that some organisations have a fear that they invest time and cash in improving workers just to see them take those recently gained abilities to another organisation. But training really can expand the retention of employees when the training strengthens the value of the worker. A better-planned training and development program has a basic impact on retaining employees. Employees need to feel that the work they do is essential for the achievement of the organisation and that the organisation is putting time and money on employees to have the work finished effectively. It is defined by Al Mamun and Hasan (2017) that training programs allow employees to have a chance of learning new abilities and improve current abilities that they bring to the organisation. Being able to develop the abilities and have a positive outlook on the work they are doing is important to an employee and their perspective on the company and by providing appropriate training to en employee they will make a better sense of self-worth as they become an extra value for the company and it creates the feeling on employees' mind to stay in the organisation for a long period. On the contrary, as described by Vignesh, Sarojini and Vetrivel (2018) a training program might have a relationship with employee retention but it can be a challenge for organisations to retain employees as there are many more opportunities available. There is a merciless rivalry to bring in the best talent in the organisation. Organisations go far to attract skillful assets from their rivals. The availability of such a worthwhile proposal makes it hard to hold great assets for long.

Redondo and Sparrow (2019) propose that career development and training have a direct impact on retaining employees. Training programs offered by an organisation to their employees will be beneficial for employee retention and workers will be more encouraged to work strongly that will help the company to reach its objectives successfully. Also, described by Moro, Ramos and Rita (2020) that training program in an organisation makes employees feel that they are valued and appreciated. Through training, an organisation tends to create a positive approach of an employee to their work which positively impacts employee retention and increased production in an organisation. On the other side, it is defined in the study of Lipkie, Mehlman and Neylon (2018) that training should be given to workers for employee retention. It is a difficult situation for an organisation to motivate their workers on doing one task regularly and any worker becomes exhausted when they are doing the same work for many years. The work may be acceptable and motivating in the beginning stage but it could get uninteresting shortly. In this situation, the administration should go for a job revolution and give these workers a chance to experiment with new things and that could be difficult for any organisation. Therefore, further researches are needed to be conducted regarding the issue of using training effectively to ensure the retention of employees.

It is stated in the literature review of Michael and Mahoney (2017) that the estimation of the organisational stock of human resources can be built up through training. The investment to increase human resource by training are considered progressively significant for making the organisation successful. The advantages of training for employee retention have been very much recorded. Training increases employee productivity and decreases the nonappearance of employees. Instead of focusing on strength, managers must train the work power successfully to improve worker's work execution. The most explicit advantage of a training program is that it seems as a motivator to upgrade employee retention mainly to retain those who have a desire to look for professional success in their work. It is described in the study of Peng and Lee (2020) that a training program that tries to develop key skills of employees will assist in increasing their productivity which will encourage them to work more productively than before. Conversely, it is argued by Vignesh and Sarojini (2018) that it is a difficult situation for an organisation to hire the wrong candidate and give training to them. The hiring of the right candidate will provide a decent future and recruiting the wrong applicant will provide a terrible future. Applicants giving interviews can tell their advanced skills which they don't have and then the manager looks for a change which could be challenging for them to hire a new candidate and overcome the previous expense.

Jaworski and Ravichandran (2018) stated that training programs will be beneficial for improving employee investment and helping organisations retain their employees. Having a high consistency rate of employees in an organisation means maintaining the workers for a long period and do not need for much time and assets for training new employees. Employee retention will be helpful considering the time spend assets and expenses for the training of a new employee who feels an important resource of the company by the training program and wants to stay for a long in the organisation. Also, stated by Ahmad (2018) that training is an important element for an organisation to retain employees and their commitment to the organisation. The commitment with the organisation is an interpreter of turnover as it is vital for retaining employees and employee wants to stay in the organisation as a worker. As affecting commitment identifies with retention reliably and is the most broadly utilized. The more effective training program an organisation has contains the higher affective commitment of an employee with the organisation. Nevertheless, it is argued by Cascio (2019), that the effectiveness of training programs within an organisation is largely dependent upon the training needs assessment of the individual employees. Assessment of training needs can be carried out through evaluating the strengths and weaknesses of different employees which can illustrate the kind and extent of training that they need. This is because different employees have different skills and capabilities due to which is important to identify these skills and limitations within individual employees and provide them training accordingly.

It is stated by Pandita and Ray (2018) that one of the many benefits of training and development program might have a positive impact on the employee to grow their career. At the point when employees sense that their manager is assisting them with improving their abilities and knowledge about their work, this builds their work happiness and try to be with the organisation for long. Lee and Rezaei (2019) stated that a training program will be beneficial for attracting highly talented workers. The organisation that provides continuous training to their employees sets a benchmark that brings highly talented and skillful employees because the person looking for a job considers worker training as the main advantage that increases their skills and helping the worker to feel that they are important to the organisation. On the other hand, it is defined by Scott, Waite and Reede (2020) that employees have unrealistic anticipations with the organisation. It is not feasible for any company to encounter the assumptions of every employee working in the organisation. A worker should be sufficiently experienced to know that one can't acquire all the luxuries and relaxations in the working environment and it might be difficult for the organisation even after providing the training to employees to meet with the employees' anticipations.

The other key aspect regarding training provided by banks to their employees for retaining them is to provide the training to do their operations creatively such as through the use of technology. The use of technology for this purpose would not only help generate significant interest from the employees regarding the training programs but would also enhance their skills to perform modern banking operations efficiently. Providing training considering the technological advancements is also important because of the growing significance of online banking in the modern-day business environment (Dhanpat, Madou, Lugisani, Mabojane and Phiri, 2018). However, it is argued by Paruzel, Bentler, Schlicher, Nettelstroth and Maier (2019), that the use of technology for training purposes alone might not guarantee the retention of employees. This is because some employees might not welcome the use of technology. After all, they fear that they might not be able to work effectively through the utilization of advanced technology. Therefore, there is a gap in the literature about the ways through which management can communicate the benefits of a particular training program to the employees so that it can contribute towards employee retention in the long run.

4: Discussion

Importance of Employee Training in the Banking Sector

The training and development of employees will improve their abilities and understanding about the work and create self-confidence in their talents for any business. Employee training will expand their performance and increase their ability to work more competently and efficiently in the banking sector. The importance of using employee training and development in Barclays bank UK because it allows the employees to build up their abilities and improve the skills which are required for working in the bank. An employee training and development program in Barclays will bring every employee to an advanced level by which all employees can work similarly and it can motivate and satisfies every employee. It will help reduce the weaknesses within the employees and staff members of Barclays bank who depend on others to finish up the simple tasks in the banking sector (Kum, Cowden and Karodia, 2014).

Barclays bank UK competes with other banks through their employee learning and development program that makes it important for the bank. It provides the tools to employees which is necessary for them to take their interest, passion and profession further in the banking sector. It is the time to experiment with what an employee understands, interrupts the everyday activities and tries to find a better way and Barclay will do it by providing the employee training to them because their future is based on constant learning and development. But with the always-changing of the computerized world in the banks, the employee learning method should be changed with it. So it is an ideal opportunity for employees to challenge tradition and should give more attention to experiences, associations and openings. The banking sector is advancing at fast rates and that employees are needed to know the most recent frameworks and understand the daily operations done with the modern method. For instance, conventional loaning plans have moved and employees should know about Barclays' policies. Employee training and development in the bank will be helpful to develop the understanding of every employee according to the modernized banking system which will lead to better services for the bank as well as their customers (Gianiodis, Ettlie and Urbina, 2014).

The employee training program in Barclay bank UK is important for supporting the employees. Through the employee training program in the bank, the managers and directors create close working relationships with the employees that help in enhancing the employee's interest, ambition, strength and development for making them beneficial for the bank. This program can provide the opportunity to employees for building an energetic network of colleagues, directors, managers, trainers and sponsors across all areas of the bank. Training and development programs can be beneficial for Barclays to build on the educated mentalities of their employees who presently hold to confirm they are continually bringing new thoughts and crisp reasoning. The bank motivates and encourages the employees to engage in daily operations with a more optimistic and working method to work for Barclays as a benefit and getting continuous motivation and inspiration from the board of directors. The bank urges the employees to think more broadly than their present job and see how an employee can have a significant profession at Barclays and increase their skills and awareness about the banking sector. Barclays get feedback from their employees about the training program to confirm that the program is continuously evolving and developing (Wachira, 2013).

The employee training program in Barclays bank will be useful because it improves the performance of every day's operations and give employees the important knowledge needed for their in the bank for customer services. This is mostly down to the element that after getting the complete training employees are better outfitted to assist clients with their inquiries and tackle the issues of the workplace more proficiently. Barclays bank UK uses an employee training program because of providing full support and help to customers by which they are more satisfied with their services. Alongside supporting the employees to self-survey, the employee training in the banking sector will be useful to enhance employee certainty through which bank can lead to improving employees' retention. By the employee training and development program, the bank shows that their employees are valued and respected. The bank holds sufficient employee training chances because of providing high favour for the employees in the bank and it can be above then the financial encouragements. Training and development programs in any organisation will enhance the motivation of the employee and it will improve the job satisfaction and employee engagement with their daily tasks by which they provide the benefits for Barclays bank (Hollow andVik, 2016).

The training program will increase the capability of workers to solve the issues that arrive in the workplace and it is the most necessary ability for Barclay's employers. Solving issues occurred as the most significant ability for employees in the banking sector along with the creativeness, leadership and flexibility because these skills have the more important in the United Kingdom employees market over the older time which could reflect uncertainty and the changing approach that employees utilize to navigate it. A training and development program in the Barclays bank gives a picture of employability skills and the abilities the bank will require to contest in the future world economy. It unites the viewpoints of bosses, trainers and the working-age population in the banking sector. The employees can get the necessary abilities required to survive in the Barclays bank by involving in the training program and work more closely with the senior workers and supporting them in their daily tasks to get enough knowledge and awareness about the quick changing world of work and know about the necessary abilities. Barclays bank uses an employee training program to give the employees ability to become accustomed to and succeed in changing situations and also increase the speaking and physical abilities that employees use for completing the everyday operations in the bank. Employee training program in the bank will be useful for employees as it provides the ability to cope up with the challenges and obstacles and turning them into benefits for the bank with a valued learning experience. These initiatives will make things happen in the workplace rather than constantly responding to what happens around the employer (Obong'o, 2014).

The findings regarding the importance of training for Barclays can be further illustrated through the literature of Imran and Tanveer (2015), which suggest that it is important for the organisations to design the kind of training practices that can fulfil their strategic needs in terms of enhancing the skill level and the capabilities of the employees. Furthermore, it was suggested through the findings of the literature of Jehanzeb and Bashir (2013) that the top management of the firms strives towards designing appropriate training programs for its employees with the collaboration of the HR department.

Impact of employee training on employee retention in Barclay's Bank

With the passage of time and globalization, many of the departments have been formed in an organisation to smoothen the process flows of the organisation. One of them is the human resource department which is responsible for developing the policies and procedures to develop a standard operating procedure of everything in the organisation. These strategies and policies are aligned in a way that benefits the organisation in a long run and supports the mission and vision of the company. One of the major parts an HR department plays is of retaining employees and controlling the turnover rate of an organisation as it costs a lot to an organisation. According to a survey of CIPD (2013), the turnover rate of the UK was around 12% and it could have a very disturbing impact on the organisation if it loses the high-performing employees or the turnover rate is very high. So, to control the turnover rate, the organisation needs to find out the reason and encourages its employees to stay with them. To retain the employees one of the techniques is to train them continuously. Most of the business in America invests heavily in the training of their employees and have succeeded in retaining them. However, talking about a specific industry that is banking, they must train their employees to provide better services to their customers (Armstong and Taylor, 2017).

According to a study conducted by Escoba-donkor (2018), the strategies were identified that their human resource department is been applying to enhance the retention rate of their employees in the Barclays Bank of Kenya. A relationship between the strategies adopted and employee relations was figured out. In the study, the employees of Barclays bank were questioned that if their organisation is providing them the training and development needed to enhance their skills to retain them in the long run and the results showed that the majority of the staff agree that their organisation has different training programs (including internal and external training) arranged to enhance their skills required to perform the task. Moreover, the results of the study also depicted that the staff was motivated with their training and development program and reported that they are not eager to opt or look for employment elsewhere as their organisation provides them with development and skills growth opportunities by engaging them in different training programs and studies which has helped them in enhancing their competency skills and also with the opportunity of a bank's provided scholarship and fees to study further related to the bank's goals. The results of the study showed the interest of the employees to maintain a long-term relationship with Barclay's Bank of Ghana based on the training and development program provided to them.

The findings regarding the importance of training for Barclays Bank in terms of retaining employees can be further confirmed through the analysis presented by Para-González, Jiménez-Jiménez and Martínez-Lorente (2018), which suggest that training helps firms in retaining employees because it contributes towards improving skills which subsequently improves employee performances. In this way, employees would be encouraged to feel motivated and continue to work at their current position. However, it is argued by Maylett and Wride (2017), that training alone cannot be considered as sufficient to retain employees, this is because there are some other factors as well that can contribute towards employee retention. These can include the rewards and the compensations offered to the employees along with the workplace policies that are implemented over some time.

Comparison of the training of Barclays UK with another country

To add further depth to the overall analysis of this research, it was decided to compare the findings related to training provided by Barclays within the UK with the training offered to the employees in Kenya which is one of the countries in Africa where the organisation has been performing its banking operations extensively. According to Kilonzo (2018), Barclay's bank is one of the top financial providers of the market of Kenya which has several branches along with ATM's in the country and has a good reputation among the stakeholders and customers, so it is crucial for them to retain the image and to control the turnover to provide better services. However, retaining the employees of Barclays Kenya has been a challenge for them and has affected the organisation badly. It has increased the costs of the organisation in many ways such as hiring cost, orientation cost, time cost, training cost, and loss of work during the hiring and training period of the employees. On the other hand, apart from direct cost, the turnover has impacted indirectly too in a way of job satisfaction, de-motivation, employee citizenship behaviour and relationship with the organisation and peer. The results of the research depicted that the turnover level was increased because of lack of training and development of employees in-house by the manager. The employees lacked a lot of skills that were required to perform the job task efficiently and effectively and since no training was given they failed to provide what was expected from them hence it led to dissatisfaction resulting in employee turnover. However, to retain the employee, the organisation needs to provide them in-house training on daily basis to make sure that they possess all the skills needed to work efficiently.

One of the findings that have been acquired regarding training practices of Barclays in Kenya indicates that training is being used by the management to bring about and manage change. Besides, the training is used to enable the employees of the bank to gain early experience so that they are aware of what is required from them. The other benefit that is intended to be achieved by Barclays through employee training is to make them aware of the needs and the expectations of the customers so that they are aware of their responsibilities. The policymakers of Barclays in Kenya believe that the managers need to be aware of the changes in the environment if they are to survive in the long run. Besides, the purpose behind providing change-related training to the employees in Barclays Kenya is to make sure that the current workforce has the required skills and capabilities so that they can be retained for a long period. In this way, training is used to retain employees as well. However, a major problem that has been identified here regarding the effectiveness of training of Barclays Kenya is that managers find it difficult to transfer their required skills to others. This is mainly because of a lack of skills and the awareness of the local employees regarding banking operations as the banking industry in Kenya is still very much in the developing stage. The other problem is about lack of implementing a high level of training practices because of issues regarding the infrastructure (Kimaku, 2010).

5: Conclusion and Recommendations

Findings

The overall findings derived in light of the questions of the research indicate that training has strategic significance for the organisations in the banking industry such as Barclays Bank in both the UK and Kenya. This is because it improves the skill level and the capabilities of the employees and makes them confident in their job. The findings related to training of the employees of Barclays Bank in Kenya suggest that training is also used to assist employees in dealing with the changes in the environment as far as customer demand and the use of technology are concerned. For this purpose, the management at Barclays has been committed to providing extensive training to its employees so that they can feel confident about their overall skills and capabilities which can be considered as having a strategic influence on the performance of Barclays in the short as well as in the long run. However, as opposed to the training practices of Barclays in the UK, the training in Kenya lacks some weaknesses that are primarily related to the issue of infrastructure and the skills of the local employees. Consequently, the local managers of Barclays Kenya need to take into consideration this particular aspect for improving the efficiency of the training programs.

The findings for impact of training on employee retention suggest that offering proper training and development programs to the employees assist largely in encouraging employees to remain associated with Barclays for a long period. This is primarily because the training helps in improving the skill level of the employees which makes them feel confident about their skill level and capabilities. Therefore, it is a kind of finding that can be considered as similar with regards to Barclays in both the UK as well as in Kenya. However, the findings related to the training of employees at Barclays Kenya illustrate that training there is also used to assist individual employees to retain their specific position within the organisation. For example, an employee is provided adequate training before being promoted to a particular position so that he can work consistently in that position for a long period. However, training at Barclays for retaining employees is combined with carrying out a proper training needs assessment of the workers. This has been carried out by Barclays largely by keeping track of the progress along with closely monitoring the performances of employees at different positions. In this way, the quality of training programs is improved to retain employees.

The findings nevertheless demonstrated that the development of strategies by HR regarding employee training has considerable importance as far as maximizing the benefits of these programs is concerned. The strategies and the action plans are developed through a proper collaboration between the top management of Barclays and the HR executives. By doing so, they can fully address the concerns and issues of the employees and establish the kind of training programs that would benefit employees and the overall organisation as well.

Conclusion

The analysis in this research mainly focused on identifying the importance of training for Barclays Bank and the impact that training has on the bank in terms of being able to retain its employees for a long period in the UK as well as in Kenya. The findings throughout the analysis demonstrated that training is indeed a function that has strategic importance for Barclays because it is directly linked with the efficiency of the employees which subsequently improves the performance of the organisation. The importance of training for Barclays Bank can be further demonstrated from the fact that it contributes towards retaining employees and making them confident about their skills along with enabling them to secure promotions.

Nevertheless, there are certain challenges regarding training for Barclays Bank that are needed to be considered. One of these is about assessing the training needs of the employees which were evident in both the UK as well as in Kenya considering that Barclays has numerous employees in both these countries. The other challenge which was specific to the banking industry of Kenya is the lack of developed infrastructure in the local banking industry of Kenya considering that it is a developing country. Consequently, it is important that the HR department of Barclays, as well as the top management, collaborate to identify the ways through which the quality and the effectiveness of training programs can be improved for achieving objectives related to employee retention.

One of the areas that can be explored in the future concerning the topic of the current research is about identifying the ways through which training programs can be linked with the change-related objectives and plans of the firms. Conducting additional research in this area is important because it is important for a bank like Barclays to respond effectively to the changing business circumstances.

Recommendations

It is suggested to the decision-makers of Barclays that they should strive towards maintaining a proper balance between standardization and adaptation of their training practices in different countries. The justification of this particular recommendation can be linked with the challenges that Barclays is facing in Kenya concerning maintaining the efficiency and the effectiveness of its training programs because of differences related to institutions and the overall skill level of the employees.

In an attempt to improve the possibilities of employee retention through training, it is suggested to Barclays that the issues and the concerns of the employees should be incorporated within the kind of training programs designed for the employees. This is because employees are the key stakeholders in this issue as they are directly affected by the kind of training that is provided to them.

Apart from the suggestions highlighted above, the other suggestion which would be important for Barclays with regards to the findings of the current research is to bring about consistent improvements within its training and development programs. The need to do so arises from the need to incorporate change in the training practices keeping into view the changes in the external environment such as changes in customer demand along with the need to incorporate advanced technological methods within the process of employee training.

The findings concerning the training of the employees of Barclays in Kenya are that it is important to make use of extensive technological methods for improving the skills and capabilities of the local employees in this particular industry. The rationale behind providing this suggestion can be linked with the findings which illustrated that the managers within Barclays Kenya are finding it difficult to transfer their knowledge and experience to the employees. Therefore, the use of technology within training programs can improve the issues related to communication along with contributing towards bringing about extensive improvements within the skills and the capabilities of the employees.

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