

The Effects of Human Capital Development, Employee Coaching and Career Support on Organisational Commitment among Employees in Lagos, Nigeria

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ABSTRACT

This study investigates the effect of human capital development, employee coaching, and career support on organisational commitment among employees at Union Bank Plc, Lagos, Nigeria. The study employed a cross-sectional design with purposive and random sampling. Data were analysed based on 169 respondents from the Ilupeju branch of Union Bank Nigeria Plc, Lagos, by using a self-administered questionnaire. The sample for the study was determined using the Yamane formula, and the data obtained from the respondents were analysed using descriptive statistics involving frequency and percentage for the respondents' socio-demographic characteristics, while multiple regression analysis through SPSS was used to test the formulated hypotheses. The study found that human capital development ($p = 0.768 > 0.05$) and employee coaching ($p = 0.557 > 0.05$) do not significantly affect organisational commitment. However, employees' career development ($p = 0.02 < 0.05$) significantly affects organisational commitment. The study, therefore, recommends that the management of banks should not only invest adequately in developing their human capital to enhance their skills and competence in work operations but also ensure their conversion to full-time or permanent employees to make them feel that the bank has invested in their development and is also concerned about their stability in the organisation and therefore increase their organisational commitment.

Keywords: Career Support, Employee Coaching, Human Capital Development, Organisational Commitment

1. INTRODUCTION

Human resources are undoubtedly one of the most crucial assets of organisations, as the significance of human resources in the effective functioning and operation of any organisation cannot be over-emphasised considering that humans are needed to perform various functions to enhance the success and achievements of organisational objectives. Thus, there is a need to ensure the continuous development of human resources through investment in human capital by organisations that seek to actualise their objectives through the effective operations and functioning of their human resources. Human capital as a concept has attracted lots of attention in recent times, as it is the core of intellectual capital that drives the performance of businesses (Afrah, 2016).

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Bruce-Lockhart (2019) maintains that human capital benefits not only individuals and their organisations but also countries, as a productive and creative workforce makes more contributions towards a nation's long-term economic success in relation to virtually other resources. Ogbaro, Adeoye and Peter (2022) also assert that human capital is one of the crucial factors that can enhance a country's economic growth.

Human capital comprises individual capabilities, skills and knowledge which if adequately developed have the potential to enhance the individual potential for optimal performance. Ilesanmi and Chidi (2020) state that human capital development is crucial in the contemporary world in attaining lofty heights in virtually all facets of life. Sampson et al. (2016) argued that perceived investment in employees' development by employees creates conditions where employees believe that their organisations value their involvement and care about their skill enhancement and career growth. Hence, employees who are empowered through human capital development programmes by an organisation may feel obliged to the organisation and therefore tend to increase their commitment to the organisation. Opeke and Mayowa-Adebara (2020) assert that an essential tool that aids the retention of the best employees in an organisation is human capital development.

The role of banks in the economic system of any country cannot be over-emphasised. Thus, for banks to live up to their expectations and render required services to relevant stakeholders, the employees of banks need to possess the right skills, knowledge and competence required, and given the utilisation of advanced technology associated with banking operations, it is imperative that Nigerian banks engage in the development of their human capital, coach their employees and also support their career advancement to enable the employees successfully execute the minimum job requirements as it relates to their position, and also have the feeling of progressing, as a failure of the employees to be equipped with the necessary skills through human capital development and coaching may result in inefficiency, low productivity and frustration which may negatively influence their level of organisational commitment. There is no doubt that workers who are committed to an organisation have the tendency to continue to work for the organisation and put in more effort in task performance compared to others within the organisation who are less committed. However, employees' level of commitment may be affected particularly where adequate contribution is not made by organisations to develop their human capital (Ogbaro et al., 2022), or where coaching and career support are lacking (Ali et al., 2020; Srimulatsih, 2021). Thus, employees may feel redundant and underperformed due to skills deficiency and perceived lack of career progression. On the contrary, there is also a concern about organisations enhancing employees' commitment through human capital development (Misheva, 2019), coaching (Woo, 2017), and career support (Quagraine et al., 2019), as employees have the tendency to exit the organisation for better pay and benefits or even exit the country for better economic welfare despite the organisation's investment in developing the employees' skills and competence as currently being experienced in the Nigerian banking sectors. Thus, there is a need to examine human capital development, coaching and career support potential in enhancing the commitment of employees in the Nigerian banking sector.

1.2 Research Objectives

This study from the foregoing seeks to achieve the following objectives:

- To investigate the effect of human capital development on organisational commitment.
- To investigate the effect of employees' coaching on organisational commitment.
- To investigate the effect of employees' career support on organisational commitment.

2. LITERATURE REVIEW

The idea of human capital originated from the writings of Adam Smith a philosopher and economist in 1776 who referred to the concept as the abilities acquired and which are useful to all members or inhabitants of the society (Roma et al., 2022). The concept was however popularised in the 1960s by Gary Becker and Jacob Mincer who were American economists, and who employed the concept to explain a combination of knowledge skills and experience, personality and habits in each individual which can be put to productive use (Bruce-Lockhart, 2019). The need to develop human capital has gained much attention in recent times due to its importance as a crucial factor of production and its key role in any country's development process (Ogbaro et al., 2022). Anosa (2021) also maintains that human capital development determines to a large extent how organisational members contribute to the allocation, mobilisation and utilisation of resources.

The concept of human capital development has however been described by different authors in the literature. For instance, Udoudo et al. (2018) described human capital development as the sustained strategies that enhance the performance of employees in an organisation for the achievement of its lofty goals. Okafor et al. (2019) described human capital development as a process of enhancing human skills and attitudes as well as increasing their knowledge for productivity increase. Opeke and Mayowa-Adebara (2020) described human capital development as the actions planned to enhance the skills, knowledge, and efficiency of employees and creativity motivation to aid in maximum employee performance and sustain competitive advantage. Hence, human capital development from the foregoing refers to the programmes, or processes instituted by an organisation in an attempt to enhance their employees' skills, knowledge and talents for improved competencies and productive capacity.

2.1 Organisational Commitment

Different descriptions of the organisational commitment concept have been made in the literature. According to Meyer and Allen (1991), organisational commitment refers to an employee's psychological attachment and the obligation and desire to remain with an organisation which can be categorised into affective, normative and continuance commitment. Affective commitment refers to the emotional attachment and feelings of loyalty to the organisation, normative commitment is based on the obligation to remain with the organisation rooted in the desire to reciprocate the perceived good deeds of the organisation, while continuous commitment refers to commitment associated with employees' perception of the cost involved in exiting the organisation both social and economic cost as high. Khalid et al. (2014) view organisational commitment as the employees, attachment and belief in the organisational values, the extent to which they identify with the organisation and desire to stay in an organisation. Noraazian and Khalip (2016) assert that affective commitment can result in a positive impact that is observable through a reduction in absenteeism and turnover, and better organisational effectiveness and behaviour. Nwachukwu and Okeke (2020), maintained that committed employees tend to exert more effort in actualising the goals of their organisation, spend the greater part of their lives working for the organisation and retire from the same organisation in some cases.

Stackhouse et al. (2022) state that commitment is when individuals are psychologically immersed in their organisation by feeling a sense of belongingness, prepared to accept obstacles and possess the goals of the business. This implies that employees do not only display affection and loyalty towards their organisation through positive work outcomes when they are committed to the organisation but also feel obliged to continue to work for the organisation to actualise the organisational goals with no ambition to leave the organisation.

2.2 Human Capital Development and Organisational Commitment

Investment in human capital development is necessary for organisations to improve the skills and competence of individuals for improved productive capacity, enhanced commitment, and smooth operations of the organisation. According to Roma et al. (2022), investment in human capital development must be done by companies through the allocation of resources that will enable employees to possess the required skills and knowledge to perform better in the workplace. Anosa (2021) maintains that human capital development is crucial for organisational growth and sustainability. Ogbaro et al. (2022) argue that it would be difficult for organisations to achieve and sustain a competitive advantage unless top priority is given to human resources development and individuals have access to opportunities for knowledge improvement, skills upgrade and development of their abilities. Enhancing employees' skills and knowledge by organisations with no cost implication for the employees has the tendency to necessitate feelings of obligation to the organisation and reciprocation through organisational commitment. Misheva (2019) argues that a close and natural interaction exists between human capital development and employee commitment, as any development of personnel should result in some extent of commitment which is also crucial for organisations.

Empirical studies have also revealed the connection between human development and organisational outcomes including commitment. Muhumuza and Nangoli (2019) in their study on how human capital development affects staff commitment in Uganda based on a cross-sectional design, regression and correlation analysis of 52 responses obtained through questionnaire administration to the respondents in Mayanja Memorial Hospital in Uganda revealed that employees' commitment is enhanced by human capital development. Similarly, Opeke and Mayowa-Adebara (2020) in their study on how employee commitment is influenced by human capital development in South-West Nigeria University libraries based on survey design and regression analysis of responses obtained from 684 librarians in 43 universities through a questionnaire found that employee commitment is significantly influenced by human capital development.

Contrary however the study of Brenya (2014) on how human capital development affects employee commitment in Ghana judicial services based on descriptive design, convenience and purposive sampling and analysis of responses obtained from 150 respondents including staff and management through questionnaire administration revealed that human capital development does not significantly affects employee commitment. Also, the findings of Amoah and Akussah (2017) showed that human capital development does not significantly affect staff performance in Sam Jonah Library. However, previous studies which examined how human capital development predicts employee commitment focused on the public sector, health and education sectors in Ghana, Uganda, and Nigeria respectively (Brenya, 2014; Muhumuza & Nangoli, 2019; Opeke & Mayowa-Adebara, 2020). Hence, human capital development as a determinant of organisational commitment in the Nigerian banking sector has been given less attention in the literature. Therefore, the first hypothesis is developed:

H₀₁: Human capital development does not significantly affect organisational commitment.

2.3 Coaching and Organisational Commitment

Coaching, which is a part of human resource management practices plays a crucial role in human capital development and has been employed by a number of organisations to enhance employees' skills, and knowledge of task performance, and also foster employees' potential capabilities. During coaching, employees may have the liberty to share with their coach or supervisor suggestions relating to their task and job assignments, as well as their feelings and opinions about the job, and such interaction may result in increased feelings of being valued and a sense of care by the employees which brings about an improvement in the dyadic relationship

and higher affective commitment with a supervisor (Ali et al., 2020). Employees who are extensively coached by an organisation when recruited as a way to further improve their skills may in addition to being committed be encouraged to exert more effort in improving the organisation's performance. Wang (2013) asserts that employees become more committed and pursue innovation when they see their manager as supportive and helpful through managerial coaching as against others who perceive low managerial coaching.

Empirical studies have shown coaching connections with employees' work outcomes including commitment. For instance, Kalkavan and Katrinli (2014) study in the insurance industry in Turkey involving 229 respondents revealed in their findings that employees' commitment to their organisation is positively influenced by managerial coaching behaviour. Hsu et al. (2019) study of employees in 83 local enterprises in Taiwan revealed that managerial coaching significantly affects team commitment and performance. Woo (2017) also revealed based on a survey of 247 employees from 17 firms in South Korea that managerial coaching is positively related to organisational commitment mediated by mentoring. Ali et al. (2020) study which sampled 257 employees of banks in Lahore, Pakistan using a questionnaire and responses obtained and analysed using structural equation modelling revealed that managerial coaching has a direct and positive significant impact on affective supervisory commitment.

Most of the studies on the connection between coaching and commitment were largely conducted in Europe and Asia. Thus, fewer studies have concentrated on how organisational commitment is influenced by employee coaching in the Nigerian banking sector. Therefore, the second hypothesis is developed:

H₀₂: Employees' coaching does not significantly affect organisational commitment.

2.4 Career Support and Organisational Commitment

Career support refers to the professional support received by employees within the organisation which can be feedback from superiors on their task performance and career guidance to enhance their skills and also aid their career advancement within the organisation. According to Brenyah (2019), organisations can adopt informal or formal strategies to support employee career development which would positively affect the employees as their skills would be enhanced which would make them more reflective in the activities performed by them.

The absence of career support could be of great concern to employees in terms of perceived stagnation and redundancy, which may affect their morale and commitment to the organisation. This implies that organisations need to provide opportunities for employees to develop and advance their careers within the organisation to enhance employee commitment. Quagraine et al. (2019) study among 271 police officers in Ghana revealed that employees' normative and affective commitment is affected by organisational career support. Srimulatsih's (2021) study which sought to determine how employees' commitment is affected by career development among 43 employees in Riau oil palm plantation company in Indonesia also revealed that employee commitment is influenced by career development. Similarly, Ramli et al. (2022) study among 195 bank employees in Aceh Syariah Indonesia found that organisational commitment is affected by career development. Empirical studies have concentrated more on career development relations to an organisational commitment (Agba et al., 2010; Srimulatsih, 2021; Ramli et al., 2022), with only a few focusing on career support (Quagraine et al., 2019). However, this study's focus was on the public services in Ghana. Hence, there appears to be less attention on how career support influences commitment among employees in the Nigerian banking sector in the literature. Therefore, the third hypothesis is developed:

H₀₃: Employees' career support does not significantly affect organisational commitment.

2.5 Theoretical Framework

The relevance of theory in the explanation of any subject matter or phenomenon cannot be overemphasised. A number of theories have been propounded in an attempt to explain the concept of human capital development and its implication for organisational outcomes. However, this study is guided by the Human Capital Theory as advanced by Gary Becker and the Frederick Herzberg Motivation-Hygiene Theory.

2.5.1 Human Capital Theory

This theory was pioneered by Schultz in 1961 and was advanced by Becker (1964). The theory believes that the development of manpower is a necessity for achieving improvement in job performance. Thus, the perception of individual workers to work tends to be influenced by the training, operational skills and knowledge acquired by them, and investment in the development of human capital contributes to an individual's skills, value and ability which enhances their performance on the job within the organisation. The theory also believes that workers must be developed by their organisation to be more knowledgeable, intelligent and flexible compared to their competitors to achieve strategic capability and that the contribution of training and education in the improvement of workers' skills, knowledge and competence cannot be over-emphasised, as training and education increases the level of human productive capability.

This theory is relevant to this study because it points out the importance of developing and equipping employees with adequate skills and knowledge through training and education which may also be in form of coaching. Hence, employees whose skills, competence and knowledge are further enhanced by their organisation through training and coaching may have the conviction that the organisation is interested in their individual growth and ability to excel in their work and therefore increase their commitment to the organisation. Consequently, the employees may also have the feeling that the organisation has been good to them by training and developing them and therefore tends to reciprocate by being committed to the organisation.

This theory however concentrated more on the relevance of human capital development and coaching in enhancing organisational commitment with less emphasis on how career support can enhance employee commitment which therefore necessitated the adoption of another theory.

2.5.2 Motivation-Hygiene Theory

Herzberg (1959) propounded this theory which is also known as the two-factor theory in his publication of the analysis of employees' feelings across over nine companies in the United States. Herzberg revealed in the theory that some job characteristics and factor relates to employees' satisfaction with their job while some factors within the job are related to dissatisfaction with the job which he therefore classified as the motivators and hygiene factors. The motivators according to Herzberg (1959) are the vital elements intrinsic to the job and they transcend the basic maintenance factors. These factors include career support and advancement, more responsibility and opportunity for recognition which have the tendency to increase employees' motivation to improve their productivity and also enhance their commitment if present in an organisation. However, Dartey-Baah and Amoako (2011) maintain that whereas the availability of these factors would enhance a strong motivational level that leads to good job performance, their absence does not connote high dissatisfaction. The hygiene factors on the other hand refer to the maintenance factors which are the basic elements in a job, and which are also considered by people as crucial in any job. These factors include pay, working conditions, benefits, supervision, social relationships and organisational administration and policies among others which according to Herzberg do not necessarily act as motivators but the organisational climate that may result from their absence in an organisation can affect employee

morale and reduce their productivity. Herzberg (1959) further posits that the absence of motivators may result in employees demanding more hygiene factors such as better working conditions, increased pay and fringe benefits.

This theory is relevant to this study because it identified organisational practices and factors within the organisation that can motivate and enhance employees' commitment to their organisation including career support. Therefore, organisations that wish to induce their employees' commitment must ensure that both the hygiene and motivational factors within the organisation are adequately addressed. More precisely within the context of this study is that most if not all employees seek career advancement which may be actualised through their skills development and career support which is also a motivational factor as identified by Herzberg. Hence, employees' commitment to their organisation can be enhanced through career support by their organisations.

3. METHODOLOGY

The study was conducted among employees in Union Bank Nigeria Plc, Lagos which is one of the earliest and first-generation banks in Nigeria. The choice of the study unit is premised on the fact that great skills and knowledge are required to perform adequately in the banking sector which therefore makes banks embrace the development of their human capital. Also, there have been cases of employees leaving the banking sector for better opportunities abroad, which implies less organisational commitment. Lagos as the study area was however premised on the bank headquarters and most of its branches being located in Lagos in relation to other parts of Nigeria. Hence, findings derived from the respondents in Lagos can be replicated in other branches of the bank in other parts of Nigeria.

A cross-sectional design was employed for the study on the premise that the study seeks to examine the subject matter of investigation within the study unit at a particular point in time using a cross-section of the study population as a sample. A cross-sectional design would enable a researcher to investigate a subject matter at a particular period through the cross-section of the population (Kumal, 2011). A survey strategy was however employed for the collection of data, as the study seeks to obtain the views of the respondents on the subject matter and also carry out multiple hypotheses testing within a single survey.

Primary data was utilised for the study. The information was gathered through a structured questionnaire distributed among the bank's employees, both purposive and simple random sampling techniques was used for the study. Purposive sampling was employed to select the Ilupeju branch of the bank on the premise that it is the supporting branch to the headquarters and comprises more employees compared to other branches in Lagos while the simple random sampling was employed to grant each of the employees of the bank an equal opportunity to partake in the survey. The study, conducted at the Ilupeju branch of Union Bank Nigeria Plc, Lagos, involved 174 employees as the study sample. The sample size was determined using the Yamane (1967) formula, derived from a total population of 310 employees provided by various unit heads within the bank. However, only 169 responses were obtained from the questionnaire administration and was therefore utilised for the analysis. A questionnaire structured in a close-ended format based on a five-point Likert scale ranging from 5 to 1, with 5 representing strongly agree, and 1 for strongly disagree was used to obtain data from the respondents.

The questionnaire was structured and adapted by the researchers and comprised 7 items that are structured to obtain information on the socio-demographic characteristics of the respondents, and 21 items structured to obtain responses from the respondents on the subject matter of investigation. These 21 items comprised 5 items addressing human capital development (Khayinga & Muathe, 2018), 5 items addressing employee coaching (Kalkavana & Katrinli, 2014), 5 items addressing career support (Ronn, 2010), and 6 items addressing

organisational commitment (Faloye, 2014) which is the dependent variable. The questionnaire was validated using content and face validity respectively. The content validity was established by ensuring each item in the questionnaire was structured to adequately address each of the study objectives while the face validity was ensured through validation by an expert in the field of human resource management. The expert examined the grammatical construction and easy comprehension of the questionnaire by the respondents and comments highlighted by the expert were integrated into the final construction of the questionnaire after which the questionnaire was tested for reliability through a pilot test conducted among 20 employees in the account opening documentation unit of the bank. The responses obtained from the pilot test were analysed through SPSS and the Cronbach alpha reliability test was carried out with the result obtained for each construct specified in Table 1.

Table 1 Data Collection Instrument Reliability Coefficients

Variables	Cronbach's Alpha	Items
Human Capital Development	0.869	5
Employee Coaching	0.915	5
Employee Career Support	0.859	5
Organisational Commitment	0.827	6

As shown in Table I, the Cronbach Alpha coefficient for each of the constructs is above 0.7 which implies that the instrument is reliable, as Nunnally (1978) maintained that a measuring instrument with a 0.7 and above reliability coefficient is regarded as being consistent and usable. No adjustment was made to the questionnaire after the pilot test. Hence, the respondents utilised for the pilot test were excluded from the actual survey to prevent double responses. For the actual survey, the questionnaire was administered physically to the respondents with the aid of the staff of the bank. In administering the questionnaire to the respondents, they were assured of anonymity and confidentiality of information provided after their consent was obtained. Also, they were informed that participation in the survey was voluntary, and they had the freedom to withdraw their participation at any point in the survey and that their participation in the survey post no potential risk to them or to their job. The responses obtained from the survey were analysed descriptively involving the use of frequency tables and percentages for the respondents' socio-demographic characteristics while inferential statistics involving multiple regression was employed to test each of the formulated hypotheses.

4. RESULTS AND DISCUSSIONS

The socio-demographic characteristics of the respondents are presented in Table 2 which shows from the gender distribution that more female respondents (55 percent) participated in the survey than 45 percent who are male. The age distribution shows that a greater percentage of the respondents (59.2 percent) were in the early stage of their career in the organisation between the ages of 30-39 years, 37.3 per cent were between the ages of 20 and 29 years, and 0.6 percent below 20 years while lesser percentage 3.0 percent were in the later stage of the career between ages of 40 and 49 years. Also revealed in Table 2 is the marital status of the respondents which showed that more (50.9 percent) respondents were single, compared to 37.3 per cent who were married, 6.5 percent who were cohabiting, and 1.8 percent who were either divorced or separated.

The data on the respondent highest educational qualification revealed that a greater percentage of the respondents (76.3 percent) has either HND or Bachelor's degree as their highest academic qualification, while 20.7 percent were holders of a Master's degree, and 3 percent were holders

of diploma. This is however expected considering that a first degree is a major requirement for employment in the banking sector.

Table 2 Respondents' Socio-Demographic Characteristics

Socio-Demographic Variables		Frequency	Percent
Respondents Gender:	Male	76	45
	Female	93	55
	Total	169	100
Age of the Respondents	Below 20 years	1	0.6
	20 – 29 years	63	37.3
	30 – 39 years	100	59.2
	40 – 49 years	5	3.0
	Total	169	100
Respondents Marital Status	Single	86	50.9
	Married	63	37.3
	Cohabiting	11	6.5
	Divorced/Separated	3	1.8
	Total	169	100
Respondents Educational Qualification	Diploma/OND/NCE	5	3.0
	HND/Bachelor's Degree	129	76.3
	Master's Degree	35	20.7
	Total	169	100
Respondents Work Experience	Less than 5 years	72	42.6
	5 – 9 years	67	39.6
	10 – 14 years	20	11.8
	15 years and above	10	5.9
	Total	169	100
Respondents Employment Status	Contract Staff	123	72.8
	Permanent Staff	46	27.2
	Total	169	100

Regarding the work experience of the respondents, the data revealed that 42.6 percent have been working in the organisation for less than 5 years, 39.6 percent have between 5 to 9 years' experience as workers in the organisation, 11.8 percent have between 10 to 14 years' experience as workers in the organisation, and 5.9 percent have been working in the organisation for 15 years and more. This indicates that the organisation is fairly stable with good job security. Finally, as revealed in Table 2 was that a greater percentage of the respondents (72.8 percent) were contract staff compared to 27.2 percent who were permanent staff.

Next, multiple regression analysis was adopted to test the hypotheses formulated at a 0.05 significant level. As revealed in the regression model in Table 3, ($F = 9.488$), R is .384^a and R^2 value is .147 which indicates that 14.7 per cent variation in organisational commitment is caused by human capital development, coaching and career support respectively. Also, the model showed that ($\beta = .037, .081 \text{ \& } .343$) for human capital development, coaching and career support respectively. This indicates that an increase in human capital development, coaching and career support will result in a 3.7 percent, 8.1 percent and 34.3 percent increase in organisational commitment respectively.

Regarding how the independent variables (human capital development, coaching and career support) affect the dependent variable (organisational commitment), the model revealed that human capital development does not significantly affect organisational commitment ($p = .768 > .05$) resulting in the acceptance of the first null hypothesis. Also, the model reveals that coaching has no significant effect on organisational commitment as the second null hypothesis was also accepted since ($p = .557 > .05$). However, the third null hypothesis was rejected as ($p = .022 <$

.05). This indicates that employee career support significantly affects organisational commitment.

Table 3 Multiple Regression Analysis Results

Variables	SC	t	Sig.	R	R ²	F	p
	Beta						
Constant	-	5.708	0	.384 ^a	0.147	9.488	> .05
Human Capital Development	-0.037	-0.296	0.768				
Employee Coaching	0.081	0.589	0.557				
Employee Career Support	0.343	2.31	0.022				

Dependent Variable: Organisational Commitment

SC = Standardised Coefficient

The study investigates the effects of human capital development, employees' coaching and employees' career support on organisational commitment among employees in Union Bank Nigeria Plc, Lagos. Three hypotheses were formulated and tested in the study and the results were presented in Table 3.

As revealed in the outcome of the analysis in Table 3, the first null hypothesis found out that human capital development does not significantly affect organisational commitment. This finding contradicts with the findings in the study of Muhumuza and Nangoli (2019) in the study of Uganda's healthcare sector that explore the relationship between human capital development and employee commitment. The research demonstrated that the improvement of human resources enhances staff commitment. Similarly, Opeke and Mayowa-Adebara (2020) discovered in their investigation that human capital development significantly influences employee's commitment.

The contradiction of the present study with the previous studies may be attributed to the study population and the study unit, whereas the present study comprised mostly the employees who are contract staff in the bank and whose desires would be to secure full-time employment and better employment conditions in another organisation when the opportunity arises irrespective of the bank investment in their development, the previous study comprised full-time employees in the health and education sectors respectively and therefore have the tendency to be committed to the organisation due to their organisation investment in their development. Furthermore, the present study was conducted in the banking sector in Nigeria while the previous study was conducted in the health sector in Uganda. Hence, the level of human capital investment and development may vary across sectors and regions.

The study also found based on the result of the second null hypothesis tested that employees' coaching has no significant effect on organisational commitment. This finding however contradicts with the findings of Kalkavan and Katrinli (2014) which revealed that employees' commitment towards their organisation is positively influenced by managerial coaching. This may also be attributed to the study units, as while the previous study focused on employees in the insurance sector in Turkey, the present study focused on the employees in the Nigerian banking sector. Thus, the effect of coaching on organisational commitment may vary based on the coaching practices in the different sectors and regions of the world. Besides, considering that the present study is dominated by contract employees, there is a possibility of these individuals' employees may pursue full time employment opportunities elsewhere, thereby potentially influencing their commitment to the organisation.

Lastly, as revealed in the findings of the study based on the outcome of the third null hypothesis, employees' career support significantly affects organisational commitment. This finding corroborates the findings of Quagraine et al. (2019) on organisational support for career development's influence on organisational commitment in the Ghana Police Service, which revealed significant influences of organisational support for career development on both affective and normative commitment.

5. CONCLUSIONS AND RECOMMENDATIONS

This study examined the effects of human capital development, employees' coaching and employees' career support on organisational commitment among employees in Union Bank Nigeria Plc, Lagos and has revealed that human capital development and employee coaching do not significantly affect organisational commitment. This may be attributed to the desire by most of the employees that engaged as contract staff in the bank to seek better opportunities and full-time employment in other organisations. Hence, they are not fully committed to the organisation despite the organisation's investment in their development and the coaching by their superiors.

The study also found that employees' career support has a significant influence on organisational commitment. This implies that superiors need to continually support their subordinates when necessary to enhance their work operations, and also encourage them to take up a training programme that would enhance their work skills, knowledge of the job, and career growth. Furthermore, it is necessary that the employees be continually inspired to develop self-awareness and confidence on the job, and also be assisted to make sense of different situations in the workplace to further enhance their commitment.

Arising from the study findings, it is therefore recommended that further studies may attempt to examine the subject matter in more than one bank to have a larger sample coverage. However, the following recommendations are made for policy considerations:

- Management of banks should not only invest adequately in developing their human capital to enhance their skills and competence in work operations but also ensure their conversion to full-time or permanent staff to make the employees feel that the bank has invested in their development and are also concerned about their stability in the organisation and therefore increase their commitment to the bank.
- Superiors at all levels of the organisation should be encouraged to help subordinates develop self-awareness and confidence on the job, and also guide and assist them to make sense of different situations at work, as this would make the employees believe that their interest is adequately protected at work and therefore increase their organisational commitment.
- Management should provide employees with the necessary support resources and professional advice that would enhance their work skills and career growth, as this would make the employees feel that the management is not only interested in their performance on the job but also in their career advancement.

This study has investigated human capital development and organisational commitment and has therefore contributed to knowledge by establishing that work systems in which employees are usually supported by their superiors when necessary to enhance their career and work operations would increase the commitment of the employee to the organisation. The study through its findings has also established that human capital development and employee coaching do not significantly affect organisational commitment in the banking sector due to the employment status of the majority of the bank employees who are on contract, and as a result, tends to always seek better opportunity and more stable employment status in other organisations irrespective of their development and coaching in the bank.

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