

Worker Competence Management and Organizational Alertness of Deposit Money Banks in Rivers State, Nigeria

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Abstract

This paper examines the relationship between worker competence management (competence planning, competence development and competence monitoring as dimensions) and organizational alertness of Deposit Money Banks (DMBs) in Rivers State, Nigeria. The research design adopted was survey research design through cross sectional design that examined how worker competence management affects flexibility and the level of analysis was at the macro (organizational) level of DMBs in Rivers State. The population consisted of managers of four strategic units/departments of the 19 DMBs operating in Rivers State and these managers were 76. For the purpose of data collection, questionnaire was used as the research instrument which was distributed to the 76 respondents and 73 filled questionnaires were useful for data analysis. The collected data was analyzed using Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences (SPSS) within a significance level of 0.05. The findings showed that competence planning; competence development and competence monitoring have strong and significant relationship with organizational alertness of DMBs in Rivers State in Nigeria. Based on the findings, we recommended among others that DMB managers should ensure that training, coaching and mentoring programs are embraced in their organisations and they should be done and implemented effectively to attain organizational alertness.

Keywords: *Competence; Competence Planning; Competence Development; Competence Planning Monitoring; Agility; Organizational Alertness*

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I. Introduction

Deposit Money Banks (DMBs) play essential role in the development of countries all over the world ranging from the private sector to the public sector due to the fact all other sectors depend on them to function adequately since they act as financial intermediaries. However, DMBs in Nigeria have not actually lived up to public expectations and standards as attained in the developed world because over the years they have failed in carrying out their operations ethically which have resulted in most of the failures that have been recorded in the sector (Donli, 2004). The failure of DMBs in Nigeria can be traced back to the year 1930, according to Foluso (1985) in which Industrial and Commercial banks went into extinction, after that Nigerian Mercantile bank in 1936 and thereafter Nigerian Penny bank in 1946. It is also worthy to mention that 21 out of the 25 banks operating in that period went into extinction in a swift progression as a result of too much branch expansion, ineffective management, insufficient capital, dearth of regulation in the banking sector and inexperienced human resources (Ajayi & Ojo 1981). More so, between 1999 and 2003, not fewer than 36 banks in Nigeria went into extinction because of bankruptcy (Umar, 2009). This led to the deregulation exercise carried out by CBN that currently brought the numbers of DMBs to 21(CBN, 2019).

As a result of these failures, lots of customers lost huge amount of money as well confidence in the sector. This is because a banking system that is facing challenges will not be able to perform its role effectively especially that of intermediation. The banking industry has arguably encountered more rapid and extensive changes than any other sectors in the past years. More so, since, DMBs is very essential in the development of any economy which is principally correct in Nigeria as other sectors of the economy rely on it to adequately carry out their functions if not as creditors then debtors or as individual merchants of money; hence, their solidity is therefore of immense significance to the economy especially in this turbulent, complex and uncertain business environment. As such, an in depth understanding of their ability to withstand changes and achieve their stated objectives is of immense importance; hence the needs to be more at alert as a form of agility. Although

several mechanisms such as timely production, re-engineering, virtual organizations and virtual networks have been introduced. Agility is one of the most popular means to adjusting to environmental changes (Raheleh, Amin, Sheida, and Somayyeh, 2015). In the same vein, Nandram (2015) opined that organizational agility through alertness is the answer to the uncertain and complex challenges that is facing today's business environment. Agile organizations differ from traditional bureaucratic organizations. This is because, responsibilities might be defined but tactics for attaining them are more flexible and decisions making process in agile organizations is very fast because employees are encourage and empowered. More so, agile organizations are less afraid to take risks because failing is acceptable; whereas, in bureaucratic organizations, employees often feel constrained by the internal policies, procedures and processes.

The importance of agility through alertness to business firms is that it assists them in reacting more quickly to the frequent alterations in the business environment as well more specifically to opportunities and promising market trends. It further enhances organizational competitiveness, brings about efficiency in the daily operations of the organization, promotes engagement of the employees, promotes innovation capacity of the organization, and it provides a better way of satisfying customers (Sadeghian, Yaghoobi & Ezazi, 2012). However, no organization can achieve agility without competent workers, as such organizations must be able to ensure that worker's competence is well managed to be able to meet up with this frequent environmental changes. Effectively managing the competence of organizational workers is arguably more significant today than in the past because of the uncertain, volatile and complex form of the business environment. Worker competence management according to Draganidis and Mentzas (2006) has become very significant in all organizations, it assists the organization to attract employees and the right jobs that suit such employees as well enable the organization to know training needs of employees and other important human resource functions in the organization. Zeb-Obipi (2007) expressed that worker competence management is a way of coordinating the competencies of employees in the business enterprise to attain better performances. It comprises of guidelines and processes that recognize, sharpen and maximize the execution of employees' given task as well as competences required to attaining the organization's goals. It is the basis for labor force planning such as recruiting, selection, training and development. It serves as the base for forming and maintaining an enhanced performing workforce by ensuring that the organization has able workforce that has the appropriate skills, knowledge as well as attitude in performing a given task or job functions.

Therefore, Neumann and Fink (2007) opined that workers competence affects the ability of the organization to be at alert through employees' knowledge and skills. Also, Tallon (2007) expressed that employees require business capabilities so as to perform a given job in the organization successfully. Agile organizations do not just only rely on the executives at the apex of the organization to become more nimble, they also rely on the total workers competence to be quick in responding to changes (Dyer and Shafer, 2003). Hence, worker competence and the way it is managed will be very significant in bringing agility through alertness to organizations including the DMBs. However, today's continuous change, intense competition, demographic changes and customer needs affects the abilities of the DMBs to build alertness competence for their agility; thus the aim of this paper is to study the relationship between worker competence management and organizational alertness of DMBs in Rivers State Nigeria vis-à-vis the relationship between competence planning and organizational alertness of DMBs in Rivers state Nigeria; the relationship between competence development and organizational alertness of DMBs in Rivers state Nigeria; the relationship between competence monitoring and organizational alertness of DMBs in Rivers state Nigeria. More so, the stated hypotheses to be tested include: There is no significant relationship between competence planning and organizational alertness of DMBs in Rivers state Nigeria; There is no significant relationship between competence development and organizational alertness of DMBs in Rivers state Nigeria and there is no significant relationship between competence monitoring and organizational alertness of DMBs in Rivers state Nigeria.

II. Literature Review

Theoretical Background

Theory covering this work is the resource based theory. The resource based theory holds that sustained competitiveness could be achieved by acquiring, developing as well deploying valuable, rare, and inimitable resources (Bhatt, Emdad, Roberts, and Grover, 2010). This implies that business organizations that possesses, and engage in steady deployment and development of inimitable and non-substitutable resources such as worker competence could enjoy sustained competitiveness (Makadok, 2001) and as well achieve agility. Competence development empowers employees and creates a setting for employees to contribute to the competitiveness of the firm (Inthiyaz, 2017). Thus, the theory gives emphasis to resources that are internal to the organization like workers' competence in the development and maintenance of organizations' competitive capabilities (Barney, 1991). As such, the management of key resources (workforce competences) can lead to organizational alertness vis-à-vis agility and competitive advantage. Thus, organizations can attain agility and lasting advantage competitively through effective management of the organization's resources (that is organization's workforce

competences). Thus, the firm, through the application of resource based theory can effectively exploit and coordinate as well as develop the resources available to them to enhance organizational alertness.

Concept of Competence Management

Woodruffe (1991) describes competency as a term covering anything that can affect the performance of an individual job indirectly or directly. He further explained competence to mean a component of a given task that can be carried out by the worker, this include behaviours that underpins an effective execution of the job. Competences are the qualities an individual comes with to the organization and behaviours connected to better job performance. In order words, it has to do with the performance or the execution of a given job effectively and efficiently as well as the behaviour needed for competent execution of a given job or performance.

Furthermore, Zeb-Obipi (2007) defined worker competence management as a way of managing the competences of the organization's employees to attain better performance. Zeb-Obipi (2007) further explained that worker competence management is a process that is made up of goal-directed, interconnected activities performed by organization's managerial functions of planning and controlling. More so, worker competence management was also defined by Income Data Services (IDS) (1997) as the process of discovering the competences that differentiate a better performance of a worker from others in the organization, constructing a framework and adopting it as the basis for recruiting, selecting, developing as well as rewarding workers in the organization. Lawler (1994) observed four factors that necessitate worker competence management which includes the change in production of products from mass production to consumer focused production, as well as the fact that today's environment has become a knowledge based environment. The second factor is globalization bringing about lots of competition and if today's organizations are to survive, they must effectively manage their human asset as they play major roles in ensuring the success of the organization in a competitive environment. The third factor has to do with today's frequently changing environment while the fourth one has to do with the adoption of fatter organizational structures. The above forces explain the significance of competences and competence management in today's organizations (Nunes, Martins, and Duarte, 2007). However, this study adopted three dimensions of competence management which include:

Competence Planning: Competence planning is also known as competence modeling or profiling (Berio and Harzallah, 2005). To utilize competences as a human resource management tool, they have to be incorporated into a competency model (Draganidis and Mentzas, 2006). It is the worker competence management function to determine the kind as well as the amount or level of competence needed in the organization to perform effectively (Zeb-Obipi, 2007). It involved some tasks such as competence mapping; skill, knowledge, abilities and attitude gap analysis; and personal development plan (Zeb-Obipi, 2017). Competency mapping has to do with the process of identifying key competencies in a business firm, departments or tasks (Anuja, 2014). Competence mapping describes the performance expected of the worker of a specific given task in the organization. Marrelli, Tondora, and Hoge (2005) observed that the activities involved in competence mapping include the objectives definition, the building and execution of a communication plan, methodological plans, the identification of needed competences and the creation of the competency framework. The second aspect of the competence planning is skill, knowledge, ability and attitude gap analysis which has to do with the competence planning task of knowing the competencies employees are deficient in. It advances competence planning roles beyond comparing between possessed competencies in the organization and needed competencies to defining the degree of factors accountable for such differences and its effects on the organization (Zeb-Obipi, 2007). The last task under the competence planning is personal development plan which involves the competence planning functions whereby employees spell out ways of bridging competence gaps identified through the skill, knowledge, ability and attitude gap analysis; hence, any recognized gap is evaluated to know the employee's weaknesses as well as strengths so that proper training and development can be given to him or her (Zeb-Obipi, 2007).

Competence Development: Competency development is a significant dimension of competency management and it has to do with all activities aimed at broadening the competency levels of employees so as to facilitate the accomplishment of nominated organizational objectives through training, coaching and mentoring (Heinsman, de Hoogh, Koopman & van Muijen, 2006; Asiegbu, Awa, Akpotu & Ogbonna, 2011). Training is an act of instilling competencies in employees that translates to improved productivity and overall company wellness (Nwulu and Ateke, 2018). It is an avenue that provides individuals the platform to acquire skills and knowledge needed for executing a given job according to expectation (Tamunomiebi, 2018). It emphasizes the use of suitable mediums to instill skills and knowledge with an intention to alter employees' current behaviour positively (Asiegbu et al, 2011). Coaching is a wisdom-transfer process, from a wise and trusted teacher to an acolyte; and is done on the job whereby the coach apply real tasks as well as problems in the organization to assist the worker or learner perform effectively (Asiegbu et al, 2011). Mentoring arise when a more experienced individual (mentor) takes the task for developing and guiding a less experienced individual (mentee). Mentoring

is vital in organizational settings because both the mentor and the protégé benefit from the relationship (Kram & Isabella, 1985).

Competence Monitoring: Competence monitoring is a successive process that involves the identification of the development of workers' competences in the organization which is very significant to providing the capabilities of organization to be knowledgeable of the required competence in the organization through competence evaluation and the provision of feedback (McKenzie & Winkelen, 2004). Workers competence evaluation is a means of motivating, directing and developing organization's workers through the evaluation in forms of time which can either be continuous, or regular; evaluation based on the subjects such as work result evaluation; and evaluation based on evaluator such as self-assessment (Urban, 2013). Assessment interview is another tool used in competence evaluation that is very common to organizations and it centers on workers result, development as well as relationship of employees with others (Plaminek, 2009; Jay and Templar, 2006). More so, Shermon (2004) stated that the feedback is very important due to the fact that it involves information given in the present time about past behaviour to influence future behaviour. Giving concrete, specific and particular feedback in the right times (not just once in a year) will help employees to understand what are the desired competences that needed to be acquired and what are their current competency levels. Employees who are responsible to give feedback must have special knowledge and skill in giving feedback. The feedback process will help employees, their superior and human capital department to see many possible alternatives that can be done to develop the competency outside formal training program and the development of the program by employees and their superior will drive employees to take more responsibility on self-developmental aspect (Prihadi, 2004).

Concept of Organizational Alertness

Organizational alertness as used in this paper is a measure of organizational agility. Agility means the capacity to react to unanticipated alteration in the complex, unstable and dynamic business environment. It has to do with the capability of the firm to respond swiftly to business opportunities and as well react to threats appropriately (Overby, Bharadwaj & Sambamurthy, 2006). It places emphasis on the organization's capacity to carry on its duties and flourish environment of regular changes that is unpredictable (Karami, 2007). Agility result in the ability of an organization to be at alert to changes and be able to identify opportunities and threats and use available organizational resources effectively and efficiently to adapting these changes (Braunscheidel & Suresh, 2009). In order words, organizational agility has to do with the firm's capacity to operate effectively within changing environment by rapidly offering products that will satisfy customers. It involves the capacity of the firm to execute a task effectively and to respond to trends in the market so as to offer goods or services quicker than competitors.

Furthermore, organizational alertness has to do with the ability of an organization to recognize opportunities when they are present due to technological, social, economic, governmental/political, and competitive changes. Alertness is an important resource an organization cannot ignore if it has to gain competitive advantage. This is because it provides the organization the capability to spot opportunities before competitors (Helfat & Peteraf, 2015). Baron (2006) further defined organizational alertness as a firm's capability to gain beforehand information and occurrence, and environmental patterns recognition that will lead to taking advantage of business opportunities. It therefore gives managers the capability to apply his or her innovative skill in spotting and interpreting information in different knowledge sphere which is related to new opportunity development (Kaish and Gilad, 1991). More so, Roundy, Harrison, Khavul, Perez-Nordtvedt and McGee (2017) opined that alertness can affect the performance of the organization for the reason that organizations that are at alert are agile in the process of taking decisions which can help the enterprise in earning first mover advantage in the business environment. Consequently, organization that are at alert will be successful in topping the list of new ventures because they are likely to take action as well the exploitation of on hand and potential opportunities to the lead of other competitors (Shane and Venkataraman, 2000).

III. Methodology

This study adopted survey research design vis-à-vis correlational design which aimed at examining the relationship between worker competence management and organizational alertness of DMBs in Rivers State, Nigeria. In terms of the purpose of this study, the study adopted the correlational study so as to know the extent of the relationship between worker competence management dimensions and organizational alertness. In terms of the time horizon and unit of analysis, the study used cross-sectional survey design and analysis was at the organizational level respectively. The population of this study was made up of managers in strategic departments of DMBs operating in Rivers State, Nigeria vis-à-vis operations, marketing, public relations and human resources. According to CBN (2018) retrieved from <https://www.imbuednation.com/2018/06/2018-list-of-commercial-banks-head-offices.html>, there are 21 DMBs in operation in Nigeria; though only 19 of the 21 DMBs are operating in Rivers State. Therefore, the population of this study was the managers of the identified

departments of the nineteen (19) banks in operation in Rivers State. The number of these managers is seventy-six (76) which were also used as the sample size.

Furthermore, the study adopted primary data sources and used questionnaire as the research instrument. The study variables were measured using ordinal scale. The questionnaires was measured on a five interval Likert Scale 1 to 5 showing Strongly Disagree (SD), Disagree (D), Indifference (I), Agree (A), and Strongly Agree (SA) respectively. The predictor variable in this study is worker competence management and the measures of this variable were adopted as well as operationalized using Zeb-Obipi (2007) worker competence management: competence planning, competence development, and competence monitoring, while the criterion variable in this study is organizational alertness which was operationalized using Adomako, Danso, Boso and Narteh (2017) questionnaire.

The validity of the research instrument was further tested using face and content validity, and Cronbach's Alpha was used in testing for the research instrument reliability which show a Cronbach's Alpha greater than 0.7. Specifically the result is as follows: competence planning = 0.884; competence development = 0.908; competence monitoring= 0.867; and organizational alertness = 0.964. From the 76 copies of questionnaire distributed, 74(97.37%) copies of questionnaire were returned while the remaining 2(2.63%) were not retrieved. More so, out of the 74 number of questionnaire returned, 1(1.35%) copies were useless because it was not filled properly, while 73 (98.65%) copies of the retrieved ones were filled correctly and were therefore used for data analysis. Collected data was analyzed using Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences (SPSS) within a significance level of 0.05.

IV. Data Analysis and Result

The Strength of the Relationship between Competence Planning and Organizational Alertness

The empirical result of Spearman Rank Correlation Coefficient (*rho*) between competence planning and organizational alertness is shown in the below table 1.

Table 1: Indicates the Correlations Analysis on Competence Planning and Organizational Alertness

		Competence Planning	Alertness
Spearman's rho	Competence Planning	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	73
	Alertness	Correlation Coefficient	.926**
		Sig. (2-tailed)	.000
		N	73

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data, 2019 and SPSS Window output version 22.0

Table 1 above indicates $\rho = 0.926$ and a $PV = 0.000$ which is less than 0.05; this means a very strong and significant positive correlation exist between competence planning and organizational alertness of DMBs in Rivers State, Nigeria.

The Strength of the Relationship between Competence Development and Organizational Alertness

The empirical result of Spearman Rank Correlation Coefficient (*rho*) between competence development and alertness is shown in the below table 2.

Table 2 Indicates the Correlations Analysis on Competence Development and Organizational Alertness

		Competence Development	Alertness
Spearman's rho	Competence Development	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	73
	Alertness	Correlation Coefficient	.882**
		Sig. (2-tailed)	.000
		N	73

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data, 2019 and SPSS Window output version 22.0

Table 2 above indicates $\rho = 0.882$ and a $PV = 0.000$ which is less than 0.05; this means a very strong and significant positive correlation exist between competence development and organizational alertness of DMBs in Rivers State, Nigeria.

The Strength of the Relationship between Competence Monitoring and Organizational Alertness

The empirical result of Spearman Rank Correlation Coefficient (*rho*) between competence monitoring and organizational alertness is shown in the below table 3.

Table 3: Indicates the Correlations Analysis on Competence Mentoring and Organizational Alertness

		Competence Monitoring	Alertness
Spearman's rho	Competence Monitoring	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	73
	Alertness	Correlation Coefficient	.959**
		Sig. (2-tailed)	.000
		N	73

** Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data, 2019 and SPSS Window output version 22.0

Table 3 above indicates rank value of ($\rho = 0.959$) and a $PV = 0.000$ which is less than 0.05; this means a very strong and significant positive correlation exist between competence monitoring and organizational alertness of DMBs in Rivers State, Nigeria.

Table 4: Effect of Worker Competence Management (Competence Planning, Development, Monitoring) on Organizational Alertness

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.914 ^a	.835	.828	1.51199	

a. Predictors: (Constant), Competence Mentoring, Competence Development, Competence Planning

Source: SPSS Output, (2019)

Table 4 indicates the effect of the multiple regression analysis between worker competence management (competence planning, competence development and competence monitoring) and organizational alertness. R-value 0.914 means that worker competence management vis-à-vis competence planning, competence development and competence monitoring influences alertness strongly. The R^2 -value= 0.835 means that worker competence management explained 83.5% improvement in alertness in the DMBs in Rivers State, Nigeria and the 16.5% that is left may be caused by other variables not capture in this study.

Table 5: Test of Hypotheses: Multiple Regression Result on Worker Competence Management (Competence Planning, Development, Monitoring) and Organizational Alertness Showing the t value Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.546	.477		5.816	.000
	Competence Planning	.398	.153	.306	2.785	.025
	Competence Development	.470	.197	.526	3.367	.016
	Competence Monitoring	.748	.228	.908	7.664	.000

a. Dependent Variable: Alertness

Source: SPSS Output, (2019)

H0₁: There is no significant relationship between competence planning and organizational alertness of DMBs in Rivers State Nigeria.

The multiple regression outcome in Table 5 indicates that competence planning significantly influence organizational alertness with $\beta = 0.398$, $t = 2.785$, $PV = 0.025$ which is less than 0.05. Given that the relationship is significant statistically, we therefore accept the alternate hypothesis and we conclude that competence planning positively and significantly influence alertness of DMBs in Rivers State, Nigeria. More so, from the Table, it means that increase in alertness (that is $\beta = 0.398$) is brought about by an increase in the unit of competence planning in the DMBs in Rivers State, Nigeria.

H0₂: There is no significant relationship between competence development and Organizational alertness of DMBs in Rivers State Nigeria.

The multiple regression outcome in Table 5 indicates that competence development significantly influence organizational alertness with $\beta = 0.470$, $t = 3.367$, $PV = 0.016$ which is less than 0.05. Given that the relationship is significant statistically, we therefore accept the alternate hypothesis and we conclude that competence development positively and significantly influence organizational alertness of DMBs in Rivers State, Nigeria. More so, from the Table, it means that increase in alertness (that is $\beta = 0.470$) is brought about by an increase in the unit of competence development in the DMBs in Rivers State, Nigeria.

H0₃: There is no significant relationship between competence monitoring and alertness of DMBs in Rivers State Nigeria.

The multiple regression outcome in Table 5 indicates that competence monitoring significantly influence organizational alertness with $\beta = 0.748$, $t = 7.664$, $PV = 0.000$ which is less than 0.05. Given that the relationship is significant statistically, we therefore accept the alternate hypothesis and we conclude that competence monitoring positively and significantly influence organizational alertness of DMBs in Rivers State, Nigeria. More so, from the Table, it means that increase in alertness (that is $\beta = 0.748$) is brought about by an increase in the unit of competence monitoring in the DMBs in Rivers State, Nigeria.

V. Discussion of Findings

The relationship between competence planning and alertness from our analysis shows that worker competence planning has a strong and significant influence on organizational alertness. In line with this finding, Halil, Mehmet and Omer (2013) revealed a significant relationship between competencies and situation awareness that help to enhance performance. More so, opportunities are all around the organization and there are some factors which may ooze down these opportunities and one of those factors could be lack of competent workers in the organization. An effective and efficient worker competence planning and development can enable the employee see and exploit potential opportunities through the use of their competence to identify opportunities in the environment. The ability of the organization to be at alert towards opportunities in the business environment makes the organization more innovative (Yu-Lin, Andrea & Yen-Chun, 2013), which can be achieved through adequate workers competences management in the organization, this is because employees are major players in the exploration and exploitation of opportunities which is critical to organization's performance.

Any organization that is able to continue to exist and carries out its operations successfully in this turbulent and uncertain environment are because that organization is at alert to the happenings in the business environment (Cardon and Kirk, 2013). No organization in nowadays environment can perform at peak levels unless workers competences are adequately planned for. More so, Naylor (1999) observed that successful situation awareness of a firm is based on what its workers are made up of through the development of precise expectations for the performance of the organization by drawing on a common knowledge base, which can be through competence planning. It focused on the anticipation of workers needs as well its customers and predicting the various worker needs. For organizations not to experience situation awareness degradation in its business environment, the organization must properly plan its workforce competence. Thus, Suhir (2013) opined that business environment situation awareness degradation is dependent on workers capacities in the organization.

Furthermore, the relationship between competence development and organizational alertness showed a strong and significant relationship. In line with this finding, Ateke and Nwulu (2018) observed that competence development has significance on situation awareness (alertness). In today's business environment, lots of managers have come to realized that one of the gains they will have is to have a workforce that is competent. Organizations with highly developed competence are more likely to scan the environment for knowledge in order to make appropriate market decisions which can lead to an improved organization's success (Naylor, 1999). More so, to achieve situation awareness in the organization, workers must be able to access needed information brought about by competence development through training, coaching and mentoring. Organizational success is highly dependent on the capability of the firm to proficiently harness skills, knowledge and abilities its workers however, the uncertain nature of our environment overtime has made this process difficult (Brown and Sitzman, 2011). Thus, business firms should develop strategies to developing their workers using internal or external method. As noted by Endsley and Jones (2016) training enhances the capability of workers to understand difficult situations. Training as well as mentoring and coaching as a means of competence development align workers' behaviour to the happenings in the environment and making the worker to get the needed skill, knowledge and abilities to spot opportunities in the business environment. Nowadays business environment, it is expected of firms to achieve more with less resources both people and finances, thus it is very essential for firms not only to retain their workers but also to develop their capabilities so as to get more from them (Vance, 2006; Mello, 2006).

More so, on the relationship between competence monitoring and organizational alertness, our finding showed that worker competence monitoring has positive and significant influence on organizational alertness which is in accordance with Asghari, Salehi and Niazazari (2018). Also, Gong (2009) observed that competence monitoring is of particular importance for organizational success through the ability of the organization to be aware of what is happening around it and make effective utilization of acquired information that will improve the success of the organization. Employee competence evaluation is very important to gathering information from the environment so as to successfully exploit opportunities as well effectively manage threats. The process of scanning the environment for opportunities exploitation may not be achieved if employees' competences are

not monitored. Workers competence monitoring is very important in assessing how well employees are performing in regards to their competencies. It is the passion that makes the business experience growth and provides the organization the ability in understanding patterns the business environment. Every organization has interactions in one way or the other with the environment so as to create value and in creating this value organizational resources are used such as raw materials, technology, finances as well as the workers especially their competences (Hitt, Ireland, Hoskisson, 2008), this may only be achieved if employees competence are effectively monitored in the organization.

Conclusion and Recommendation

From the analyzed data, result indicated that competence planning, competence development and competence monitoring play significant role in enhancing organizational alertness respectively. We therefore conclude that workers competence management positively and significantly influence organizational alertness. To achieve competitive advantage in this globalized world, the primary concerned activity of the organization is not only to innovate but also to identify the opportunities first which require organizational alertness. Therefore, to achieve competitive advantage and survival in the environment of today, firms must take advantage and make judicious use of all their human resources by first identifying key competences needed in the organization as well as develop and monitor how they perform. This is because to be at alert to the happenings in the business environment or change initiative can mostly be done through equipping the employees with the right knowledge, skill and abilities that comes from competence management.

Thus, in other to ensure agility in the DMBs, managers have to develop the competences of their workers in possessing up to date information on how to perform their given task. Managers have to realize that investment that has to do with the development of their employee competence is very appropriate and worth it because it will eventually pay off on the ability of the firm to becoming agile to nowadays ever changing environment. This is because, employees' competence management (development), enhances employees' relationship with one another at various levels in the organization which might eventually result in improved satisfaction of the employee that can result to enhanced quality and productivity and the general enhancement of employee's skills as well as the ability to be at alert to environmental changes. Therefore, DMBs managers should ensure that training, coaching and mentoring program are put in place and they should be done and implemented effectively. Furthermore, the banks' management should make sure that training, mentoring and coaching programs is exposed to all employees in the organization. Also, more time should be allocated to fully maximize on planning, training, mentoring and coaching sessions as well as the monitoring of workers' competence in the DMBs which should be done on time. This will help in improving workers' competence in the DMBs.

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