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INFLUENCE OF TRAINING AND DEVELOPMENT ON SECRETARIES' JOB PERFORMANCE IN VERITAS UNIVERSITY ABUJA

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Abstract
The study investigated influence of training and development on secretaries' job performance in Veritas University, Abuja. Four research questions were raised and one null hypothesis was formulated to guide the study with descriptive research design adopted for the study. The population as well as sample comprised of 100 respondents. A structured questionnaire titled: Influence of Training and Development on Secretaries' Job Performance Questionnaire (ITDSJPQ) was used to collect data. The instrument was validated by two experts in Business Education in order to ensure face and content validity. Reliability test was done to ensure the consistency of the instrument. 0.76 correlation co-efficient was gotten which was high enough to determine the reliability of the instrument. The administration of the instrument was done with the help of five faculty officers. In analyzing the data, mean score was used to answer the research questions while t-test was used to test the null hypothesis at 0.05 level of significance. The results indicated that training and development had high influence on secretaries' job performance by enabling them to acquire modern office skills, increasing their productivity, developing team spirit in secretaries and boosting their morale. Based on the results of the findings, it was recommended that training should be organized on a regular basis for secretaries, adopt modern methods of training and motivate exceptional secretaries during training sessions.
Keywords: Development, Job Performance, Secretaries; Training.

Introduction

Over the years, the efforts of career planning and development were mainly delegated to employees who demonstrate to have a high potential. In every sector, the accomplishment of any organization tremendously relies on its employees. While organizations try to compete in the global economy, distinction on the essence of the skills, knowledge, and motivation of their workforce become increasingly important. Furthermore, businesses should value and support their employees towards continuous improvement. It is on this note that Ampomah, (2016) opined that an organization cannot exist without employees. For this reason, a lot of highly-performing companies today have established employee training and development programmes with the aim of turning "underdogs" into dependent leaders.

Every business in our world of today, whether government owned, industries or other activities carried out by humans, needs factual and correct information desire for urgent decision making. Audiences undoubtedly love and appreciate someone with high-level performance, natural talents and consistency. These potentials come as a result of adequate training and development. In the work settings, the office workers including the secretarial support officers, expect certain support such as training and development from the organization in which they are employed (Babalola, 2013).

Training, as a very important requirement in every human endeavor, is a process that begins from birth to death. This simply means that the individual cannot and can never be above training. Olaogun, Ogunleye & Fatoki (2017) opined that secretarial staff needs to be sparkled and trained to improve their potentials. This shows that training and development of secretaries assist in the best utilization of the employee's complete worth to an organization. According to Kumar & Siddika (2017), in every workplace, the prevailing labour force is trained to increase their efficiency, and inspired to give their best towards the organization. This depicts that the employees will be more self-confident and passionate about their job. More so, they will become accustomed to technological changes and innovations more enthusiastically (Ezeani & Oladele, 2013).

In the view of Ampomah (2016), training and development programme help to transform the held thoughts and behaviours practice of the employees in such a way that is advantageous to building a healthy work atmosphere. Adedoyin, Exodus, Wisdom & Linus (2018) opined that the personnel are encouraged to unceasingly learn new concepts and bring up-to-date their talents. This is a means which helps to encourage a learning culture within the institute which would significantly help in its future sustenance and growth. Salami (2016) viewed the growing usage of technical-know-how in business developments along with offices have made it indispensable to employ additional hands. Due to this increasing existence of technology in the places of work along with the shifting awareness of employees' role make it crucial for effective training. Adedoyin, *et al*, (2018) added that, applied training enables new workforce progress in the company in an efficient way. Furthermore, training has grown into a vital chunk as a result of modernization of equipment.

The growing necessity for training and development is sensed by all organization, regardless of its size; it is based on this that Olufunwa (2020) opined that in order for office assistant to efficiently contribute as well as been proficient in the accomplishment of the objectives and aims set by organization, there is need for them to be retrained and be reeducated on constant basis to enable them familiarize themselves with new tasks in the workplace. To improve certain work practices as regards the performance of secretaries in the university setting therefore, this study would investigate the influence of training and development on secretaries' job performance in Veritas University, Abuja.

Statement of the Problem

Secretarial practice and its relevance to the growth of an institution and the need for advancement cannot be over-emphasized since they mirror the organization. Hence, the researchers have observed for the past five years that, the secretary is very important in an institution and his/her service is essential for the smooth running of any organization. Unfortunately however, these secretaries are sometimes not frequently trained or lack the basic training needed for good performance of their job. Again, it appears little attention is paid to the various methods of training that would assist secretaries to perform exceptionally in Veritas University, Abuja. It is therefore assumed that lack of adequate training for Veritas University lead to certain problems which might include low performance and so on. Thus, a study on training becomes necessary as it will assist to examine the influence of training and development on secretaries' job performance in Veritas University, Abuja.

Purpose of the Study

To ascertain the impact of training and development on secretaries' job performance in Veritas University, Abuja.

Other objectives of the study were to:

1. determine the frequency of training and development organized by Veritas University Abuja for its secretaries,
2. determine the various methods used by Veritas University Abuja in training and developing her secretaries,
3. identify the skills acquired by secretaries through training and development; and
4. find out the influence of training and development on secretaries' job performance in Veritas University Abuja.

Research Questions

This research work sought to answer the following questions:

1. How frequent does Veritas University Abuja organize training and development for her secretaries?
2. What are the methods used by Veritas University Abuja in organizing training and development for her secretaries?
3. What are the skills acquired through training and development by secretaries of Veritas University?
4. What is the influence of training and development on secretarial job performance in Veritas University, Abuja?

Research Hypothesis

The formulated null hypothesis was tested at 0.05 level of significance.

H_{01}**:** Training and development do not have a significant influence on secretaries' job performance in Veritas University Abuja.

Research Methodology

The research design employed in this study was the descriptive survey with the study population of one hundred (100) secretaries in Veritas University Abuja. There was no sample because the population was manageable and reachable. The instrument used for data collection was a structured questionnaire titled – Influence of Training and Development on Secretaries' Job Performance Questionnaire (ITDSJPQ). The questionnaire contained 22-items on influence of training and development on secretaries' job performance. The questionnaire adopted modified Likert scale format of Strongly Agree (SA), Agree (A), Strongly Disagree (SD) and Disagree (D) and scored as 4, 3, 2 and 1 respectively. The instrument was subjected to face and content validity by giving it to two business/entrepreneurship education experts. Reliability test was done to ensure the consistency of the instrument using Cronbach's Alpha in which 0.76 was gotten and this is high enough for the instrument's reliability. With the aid of five faculty officers, the instrument was administered to the respondents. The collected data were analyzed using mean mode to answer the research questions while t-test was used to test the null hypothesis at 0.05 level of significance. A mean criterion of 2.50 and above was retained while a mean below 2.50 criterion was rejected. For the test of hypothesis, the null hypothesis will be rejected if the calculated t-calculated value was equal to or greater than the t-tabulated value whereas the null hypothesis will be retained if the t-calculated value was less than the t-tabulated value. Also, the null hypothesis will be rejected if the calculated p-value was equal to or less than the set p-value whereas the null hypothesis will be retained if the calculated p-value was greater than the set p-value.

Results

Research Questions

The four research questions earlier raised in the study were answered descriptively using mean.

Research Question 1: How frequent does Veritas University Abuja organized training and development for her secretaries?

Table 1: Mean analysis showing the frequency of training organized by Veritas University Abuja

S/N	Item	Secretaries' Level of Agreement				Mean	Decision
		SA	A	D	SD		
1	Training is organized weekly	1	6	53	40	1.68	Disagreed
2	Training is organized monthly	2	20	62	16	2.08	Disagreed
3	Training is organized semesterly	69	29	1	1	3.66	Agreed
4	Training is organized sessionally	77	20	2	1	3.73	Agreed
	Sectional Mean					**2.79**	**Agreed**

Scale Mean 2.50

From Table 1, it could be observed that the mean values of 3.66 and 3.73 respectively were in agreement with items 3 and 4 while the mean values of 1.68 and 2.08 were in disagreement with items 1 and 2. The sectional mean of 2.79 indicated that some the respondents agreed that training is organized semesterly and sessionally while majority of respondents disagreed with training is organized weekly and monthly as frequency of training organized by Veritas University, Abuja.

Research Question 2: What are the methods used by Veritas University Abuja in organizing training and development for her secretaries?

Table 2: Mean analysis showing methods of training and development organized by Veritas University Abuja

S/N	Item	Secretaries' Level of Agreement				Mean	Decision
		SA	A	D	SD		
5	Veritas University Abuja uses induction method of training	29	42	28	1	2.99	Agreed
6	She uses job rotation method	2	18	73	7	2.15	Disagreed
7	She uses apprenticeship method	0	22	49	29	1.93	Disagreed
8	She uses internship method	5	31	46	18	2.23	Disagreed
9	She uses seminar method	86	13	0	0	3.83	Agreed
10	She uses workshop method	80	20	0	0	3.80	Agreed
11	She uses vestibule method	0	13	61	26	1.87	Disagreed
12	She uses briefing group method	5	54	36	5	2.59	Agreed
13	She uses instructional guidance method	6	51	30	13	2.50	Agreed
14	She uses understudy assignment method	2	23	51	23	2.02	Disagreed
	Sectional Mean					**2.59**	**Agreed**

Scale Mean 2.50

From Table 2, it could be observed that the mean values of 2.99, 3.83, 3.80, 2.59 and 2.50 were in agreement with items 5, 9, 10, 12 and 13 while the mean values of 2.15, 1.93, 2.23, 1.87 and 2.02 were in disagreement with items 6, 7, 8, 11 and 14. The sectional mean of 2.59 indicated that some of the respondents agreed that induction method, seminar, workshop, briefing group and instructional guidance were the methods adopted by Veritas University Abuja in training her secretaries while the remaining respondents disagreed with job rotation, apprenticeship, internship, vestibule and understudy assignment as methods of training secretaries in Veritas University, Abuja.

Research Question 3: What are the skills acquired through training and development by secretaries of Veritas University Abuja?

Table 3: Mean analysis showing skills acquired through training and development by secretaries of Veritas University Abuja

S/N	Item	Secretaries' Level of Agreement				Mean	Decision
		SA	A	D	SD		
15	I have acquired organizational skills	58	37	4	1	3.52	Agreed
16	I have acquired professional communication skills	53	44	3	0	3.50	Agreed
17	I have acquired information communication skills	58	37	5	0	3.53	Agreed
18	I have acquired time management skills	51	43	6	0	3.45	Agreed
	Sectional Mean					**3.50**	**Agreed**

Scale Mean 2.50

From Table 3, it could be observed that the mean values of 3.52, 3.50, 3.53 and 3.45 were in agreement with items 15, 16, 17 and 18 respectively. The sectional mean of 3.50 indicated that virtually all the respondents agreed that they have acquired organizational skills, professional skills, information communication skills and time management skills as skills acquired through training organized by Veritas University, Abuja.

Research Question 4: What is the influence of training and development on secretaries' job performance in Veritas University Abuja?

Table 4: Mean analysis showing influence of training and development on secretaries' job performance in Veritas University Abuja

S/N	Item	Secretaries' Level of Agreement				Mean	Decision
		SA	A	D	SD		
19	Acquisition of modern office skills for effective job performance	60	37	3	0	3.57	Agreed
20	Increase in productivity	61	37	2	0	3.59	Agreed
21	Development of team spirit in employees	59	40	0	1	3.57	Agreed
22	Development of employees' morale	67	30	2	1	3.63	Agreed
	Cluster Mean					**3.59**	**Agreed**

Scale Mean 2.50

From Table 4, it could be observed that the mean values of 3.57, 3.59, 3.57 and 3.63 were in agreement with items 19, 20, 21 and 22 respectively. The sectional mean of 3.59 indicated that all the respondents agreed that acquisition of modern office skills for effective job performance, increase in productivity, development of team spirit in employees and development of employees' morale recorded high influence of training and development on secretaries' job performance in Veritas University Abuja.

Hypothesis Testing

The null hypothesis earlier formulated in the study was tested at 0.05 level of significance using t-test.

H_{01}: Training and development do not have a significant influence on secretaries' job performance in Veritas University Abuja

Table 5: t-test analysis showing influence of training and development on secretaries' job performance in Veritas University Abuja

Variable	N	Mean	Std. deviation	df	t_{cal}	t_{tab}	Sig (P_{cal})	Decision
Training and development	100	8.51	1.267					
				198	2.117	1.653	0.000	Reject H_{01}
Secretaries' job performance	100	8.07	1.647					

Significant at df=198; $P < 0.05$, $t_{calculated} > t_{tabulated}$

Table 5 showed t-test analysis of influence of training and development on secretaries' job performance in Veritas University Abuja. The $t_{calculated}$ value of 2.117 was found to be greater than the $t_{tabulated}$ value of 1.653 given 198 degrees of freedom at 0.05 level of significance. The $t_{calculated}$ value was significant since it was greater than $t_{tabulated}$ value, the null hypothesis was rejected. Also, $P_{calculated}$ value of 0.000 was less than the P_{set} value of 0.05. It implied that training and development had a high influence on secretaries' job performance in Veritas University, Abuja.

Discussion

Training and development had high influence on the job performance of secretaries at Veritas University in Abuja. This finding was in line with Dialoke, Ukah, & Ikoro (2016), who used Alvan Ikoku Federal College of Education in Owerri as a case study to evaluate the effects of training and manpower development on employees' productivity. The majority of respondents agreed that training and workforce development improve efficiency and productivity, as well as organizational image and performance, according to their findings. It was discovered in research question one that training was not organized on a weekly or monthly basis but organized on semester and sessional bases. As a result, training in an organization should be a continuous process.

In addition, the study revealed that Veritas University Abuja adopted methods such as induction, seminar, workshop, briefing, guidance and understudy to train her secretaries. However, the University did not use apprenticeship, internship, vestibule

and job rotation methods. It must be emphasized that training results in optimum performance of the secretaries. Adedoyin, Exodus, Wisdom & Linus (2018) investigated the relationship between employee training and development (T&D) and organizational performance at a number of private universities in Ogun State. Their research indicated that a training and development strategy for employee retention is a necessity for firms looking to improve or achieve their target level of performance.

Furthermore, the study revealed that many skills were acquired through training. This resulted in secretaries' development. Thus, training is a quintessential strategy in an organization that strives for optimum performance. Skills such as organizational, communication, information technology and time management skills were acquired by the secretaries. Olufunwa (2020) researched the in-service training needs of executive secretaries at public establishments in Kaduna state and came to the same conclusion. He posited that training would enable secretaries to acquire modern skills that would invariably lead to increase in job performance.

Owing to this, the study discovered that training and development had high influence on the performance of secretaries. Secretaries were able to gain modern office skills through training and development, which resulted in an improvement in productivity, the development of team spirit in secretaries, and a boost in morale.

Conclusion

It was well established from findings of this study that training and development played a significant role in the daily activities of any known institution or establishment. Focusing more specifically on Veritas University Abuja however, it will not be out of place for the Management to adopt issue of training and development as part of its blueprint and equally give trial to other training methods the Institution is yet to practice for the improvement of their workforce especially the secretaries. Adopting this, there is no doubt will lead to increase staff productivity which is to the Institution's advantage.

Recommendations

Based on the findings of this study, the following recommendations were made. Among these are:

1. Training should be organized on a regular basis for secretaries in Veritas University Abuja. This would lead to increase in their job performance daily;
2. Veritas University Abuja should adopt additional methods of training such as job rotation, vestibule, apprenticeship and internship methods;
3. The University should make an adequate provision during training session that would enable her secretaries to acquire skills; and
4. The University should motivate secretaries that performed exceptionally during training sessions as well as in discharging their duties so that other staff would in turn aspire to excel.

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