FACTORS AFFECTING JOB PERFORMANCE OF SECRETARIES

IN

KADUNA STATE

BY

MOHAMMAD INUA ABDULKAREEM

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THE DEGREE OF MASTER OF EDUCATION

IN

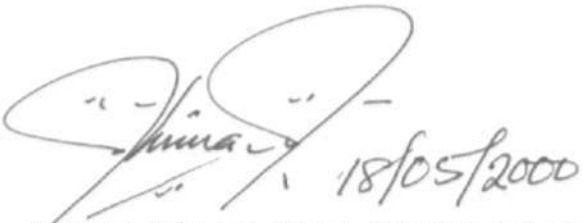
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FACULTY OF EDUCATION
AHMADU BELLO UNIVERSITY, ZARIA

FEBRUARY, 2000

DECLARATION

I hereby declare that this thesis has been written by me, and that it is a record of my research work. It has not been presented in any previous application for a higher degree. All quotations are indicated by quotation marks or indentation, and the sources of information are specifically acknowledged by means of references.



18/05/2000

MUHAMMAD INUA ABDULKAREEM

CERTIFICATION

This thesis entitled FACTORS AFFECTING JOB PERFORMANCE OF SECRETARIES IN KADUNA STATE by Mohammad Inua AbdulKareem meets the regulations governing the award of the degree of Master of Education (Business Education) of Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

DR. (ALH.) M. M. ALIYU
N.C.E, B.ED, M.ED, Ph.D
CHAIRMAN
SUPERVISORY COMMITTEE

DATE: 16/5/2000

DR. (MRS) T. O. OJO
N.C.E, B.ED, M.ED, Ph.D
MEMBER
SUPERVISORY COMMITTEE

DATE: 18/5/2000

MRS V. O. BABALOLA
BS.c M.Sc
HEAD OF DEPARTMENT

DATE: 18-5-2000

DEAN
POST GRADUATE

DATE: 29/5/04

DEDICATION

This work is dedicated to:

(1) My Late father, Alhaji Abdulkareem Aliyu, whose memory is always cherished.

(2) My mother, Hajiya Halima Abdullah.

(3) All members of Alhaji Abdulkareem's family.

(4) All my friends and well-wishers.

ACKNOWLEDGMENT

All praise be to Allah, the Most Gloried, the most Merciful, who made it possible for me to complete this work now.

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Finally, I wish to acknowledge the direct and indirect contribution of numerous other people whose names space could not permit me to mention here. May Allah reward all with favours, Ameen.

ABSTRACT

The objectives of this study were to determine the factors that affect the job Performance of Secretaries in Kaduna Slate, and recommend measures that could be adopted to improve their Job Performance in Kaduna Stale. The Survey Research Method was adopted for the study. Data were gathered using questionnaire from a sample of 173 Secretaries from Government Ministries, Government Parastatals, Companies, Institutions and Local Governments. Data were analysed using percentage and chi-square statistical method. Chi-square statistics were used to test the hypotheses at the 0.05 level of significance. It was found that the majority of male and female secretaries agreed to the statement that the following factors were necessary for Effective Job Performance of Secretaries: Prompt Payment of Salary, Job Security, opportunity for Advancement, Appreciation for work done, Acceptance by Colleagues in the Office, Job Satisfaction, High Speed in Shorthand, Proficiency in English Language, When Boss Gives Secretary Free Hand, Office Environment, Attractive Salary, Payment of Allowances, and Provision of Welfare Services. However, factors like tribalism, sectionalism and bossy leadership affect the Job Performance of Secretaries negatively.

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DEFINITION OF TERMS

The definition of terms given here are based on how the terms are used in this study.

1.	Secretary:	An office staff who takes dictation and transcribes, types mails, covers meetings, and performs other clerical duties, etc.
2.	Parastatals:	Federal and State Government Quasi-Ministries.
3.	Secretary:	It is used synonymously in this study as confidential secretary.
4.	Factors:	Causes, Phenomena
5.	Performance:	Job output of Secretaries
6.	Ministries:	Institutions solely controlled by either the Federal or State Government.
7.	Government:	Federal, State or Local Government.

CHAPTER 1

INTRODUCTION

1.1 Background Information

It is necessary to understand who a secretary is, his profession and qualification, before we can precisely say what factors affect or can affect his performance. According to The New Webster's Dictionary of the English Language - 1997, a secretary is "a person responsible for dealing with the correspondence and records of an organisation or individual employer;...". He or she receives special training in English Language or Communication Skills, Shorthand, Typewriting, Office Practice, and Secretarial Duties, as well as in Business Law, Economics and Book-keeping. Nowadays other subjects being taught to a secretary during his training include commerce, law and practice of meeting and social studies. The idea behind this exposure is to enable him cope with the gigantic task he would come across in the office. As earlier pointed out, a secretary is an important person in the office and the existence of an organisation is based on his efficiency. We can therefore, deduce from the foregoing lines that the success of an organisation depends to a large extent upon the efficiency of its secretary(ies). If this is true, then an ordinary high-school or secondary school qualification plus the secretarial training mentioned earlier will not be enough to produce the calibre of secretaries who could lead the organisation to success. Nolan (1967) even saw it that too often high school graduates were unable to fill the stenographic and bookkeeping positions satisfactorily. Their performance

does not reflect sound training. This is true, because whenever and wherever you talk about the competence of secretaries in this state, the story is usually the same - they cannot perform well. This is because most of them are secondary school graduates - some even primary school, those who rose from the rank of copy typist to senior or chief typist often end up by opting to secretarial line for a change of cadre.

Initially, when there were few high school graduates, the entry qualification was first school leaving certificate for secretarial studies in our Polytechnics and Staff Training Centres. This might be considered as the cause for secretaries' incapacity. Nobody, then, ever thought that the same problem would arise now, when the entry qualification was raised. What, then, could be the cause of producing unqualified secretaries?

Ibu ((1987:5-6) highlighted on these causes when she stated that business educators were expected to raise the standard of achievement, though all they were getting in their classes were low achievers. All the bright students were being steered into strictly academic and other professional courses such as mathematics, the science and law. She also went on to cite the recommendations of authors like Aina, et al (1981) who suggested that the selection of the right type of personnel (Capability) be made before admitting the students for secretarial training. The importance of this recommendation cannot be overlooked.

The Chief Executive of the Training Institution and the teaching staff should themselves be holders of Diploma, Nigerian Certificate of Education,

(NEC) or a Degree Certificate in Business Education. The reason being that secretaries are professionals with a unique responsibility and people training them should, themselves be professionals in that discipline.

Sex and marital status are some of the factors assumed to affect performance of secretaries either positively (Olorunmaiye, 1982: and Benette, 1975). Marital status may reduce the effective performance of married female secretaries who may be expected to combine their secretarial jobs with their domestic activities which may cause divided interest. Many supervisors regard their secretaries as people who take and obey instructions only (Akpan, 1985). They do not believe that secretaries are capable of effective decision making at any level. Also, from the experience of the researchers, some establishments give selection tests as a formality and are not bothered whether or not the respective employee passed the skill tests. Secretaries, like any other worker can perform well if he/she is well motivated. Also if poorly motivated the performance may be negative.

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Kreeh, et al (1958) pointed out that one of the three important management scientists Maslow (1954) in his treatment of motivation, summarises the people's needs which dominated the management field in the 1940's and 1950's. He identified five levels of human needs thus:-

1. Physiological needs - hunger, thirst, shelter.
2. Safety needs - protection against danger and threat, job security.
3. Social needs - affection and sense of belonging.

4. Esteem needs - Self-respect, recognition appreciation and attention.

5. Self-actualization-expressing individuality in action, being fully recognised as capable and Creative.

To motivate workers to put in their best in their jobs, it is necessary to provide them with at least the first three basic needs, i.e they satisfy their physiological, safety and social needs. To some people these three basic needs are alright for them, but others would not be contended without achieving the esteem and self-actualisation needs.

Another motivating factor is job satisfaction. Employees enjoying full satisfaction from their jobs usually devote their time and attention to their works. To achieve this employers must provide recreational and medical facilities. In addition to these facilities better wages/rewards mut be given to employees. Mills, et al (1981) pointed out that:-

The system of paying wages is of great importance for many reasons. Its ramifications extend throughout the business and every employee is affected personally.

Wages systems are required to fulfil a great many purpose and among those generally involved are:

(a) to calculate the wages earned by each employee, in accordance with the terms of employment. This may involve, besides the rate of pay and the time worked, the work produced, bonus, overtime, commission, allowances, leave grants, and sick pay:

(b) to have regard to the employees' requirements. These include payment at a recognised time, the provision of adequate and legally acceptable information as to how the amount paid is calculated, and conforming with trade union agreement:

According to Mills, et al (1981), the principal reward for the work done is an adequate salary coupled with just conditions of employment. But this alone is not sufficient. Human beings also look for other, less tangible, rewards, among them, satisfaction and interest in their work.

The office manager will need to work in good relationship with the senior manager to whom he reports. The supervisors will need to establish similar relationship with their group leaders and the group leaders with their clerks in order to achieve the goals they set for themselves.

Another stimulating aspect of reward is status symbol. Traditional office status symbols include, additional holiday entitlement, the 'right' not to be paid overtime allowance, a private office, a larger desk, a better chair, loud-speaking telephone, a carpet, a private secretary. But sometimes this kind of an outward status symbol is objected to and rather a trend toward greater equality of financial reward i.e the narrowing of differential, and the increased use of open and landscaped offices are advocated for. In an open and landscaped office all the furniture are the same except, of course, that visitors chair is provided and according to level within the organisation is upholstered in a distinctive colour displaying the person's position.

Although there are those who deny the status symbol, in any form, as unnecessary and degrading, humans are however, imperfect and appear to need to display their success in some way. The fulfilling of this need is one of the rewards for work.

1.2 STATEMENT OF THE PROBLEM

It is the talk of the day everywhere that secretaries serving in offices are incapable of performing well. Employers complaints are usually that their secretaries cannot take dictations and produce satisfactorily acceptable materials. Such production works are either full of gaps, i.e. omissions, or typographic errors. In fact some employers even suggested employing good typist to type their drafts for them.

Teachers on the other hand complain of difficulties in training and producing good and efficient secretaries. Students, they claim, could not take and transcribe simple dictation; and that the students were not bright enough. Worst still is the ascertion being made that secretaries cannot keep secretes secret. They leak out the contents of classified matters for a token sum or to some friends. This has even led some of them to losing their jobs.

Some secretaries do not have interest in secretarial jobs. They only took them up in order to earn a living. Such secretaries usually just manage to perform their official task. This class of secretaries are, of course, the most dangerous because there is nothing one can do to improve their lots except to place them on the job in which they are much interested.

There is no smoke, it is said, without fire. All these short comings associated with secretaries cannot just comely without causes. Then, what are these causes? It is the burning desire to know the cause of secretaries inefficiency which prompt me to conduct this study.

1.3 THE OBJECTIVES OF THE STUDY

The objectives of the study are:

A. To determined the difference in the opinions of male and female secretaries concerning:

(i) The suitable sex for secretaryship.

(ii) High speed in shorthand as a necessary requirement for efficient job performance.

(iii) Proficiency in English Language as a necessary requirement for good and efficient secretaries.

(iv) Prompt payment of salaries as a necessary requirement for efficient job performance.

(v) Job security as a necessary requirement for efficient job performance.

(vi) Opportunities for advancement on the job as a necessary condition for efficient job performance.

(vii) Appreciation for work done as a condition for efficient job performance.

(viii) Acceptance by colleagues in the office as a condition for efficient job performance.

(ix) Job Satisfaction as a condition for efficient job performance.

B. To recommend measures that could be adopted to improve job performance in Kaduna State.

1.4 RESEARCH QUESTIONS

This study was conducted to answer the following questions:

(i) What is the difference in the opinions of male and female secretaries concerning the suitable sex for secretaryship?

(ii) What is the difference in the opinions of male and female secretaries concerning high speed in shorthand as a necessary requirement for efficient job performance?

(iii) What is the difference in the opinions of male and female secretaries concerning proficiency in English Language as a necessary requirement for good and efficient secretaries?

(iv) What is the difference in the opinions of male and female secretaries concerning prompt payment of salaries as a necessary requirement for efficient job performance?

(v) What is the difference in the opinions of male and female secretaries concerning job security as a necessary requirement for efficient job performance?

(vi) What is the difference in the opinions of male and female secretaries concerning opportunities for advancement on the job as a necessary condition for efficient performance?

(vii) What is the difference in the opinions of male and female secretaries concerning appreciation for work done as a condition for efficient job performance?

(viii) What is the difference in the opinions of male and female secretaries concerning acceptance for work done as a condition for efficient job performance?

(ix) What is the difference in the opinions of male and female secretaries concerning acceptance by colleagues in the office as a condition for efficient job performance?

(x) What is the difference in the opinions of male and female secretaries concerning job satisfaction as a condition for efficient job performance?

1.5 RESEARCH HYPOTHESIS

This study was conducted to test the following hypothesis:

(i) There is no significant difference in the opinions of male and female secretaries concerning the suitable sex for secretaryship.

(ii) There is no significant difference in the opinions of male and female secretaries concerning high speed in shorthand as a necessary requirement for efficient job performance.

(iii) There is no significant difference in the opinions of male and female secretaries concerning proficiency in English Language as a necessary requirement for good and efficient secretaries.

(iv) There is no significant difference in the opinions of male and female secretaries concerning prompt payment of salaries as a necessary requirement for efficient job performance.

(v) There is no significant difference in the opinions of male and female secretaries concerning job security as a necessary requirement for efficient job performance.

(vi) There is no significant difference in the opinions of male and female secretaries concerning opportunities for advancement on the job as a necessary condition for efficient performance.

(vii) There is no significant difference in the opinions of male and female secretaries concerning appreciation for work done as a condition for efficient job performance.

(viii) There is no significant difference in the opinions of male and female secretaries concerning acceptance by colleagues in the office as a condition for efficient job performance.

(ix) There is no significant difference in the opinions of male and female secretaries concerning job satisfaction as a condition for efficient job performance.

1.6 SIGNIFICANCE OF THE STUDY

The study is significant in that it was able to discover the factors that affect the job performance of Secretaries. Among these factors, some have positive effects. These include prompt payment of salary, job security, opportunity for

advancement, appreciation for work done, acceptance by colleagues in the office, job satisfaction, proficiency in English Language, high speed in shorthand, payment of overtime, professional and other allowances, provision of welfare services and office automation. There are other factors which have negative effects which include tribalism, bossy leadership, sectionalism, etc.

However, it is very necessary to note that there is one very important factor without which nothing can be done to boost the efficiency of secretaries. This factor is INTEREST. This study discovered that some secretaries took up the profession just out of sheer desire to get something to do to earn a living. As far as interest is concerned they have none. Such secretaries were always ever-ready to take up any other job which offers them better salaries and other working conditions. These secretaries did not have the job in mind but what they would earn from the job. This study confirmed that no matter how lucrative the working condition of secretaries were made such uninterested secretaries would not be able to improve upon their efficiency. The conclusion of this discovery is that efficiency could not be improved unless every worker is placed on the trade in which he is really interested.

1.7 ASSUMPTIONS

The following assumptions are held for this study:

(i) Certain factors affect the job performance of secretaries in Kaduna State.

(ii) If the factors that adversely affect job performance of secretaries in Kaduna State are removed performance would be enhanced.

1.8 LIMITATIONS OF THE STUDY

The study covers Kaduna State only. It would have been the wish of the researcher to extend the scope of the study beyond the boundaries of Kaduna State, but could not be possible due, mainly, to both financial constraints and time limit.

Furthermore, the study was conducted and the findings reported. The researcher could not go beyond recommending its implementation by those concerned, as was done in Chapter V of this study.

1.9 SCOPE/DELIMITATION OF THE STUDY

The study covers the following areas in Kaduna State where the services of secretaries were engaged:

(i) Federal Government Ministries

(ii) State Government Ministries

(iii) Federal Government Parastatals

(iv) State Government Parastatals

(v) Institutions

(vi) Organisations and

(vii) Local Governments.

CHAPTER 2

REVIEW OF RELATED LITERATURE

2.1 *Introduction*

This Chapter intends to review what other authors have written in their books and other publications about factors that affect the job performance of secretaries and those that bring about job satisfaction of this category of workers. The Chapter is presented under the following headings: Basic needs, Factors Affecting Secretaries' Job Performance, Theoretical Framework, Sex, Marital Status, Types of Secretarial Institutions Attended and the Final Qualification Attained, Selection Tests, Participation, Office Environment and Summary.

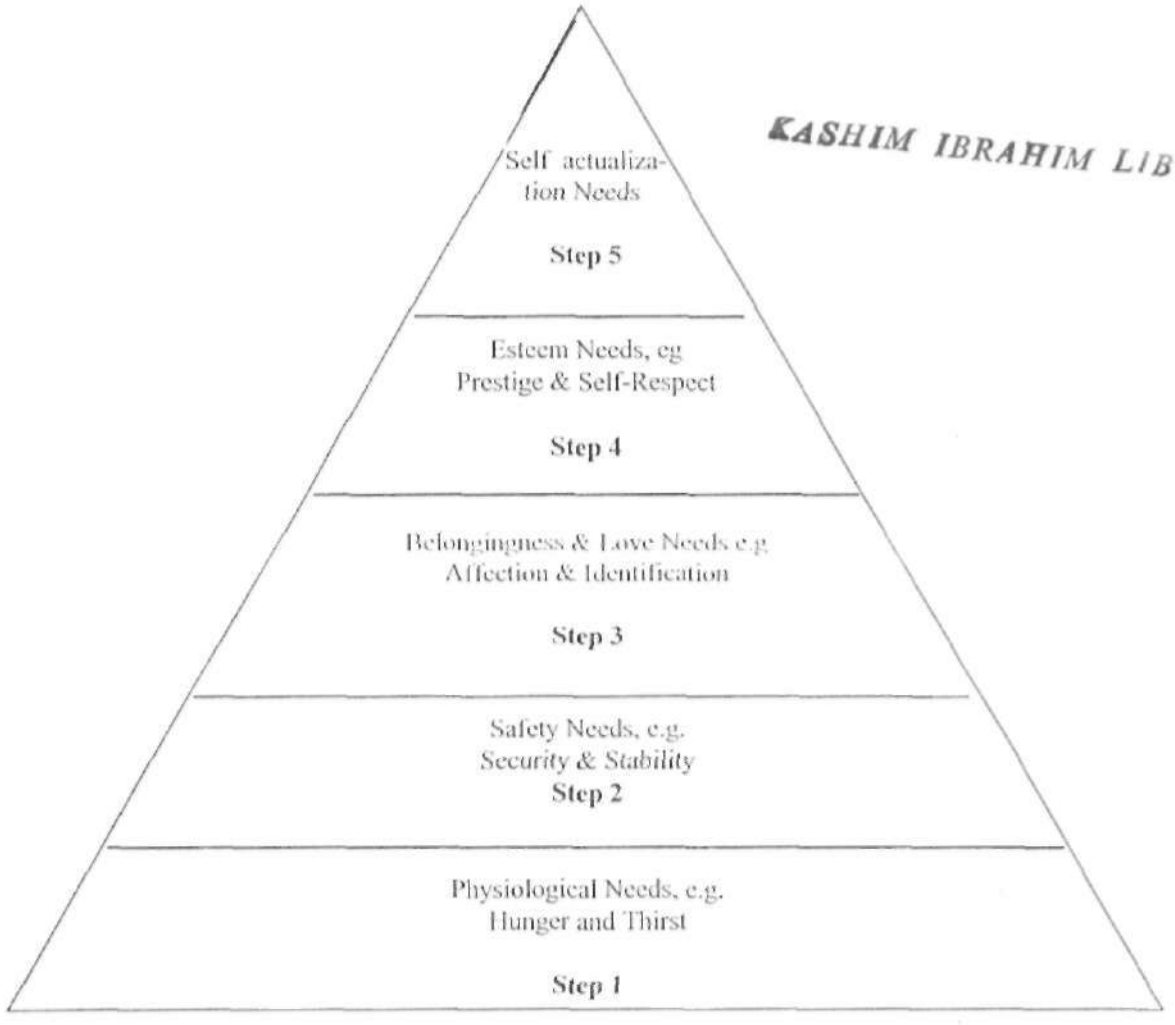
Basic Needs

It has been clearly stated in many books, speeches, workshops and seminars, and other articles written by prominent and pre-eminent people that there are certain needs which if met employees would put in their best on their jobs, that is, they would be able to perform their jobs efficiently.

Pitko (1975) found that office education students in Kansas exhibit a concern and a sense of insecurity about their possible status as new employees in the office. This concern was also expressed by the old employees. This was published in a related research carried out by Ibu (1987). What we are being told here is that if both the new and old employees in Kansas City would be assured of their job security they would not entertain any fear of losing their jobs, rather they would sit comfortably and become more dedicated to their task.

This need is just one out of many levels in the hierarchy of needs as spelt out by Maslow. He outlined five levels of needs each dealing with certain human desires as follows:-

FIG 2 .1: MASLOW'S HIERARCHY OF HUMANS NEEDS



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With reference to Pitko's finding, Maslow pointed out that most important of all, a lower need must be satisfied adequately before the next 'higher' need can fully emerge in a person's development. Thus, one cannot devote himself to ensuring his safety until his insistent physiological requirements are met. Only

after a basic sense of security is attained can relationship of love and belongingness with people reach their full power. And an adequate degree of satisfaction of one's need for love permits full-pledge striving for esteem and self-respect. Finally, it is when all the proceeding levels have been successfully achieved can the tendency toward self-actualization reach its height.

However, there are occasions when most of these needs could be guaranteed to its workers by an organization, yet one still finds that some of these secretaries perform poorly; why? This, definitely, left us with no option other than to assume that secretaries' performances are being affected by a number of other factors.

2.2 FACTORS AFFECTING SECRETARIES JOB PERFORMANCE - THEORETICAL FRAMEWORK

The study is designed to determine the factors which affect secretaries' job performance in Kaduna State. These factors are explained by different authors in varying ways which include: personal factors like sex and marital status, types of school attended, i.e Educational Background, Management Selection and Participation, Job Satisfaction, Training, etc.

These variables were based on assumptions and researchers experience as a teacher of shorthand and typewriting for more than twenty years (1975 to date).

Ibu (1987), also suggested some of the above factors:

(i) Marital Status

(ii) Sex

(iii) The type of Secretarial Institutions Attended

(iv) Shorthand speeds and selection proceeding.

These suggested factors will be considered one after the other to find out what the various authors and researchers said about them.

2.3 PERSONAL FACTORS, SEX AND MARITAL STATUS

In the research work Ibu (1976) selected only sex and marital status as personal factors and reported accordingly.

2.3.1 SEX

Byneids (1976), reported that in the sixties the majority of enrolments into the secretarial profession were women while some kind of foreign aid (Reva, 1963) was provided for business women who were engaged in secretarial work. Some 41.5 per cent of all professionals, including secretaries, in 1979 were women (Rigors, 1983) and they were found competent in their performance and also had records of high attendance.

Olorunmaiye, (1982) discovered that sex has a significant relationship with performance in WASC Examination. Aina (1971) and Olorunmaiye (1982) reported that although sex had a significant relationship with performance, it was not a predictor of academic performance. Mango, (1981) compared two groups of boys and girls to find the relationship between their sex and their job values. He found a significant difference between the groups - the male students had higher scores on the positive coefficient while the females had higher scores on the negative coefficient. Paine (1967), reported a positive relationship between the job performance of his subjects and work value and background factors.

2.3.2 MARITAL STATUS

A number of studies were conducted by different people between 1963 and 1986 on how marital status affects job performance of secretaries. The studies conducted by Nardelli (1963), Cummings (1973), Bennette (1975), Kuipa (1978), Drucker (1979) and Coogins and Burden (1986) all revealed similar findings. They discovered that unmarried and married female secretaries who do not have children or whose children have grown up and need less or no parental attention were more devoted and were doing better than married female secretaries with young children to cater for.

2.4 TYPES OF SECRETARIAL INSTITUTIONS ATTENDED AND THE FINAL QUALIFICATION ATTAINED

Many discoveries were made by studies conducted by some people among whom are Treece (1973) who disclosed that the roles of secretaries were changing due to the degree of importance attached to his functions. Considering the amount of work the secretaries were doing researchers expressed the views that they (the secretaries) should be given formal education and/or training especially in business communication. This would assist in a great way in increasing the secretaries, confidence in their ability to compose. In most cases confidential secretaries would be empowered to draft and sign correspondence on behalf of their bosses. It is imperative then that they should be versed in the art of communication both written and spoken especially if we take into consideration that they are the mediators between their bosses and their teaming number of visitors. In fact,

secretaries have been warned at the early state of their training in one of their textbooks that the subject of shorthand is purely English. So, here it can be seen that without the mastery of English Language a secretary is nowhere on the path to success.

It is also the researchers experience that most of the students being trained for secretaryship are not proficient in English Language and the consequent result is that they are usually low-achievers which also renders them low-performers.

Berns, (1953), disclosed that applicants failure to secure jobs were as a result of their inability to meet an educational standard.

In most cases unless one graduates from a recognized training Institution with a certificate he would not be considered for appointment. He observed that the applicants thereafter felt inadequately equipped and always carried with them an imagination of blunt or empty hopes for future advancements.

Dane (1967) discovered that although the requirements of business may not be universally the same, there are certain basic needs that are evidently rather uniform. For example, the stenographer needs more than skill in Typewriting and Shorthand, and the salesperson needs to know much more than just the techniques of selling.

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What the businessman wants is not necessarily best for the student. It is seldom that any particular school can satisfy exactly the specific needs or wishes of any particular employer. The needs of employers in general should certainly be important considerations in the training of students.

The needs of students are even more important than the needs of the individual employer. It is the responsibility of the school to do its best to satisfy employment needs. The school has, however, further responsibility of giving the student the kind of education and training that will enable him to get his first job, to adopt himself in his vocation, to gain advancement in his vocation, and to become a competent citizen.

Patchen (1963), in his study reported that marketers skills, knowledge for secretarial job performance and job status were attributes of formal education. He emphasized that for better performance on the job secretaries should master the skill of writing shorthand at a high rate and thorough knowledge of other secretarial jobs. This view was shared by Nolan (1967).

Many studies undertaken by Dubey (1977), Fafunwa (1964) and Bennete (1975), confirmed that the more years spent in school, learning, the more qualified a scholar becomes - which, consequently, enables him to perform better - and this allowed him to earn more. This is more so if we take into consideration that in the past learning was through apprenticeship.

Woolschlager (1969), wrote that since 1950s the business education curriculum has and is still undergoing an unbelievable rate of adjustment and changes. It is usually for the Head of department to be the leader in developing new curriculum patterns and changes. In this regard he keeps the following factors in his mind:-

1. The business education curriculum should be designed to meet the specific needs of the community in which the school is located.

2. The business education curriculum should parallel the changing needs of the business world and the society in which we live.

3. The business education curriculum should strive to develop adult ideas, attitudes, and approaches to business problems the students face as well as those facing the business world.

4. The business education curriculum should be designed to help the students understand the economic conditions in migalopolls as well as in the small, medium, and large rural and urban communities.

5. Business never remains static, and the business education departments, as well as the teachers, should always be progressing in the materials that are taught and the method used as in the actual "teaching".

2.5 Management Policy on Selection and Participation

2.5.1 Selection Tests

Armstrong (1982), recommended selection tests to be conducted only to confirm candidates' paper qualifications. Bennette (1981), emphasized that selection procedure in management should aim at assessing skills and abilities which would be needed for the performance of the job rather than testing how much the prospective employee had learnt at school or training institution.

These two views are virtually the same in that when you test the paper qualification you are trying to confirm what the certificate is saying about the candidate. You are employing him on what the certificate is saying he can do. Your test therefore, would be on the kind of job he would be performing in your office. So both Armstrong and Bennette views here, in my opinion, are similar.

2.4.2 Participation

Many authors and researchers have spoken seriously on the importance of employees participation in the policy and decision making of an organisation (Ibu, 1987). Jose (1975), stressed that for peace to reign in an industry, employees should be encouraged to participate in the ownership of the industry and in the policy and decision making. This will help to develop a sense of belonging in the employees.

This participation should not be restricted to the upper level employees alone but should include employees on the lower levels as well, Beach (1975). Armstrong (1982), viewed participation as the means of achieving job satisfaction. Pigors (1981), was of the opinion that participative management was more productive and less costly in terms of monetary and human resources. Heyel (1980), contended that employers participation tended to make them more mature and responsible as it fully utilized the talents and abilities of the people.

Secretaries are very busy people. Their tasks usually take them into late hours of the day despite the fact they report to work very early in the morning. For this reason they should be allowed to decide on matters which affect them and their jobs. However, most managements, according to Akpan (1985), take decision without input from the secretaries, whereas participation in decision making makes room for efficiency. According to Krech (1989).

"Even the most cursory examination of the behaviour of man leads one to the assertion that man is not a passive victim of circumstances. Instead we all easily assert that man seems to decide which stimuli to react to, which to ignore.....ascribing to man some sort of an inner 'Directing drive' or 'inner spring'....."

2.5.3 Office Environment

Many officers are housed in premises which are not adequate for the purpose, e.g. old houses and warehouse, etc. The task ahead of managers of these kinds of offices is to design and ensure the construction of modern office building where possible otherwise they should ensure the best use of whatever is at their disposal.

The law provides certain minimum standards in relation to accommodation for the health and safety of the workers. So, in order to achieve the most efficient performance from the workers it might be necessary for the office manager to provide standard higher than the minimum set by the law. Mills and Sandingford, (1981), have this to say, "All people work better if they are given the surroundings and equipment appropriate to their work, and the clerk is no exception to this rule. The office accommodation should be laid out and equipped so that the clerks are able to work throughout the day without wasteful movement, without distraction, and without being affected rudely by the mental fatigue which can accompany sedentary work."

In order to meet with the given analysis above, the manager must take into account the following basic requirements and provide them.

(a) Furniture

(b) Layout

(c) Physical conditions

(i) Decoration

(ii) Cleanliness

(iii) Ventilation

(iv) Temperature

(v) Lighting

(vi) Acoustics

(vii) Health and Safety

2.6 Summary of Related Literature

There are out-cries by employers of secretaries' on the secretaries poor job performances. The secretaries, on the other hand, have been expressing fear of job insecurity. This might be as a result of employers' claims of their poor job performance.

There are factors which affect secretaries' job performance. As found in the review of related literature, they include among others, sex and marital status of especially the married secretaries, the types of training institutions attended and the final qualification attained, selection tests and participation policy of the organisation, shorthand speeds attained, job satisfaction, training and Advancement opportunities, et cetera.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The main aim of this chapter is to describe the research design and methods adopted for conducting this study. The chapter is presented under the following headings: research design, population, samples size and sampling procedure, instrumentation, validity and reliability of the instrument, procedure for collecting and analysing data.

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3.2 Population

The population of this study comprises all secretaries in Kaduna State Government Ministries. Private Companies, Government Parastatals, Local Governments and Institutions. Their number totals to about 1,000.

3.3 Sample

The sample of this study was drwan from the serving secretaries located all over the state. Both public and private organisations as well as institutions of learning were represented.

They comprise of male and female secretaries of different ethnic background, varying years of experience and age and organisational environment. Conditions of Services, for instances, vary from one organisation to the other.

3.4 Sample Size

The sample size for this study comprises 250 secretaries drawn from Government Ministries - (340) Governments Parastatals - (200), Local

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Government - (60) Companies - (208) and Institutions - (192). The sample size of 250 (25%) was obtained by applying the Table of Determination Sample size (krejcie and Morgan 1970) on the study population. The findings obtained from the sample was then generalised on the population of secretaries in Kaduna State.

3.5 Sampling Procedure

TABLE 3.1 Sample Size of Secretaries in Kaduna State

CATEGORY	POPULATION	SAMPLE	PERCENTAGE OF SAMPLE
GOVT. MINISTRIES	340	85	34.0
GOVT. PARASTATALS	200	50	20.0
LOCAL GOVERNMENTS	60	15	6.0
COMPANIES	208	52	21.0
INSTITUTIONS	192	48	19.0
TOTAL	1,000	250	100

The procedure adopted for sampling. Data was obtained from available secretaries through the instrument used in gathering data. The researcher ensured that there was no bias in the random procedure of selecting secretaries.

The researcher went round the above mentioned establishments and served his questionnaires to the first number of the sampled secretaries indicated against each establishment (see table 3.1, above), until all the two hundred and fifty sampled secretaries were served with the questionnaires. Some secretaries instantly completed their own and returned them while majority requested an allowance of one, two or so days. At the end of the exercise one hundred and seventy three (173) secretaries completed and returned their questionnaires. This figure stands at sixty nine point two per cent (69.2%) of the sample population; which is quite enough a size for the study.

3.6 Research Design

The research method adopted for the conduct of this research is the survey research method. It involves gathering data from the subject of the study from various establishments in Kaduna State. The establishments are Government Ministries, Government Parastatals, Local Governments, Companies, and Institutions. The data involved seeking the opinions of the subjects on several aspects of job satisfaction of secretaries based on hypothesis and research questions. The hypothesis were tested using the relevant statistical technique while research questions were also answered using percentages.

3.7 Instrumentation

The main instrument that was used for the collection of data was the questionnaire which was administered to the subjects who were secretaries in Kaduna State to obtain their responses on the issues raised therein. The questionnaire covered various aspects of factors affecting job performance of employees in general and secretaries in particular.

3.8 Validity of the Instrument

The validity of the questionnaire was ensured by taking the following steps. First, the items in the questionnaire were compared with the hypothesis, research questions and objectives to ensure the relevance of each item. Next, the questionnaire was shown to research methods and business experts to ensure its validity. Finally, a pilot study was conducted in Kaduna using twenty secretaries in different organizational environments-Companies, Government Parastatals; Institutions and Government Ministries.

The responses showed that they had no problem in responding to the questionnaire. No items in the questionnaire needed modification. Based on the result of the pilot study therefore, the questionnaire was adopted for the conduct of the study.

3.9 Procedure for Collection of Data

Copies of the questionnaire were administered on the sampled secretaries in each category of population group. Since secretaries were always on seat, it was not difficult for the researcher to find them in order to administer the questionnaires. As was the researcher's experience with the pilot study, the secretaries did not encounter any problem in completing the questionnaire. While some completed the questionnaires and returned them to the researcher, others informed him to collect them the following day. There were few cases in which the researcher had to frequent some secretaries in order to retrieve the completed questionnaires. These were secretaries who complained that they were busy. The data collection process took a period of six weeks.

3.10 Procedure for Analysing Data

The data was analysed using percentage to answer the nine research questions and Chi-square to test the nine hypothesis. The Chi-square statistical technique was selected for testing the hypothesis because it attempts to test the differences in the opinions of male and female secretaries in Kaduna State on a number of aspects on their job performance. Chi-square test is a widely applied statistical technique for testing differences in the responses of two groups. The test was conducted at 0.05 degree of accuracy and at a level of freedom of 4.

CHAPTER 4

DATA ANALYSES AND INTERPRETATION OF FINDINGS

4.1 Introduction

The purpose of this chapter is to present the data collected through the questionnaire, analyse them and discuss the findings arising from the data analysis. The chapter is organised according to the following sub-headings: Introduction, presentation of data, and testing hypotheses. A total 250 copies of questionnaire were distributed to secretaries. Out of this number 173 copies were received. This represents 69.2 per cent return rate. This is considered satisfactory for this study. The distribution of the secretaries showed that 75 came from Government Ministries, 28 Government Parastatals, 10 Local Governments, 34 Companies, and 35 came from Institutions.

4.2 Presentation of Demographic Data

This section presents the data gathered through the distribution of the questionnaire.

4.2.1 Sex of Secretaries

As earlier pointed out the body of secretaries in Kaduna State is made up of people of diversified educational, cultural, environmental, occupational background, gender and experience. It was discovered that majority of the respondents 102 (or 59%) were male secretaries, while females represented by 71 (or 41%) were the minority. This finding is a clear indication that more males than females participated in the study.

4.2.2 Marital Status of Secretaries

It was also found out that the majority of the secretaries (both males and females) are married. Some 83 (or 81.38%) of the male secretaries are married and 51 (or 71%) of the female secretaries are also married. A total of 134 of 173 (or 77.46%) are married.

4.2.3 Age of Secretaries

Questionnaire also revealed that the ages of secretaries range between 16 and 50 years with much concentration between the ages of 26 and 45 years, (145 out of 173 secretaries or 83.81%).

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4.2.4 State of Origin of Secretaries

Table 4.01 Distribution of Secretaries by State Origin

State	Frequencies	Percentage
KADUNA	104	60.1
ABIA	12	6.9
KOGI	10	5.78
EDO	7	4.05
IMO	7	4.05
BENUE	5	2.89
NIGER	4	2.31
CROSS RIVER	4	2.31
DELTA	4	2.31
KWARA	3	1.73
PLATEAU	2	1.16
ANAMBRA	2	1.16
ONDO	2	1.16
AKWA IBOM	1	0.58
BAUCHI	1	0.58
BORNO	1	0.58
KANO	1	0.58
TARABA	1	0.58
OGUN	1	0.58
OYO	1	0.58
Total	**173**	**100**

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Table 4.01 shows the distribution of the secretaries by state of origin. It is clear from the table that the majority of the secretaries are from Kaduna State.

4.2.5 Highest Qualification of Secretaries

Table 4.02 Distribution of Secretaries by Highest Qualification

Qualification	Frequency	Percentage
B.ED	1	0.83
ADPA	2	1.67
NCE	2	1.67
ADP	2	1.67
NTTC	1	0.83
HND	15	12.50
OND/ND	15	15.50
ONDSS	2	1.67
ANDSS	2	1.67
SSC/COMP	1	0.83
DIP (COMP)	2	1.67
SSA	32	26.67
SA I	16	13.33
SA II	24	20.00
CPA	3	2.50
Total	**123**	**100.01**

Table 4.02 shows the distribution of Secretaries by highest qualification they possessed. The table reveals that the majority of the respondents 32 (or 26.6%) had the Senior Secretarial Assistant Certificate, followed by those with Secretarial Assistant Grade II Certificate.

4.2.6 Years of Experience as Secretary

Table 4.03 Distribution of Secretaries by Years of Working Experience

Years	Frequency	Percentage
1-3	24	13.87
4-6	47	27.17
7-9	28	16.19
10-12	32	18.50
13-15	18	10.40
16-19	18	10.40
20 and above	6	3.47
Total	**173**	**100**

Table 4.03 shows the distribution of secretaries by years of working experience. The table reveals that 131 (or 75.73%) respondents had 12 years or less experience as secretary. Some 24 (or 13.9%) respondents had 16 years and above experience. Apart from 24 (or 13.87%) secretaries that had 3 years or less experience, the majority of the secretaries could be said to posses wider experience as secretaries.

4.2.7 Preference for Secretaries Job

Table 4.04 Distribution of Secretaries by Preference for Secretarial Job

Preference	Frequency	Percentage
Yes	153	88.44
No	20	11.56
Total	**173**	**100**

Table 4.04 above shows the distribution of secretaries by preference for secretaries job. The majority of respondents represented by 153 (or 88.44%) indicated that they preferred secretarial job while the minority of 20 (11.56%) respondents stated that they did not prefer secretarial job.

The respondents' reasons for choosing secretarial job is predominantly interest and an opportunity to meet people. Other less dominant reasons include, secretarial being a good profession, there is job satisfaction and that it provides an opportunity to acquire knowledge. Some individual respondents chose secretarial jobs due to its challenging nature, sensitivity, marketability, truthfulness, smartness, dignity and respectfulness, etc.

Those who rejected Secretarial job have their own reasons for doing so, which include: lack of interest disrespect, lack of initiative, slow advancement, neglect, tedious job, low salary, underating, women's job, et cetera.

4.3 Presentation of Data on Factors Affecting job Performance of Secretaries

Table 4.05 Prompt Payment of Salaries

RESPONSE MODE	RESPONDENT GROUPS			
	MALE		FEMALE	
	Freq	%	Freq.	%
STRONGLY AGREED	64	62.14	43	43.56
AGREED	30	29.41	26	26.62
UNDECIDED	1	0.98	0	0.0
DISAGREED	7	6.86	2	2.81
STRONGLY DISAGREED	0	0.00	0	0.00
TOTAL	**102**	**100.00**	**71**	**100.00**

Table 4.05 shows the distribution of the respondents opinions on prompt payment of salaries as necessary for effective job performance of secretaries. It is clear from the table that the majority of male and female secretaries agreed with the statement. A total of 94 (or 92.1%) males and 69 (or 96.18%) females agreed with the statement. This finding implies that prompt payment of salaries is a necessary motivating factor for effective job performance of secretaries. Salaries

are necessary to meet secretaries physiological needs as stated by Maslow in his theory of hierarchy of human needs.

Table 4.06 Job Security

RESPONSE MODE	RESPONDENT GROUP			
	MALE		FEMALE	
	Freq	%	Freq.	%
STRONGLY AGREED	76	74.51	44	61.97
AGREED	22	21.57	26	36.62
UNDECIDED	1	0.98	1	0.41
DISAGREED	2	1.96	0	0
STRONGLY DISAGREED	1	0.96	0	0
TOTAL	**102**	**100.00**	**71**	**100.00**

Table 4.06 shows the distribution of respondents opinions on the job security as necessary for effective job performance of secretaries in Kaduna State. It is clear from the table that majority of the secretaries, both male and female agreed that job security is a necessary ingredient for efficient job performance of secretaries in Kaduna State), 76 (74.51%) male secretaries and 44 (61.97%) female secretaries agreed with the statement. This is undoubtedly true if we consider the statement made by Harm Harms, et al (1972) that, "Security and success are the soil and climate of growth. No one can learn well when he does not belong - any more than a plant can grow without roots in the soil. No one can succeed on failure".

Once there is certainty in ones job an employee will develop a sense of belonging, build up confidence and feel free. These factors will consequently enhance efficiency in his performance. This was highlighted, by Ibu (1987) in her research work for masters' degree.

Table 4.07 Opportunity for Advancement on the Job

RESPONSE MODE	RESPONDENT GROUP			
	MALE		FEMALE	
	Freq	%	Freq.	%
STRONGLY AGREED	66	64.7	43	60.65
AGREED	25	24.5	21	29.58
UNDECIDED	3	2.94	3	4.23
DISAGREED	7	6.86	3	4.23
STRONGLY DISAGREED	1	0.96	1	1.41
TOTAL	**102**	**100.00**	**71**	**100.00**

In the above table (Table 4.07), 91 (89.22%) of the male respondents and 64 (90.12%) female respondents agreed that opportunity for Advancement is a necessary condition for efficient job performance of secretaries.

It is the common experience of every worker who went through the rigours of employment exercise that one of the factors to be considered during employment interview is the opportunity for training and/or advancement. Many authors talked about this factor as something worth while considering before accepting an offer for appointment. Any offer which does not include this factor should be rejected. Such authors include Harrison J. et al (1981), etc.

Right in our midst, we do know that many of us had, at one time or another, abandoned their jobs because they failed to secure promotion after spending a reasonable number of years even though they might have acquired new qualifications. Such employees become frustrated especially when they discovered their colleagues in other spheres much more prosperous than they are.

They are much more uneasy, unable to settle down and concentrate on their jobs, consequently, their productivities begin to decline. When they realise this in good time they resign from their jobs and try another otherwise they get sacked by their employers.

From the foregoing we can see that opportunity for advancement is really an important condition necessary for efficient job performance of secretaries.

Table 4.08 Appreciation for Work

	RESPONDENT GROUP			
	MALE		FEMALE	
RESPONSE MODE	Freq	%	Freq.	%
STRONGLY AGREED	47	46.08	34	47.89
AGREED	46	45.10	30	42.25
UNDECIDED	0	0	0	0
DISAGREED	8	7.84	6	8.45
STRONGLY DISAGREED	1	0.98	1	1.41
TOTAL	**102**	**100.00**	**71**	**100.00**

In Table 4.08 the distribution of opinions of respondents on Appreciation for work done, as a condition for efficient job performance. It is clear that 93 (91.18%) of the male respondents and sixty four (90.14%) of the female respondents agreed that Appreciation for work done is a condition for efficient job performance of secretaries. Praise is always used as an incentive on both children and adults in order to make them work harder. However, some authorities like Dervil, (1973) suggested that in order for praise to be used effectively, we must take into account the nature of the learner and the amount of effort made, for example, young children and those who are backward or discouraged need a lot

of praise for their effort whereas less of it is required by older and more intelligent children. Other authors who recommended praise include Mills and Standingfold (1981).

In fact ordinarily, when you slow your appreciation for any good work done by any person, male or female young or old, the reflection on his face will show an acceptance and will repeat the same or even better action within a very shorter period of time. If this is continued the performance may even be transformed into a habit. It is, therefore, true that appreciation for work done is a condition for efficient job performance of secretaries.

Table 4.09 Acceptance by Colleagues in the Office

RESPONSE MODE	RESPONDENT GROUP			
	MALE		FEMALE	
	Freq	%	Freq.	%
STRONGLY AGREED	35	34.31	23	32.39
AGREED	43	42.16	28	29.44
UNDECIDED	8	7.84	6	8.45
DISAGREED	15	14.71	13	18.31
STRONGLY DISAGREED	1	0.98	1	1.41
TOTAL	**102**	**100.00**	**71**	**100.00**

Table 4.09 shows the distribution of respondents on acceptance by colleagues in the office as a condition necessary for efficient job performance by secretaries. Seventy-eight (76.47%) of the male respondents and fifty-one (71.83%) of the female respondents all agree with the above statement.

Any employee who fails to be recognised by fellow workers as being one of them is not likely to remain for long with that organisation. He will either seek for transfer or abandon the job and look for another somewhere, somehow.

Because of his failure to secure that basic recognition from his colleagues he will always feel jilted and isolate himself from the rest. This trend of behaviour will not enable him to execute his own part of the work and consequently, the entire operation may suffer a very serious set back to the extent that he might even be sacked by his employers.

It is with this in view that in most organisations, public and private, newly recruited staff go through induction courses, a process organised to welcome them into the organisation, familiarise them with people (all ranks and files) and the task ahead of them; and, usually, before the end of such an exercise the new comer makes a lot of friends from among the old workers and themselves, alike. This then defeats the tendency of developing an isolative behaviour by a worker.

Table 4.10 Job Satisfaction

	RESPONDENT GROUP			
	MALE		FEMALE	
RESPONSE MODE	Freq	%	Freq.	%
STRONGLY AGREED	69	67.65	42	59.15
AGREED	29	28.43	26	36.62
UNDECIDED	0	0	0	0
DISAGREED	3	2.94	3	2.94
STRONGLY DISAGREED	1	0.98	0	0
TOTAL	**102**	**100.00**	**71**	**100.00**

Table 4.10 shows the distribution of the opinions of respondents on job satisfaction as a condition for efficient job performance of secretaries. It is clear from the above table that an overwhelming majority of the respondents, both males and females, agreed with the fact that job satisfaction is a condition for

efficient job performance of secretaries. Ninety eight (96.08%) of the male respondents and sixty eight (95.77%) of the female respondents all agreed with the statement.

As a matter of fact employees who are well stimulated by arousing their interest in a good team spirit will always find satisfaction in playing a part in an effective team doing a worthwhile job. Each individual member of the group should be in personal contact with other individual members in the course of their work, and should be made to feel that the success of the group or team is his own success and the failure of the group or team is his failure. If secretaries' interests would be so stimulated their efficiency would be so much enhanced; this is very much in line with the views expressed by Mills and Standingford (1981).

Table 4.11 Females as the Most Suitable Sex for Secretarial Jobs

	RESPONDENT GROUP			
	MALE		FEMALE	
RESPONSE MODE	Freq	%	Freq.	%
STRONGLY AGREED	7	6.89	17	23.94
AGREED	15	14.71	16	22.53
UNDECIDED	6	5.88	3	4.22
DISAGREED	44	43.14	25	35.21
STRONGLY DISAGREED	30	29.41	10	14.10
TOTAL	**102**	**100.00**	**71**	**100.00**

Table 4.11 shows the distribution of respondents on females as the most suitable sex for secretarial job. It is clear that 74 (72.55%) of the male respondents and 35 (49.30%) of the female respondents, i.e 109 (63.01%) of the total respondents disagreed with the statement that females are the most suitable sex for

secretarial jobs. This is true if one had visited our offices some years back and even today. Even by considering the number of respondents to the questionnaires for this research one would clearly see that the number of male respondents superceded that of female respondents (102:71).

However, in Europe the opposite is the case. Secretarial jobs are mostly executed by females. This fact can be confirmed by referring to secretarial books written by authors from the United Kingdom or America, for example, "Secretarial Duties" by J. Harrison, "Insight into Teaching typewriting" by R. Kesteven, etc. From all indications, Nigeria is witnessing this kind of transformation in secretarial jobs. The Data I have collected on the calibre of people applying for secretrial course in Staff Development Centre, Kaduna showed an upward trend for the females and a declining trend for males. A survey in this respect conducted by Byncida (1976), which was reported by Ibu (1987) in her theses for master degree also supported this view.

Table 4.12 High Speed in Shorthand

	RESPONDENT GROUP			
	MALE		FEMALE	
RESPONSE MODE	Freq	%	Freq.	%
STRONGLY AGREED	58	56.86	31	43.66
AGREED	31	30.39	20	28.17
UNDECIDED	6	5.88	5	7.04
DISAGREED	4	3.92	14	19.72
STRONGLY DISAGREED	3	2.94	1	1.41
TOTAL	**102**	**100.00**	**71**	**100.00**

Table 4.12 shows the distribution of opinions of respondents on high speed in shorthand as a necessary requirement for efficient job performance of secretaries. Eighty-nine (87.21%) of the male respondents and fifty-one (71.21%) of the female respondents agreed that shorthand speed is a necessary requirement for efficient job performance of secretaries.

This fact cannot be over emphasized if we take into consideration most of the students failure in secretarial studies are made up by their inability to pass the prescribe testes in shorthand and/or typewriting. These are skills subjects which require the attainment of certain speeds before passing a given level of an examination. To buttress the claim, this is what Harrison (1970) has to say, "Candidates are expected to carry out efficiently any instructions which may be given in the course of the recording. The recording is of an employer at his desk dictating under normal conditions at a variety of speeds, and giving instructions to be carried out. An ability to transcribe accurately from dictation given at 100 words per minute and an average typing speed of 45 words per minute is necessary". Patchen, (1963) and Nolan (1967) both emphasized on the proficiency in shorthand.

Table 4.13 PROFICIENCY IN ENGLISH LANGUAGE

	RESPONDENT GROUP			
	MALE		FEMALE	
RESPONSE MODE	Freq	%	Freq.	%
STRONGLY AGREED	84	82.35	54	76.06
AGREED	16	15.69	17	23.94
UNDECIDED	0	0	0	0
DISAGREED	0	0	0	0
STRONGLY DISAGREED	2	1.96	0	0
TOTAL	**102**	**100.00**	**71**	**100.00**

Table 4.13 is that of distribution of respondents on Proficiency in English Language as a necessary requirement for efficient job performance of secretaries. The table shows that 100 (98.04%) of the male respondents and 71 (100.00%) of the female respondents agreed that proficiency in English Language is a necessary requirement for efficient job performance of secretaries. There is no doubt that English Language is an important aspect of secretarial duties, especially if we take into consideration that every task in the office is executed in English. Considering the amount of work the secretaries are doing, they (the secretaries) should be given formal education and/or training especially in Business Communication. This would assist in a great way in increasing the Secretaries' confidence in his/her ability to compose. In most cases Confidential Secretaries are empowered to draft and sign correspondence on behalf of their bosses. It is imperative then that they should be versed in the art of communication both written and spoken.

It is the experience of the researcher that students with poor English background are usually the ones who fail at the end of their secretarial training. Berns, (1953) expressed this view.

Table 4.14 Working Harder When Boss Is in Office

	RESPONDENT GROUP			
	MALE		FEMALE	
RESPONSE MODE	Freq	%	Freq.	%
STRONGLY AGREED	23	22.55	15	21.12
AGREED	27	26.47	16	22.53
UNDECIDED	3	2.94	4	5.63
DISAGREED	30	29.41	24	33.8
STRONGLY DISAGREED	19	18.63	12	16.9
TOTAL	**102**	**100.00**	**71**	**100.00**

Table 4.14 shows the distribution of opinion of respondents on working harder when boss is in the office. As can be seen there is a great difference in the opinions of the respondents. Fifty (49.02%) of the male respondents and thirty-one (43.66%) of the female respondents agreed with the statement, whereas forty-nine (48.04%) of the male respondents and thirty-six (50.70%) of the female respondents disagreed with the statement. Only a small percentage of both sexes were undecided (as shown in the table).

The fact being revealed hear is that some secretaries worked harder only when their bosses were around. Others did not mind whether or not their bosses were around. They would do their best because that was what they were expected to do. To the researcher the later group is the more serious and most reliable group. His reason was based on the fact that bosses are usually very busy people who spend most of their times outside the office. Most of the office work, in this case, would be left for the secretaries to carry out. If the secretaries would be among those who do no care to work when their bosses were out then most of the

work would suffer thereby causing a very serious setback to or a complete breakdown of the business. Also, if the secretaries are of the later group who would put in their best even in the absence of their bosses, the office would fully be functioning at all times. Nothing would come to a halt except those functions which the secretaries have no power to execute. Such secretaries would always be assets to their organizations. It is not necessary that the boss must be around before the secretary could be able to handle matters which require tact, integrity and efficiency, and ability to organize meeting, conferences, cocktail, luncheon and dinner parties, outings, work visits, etc. This view was also expressed by Harrison, (1970). It was also confirmed by another question on the distribution of opinion on working harder when boss is not in the office. Seventy-two (70.59%) of the male respondents all agreed with the statement that a secretary works harder when his boss is not in the office. Although a higher percentage of each group supported the idea that of male was much higher, (70.59%) of the males respondents as against 59.15%) of the females). However, there was relationship between the views of the two groups/sexes. The same explanation could go in here as given on table one.

However, the opinions took a negative form when it come to "working harder when boss was firm on staff". The finding in this respect reflected that while 48 (47.05%) of the male respondents disagreed with the statement. "I work harder if my boss is firm on staff"; only 29 (40.05%) of the female respondents disagreed. 42 (41.10%) of the male respondents agreed and 32 (45.07%) of the

female respondents agreed with statement. From the forgoing one can conclude that the male respondents were less likely to tolerate bossy leadership than their female counterparts.

In another finding on working harder if boss gives secretary free hand to operate the office, eighty-three male respondents which represent 81.37% agreed with the statement while forty-six female respondents which represent 64.79% agreed with the statement. Although the two opposite sexes agreed that they would work harder if their bosses would give them free hand in operating the office, the males had a higher percentage in disagreeing with the statement.

Generally speaking, both male an female secretaries were of the opinion that given a free hand to operate the office, they would be able to work harder. Similar views were reported by Ibu (1987).

Table 4.15 Salary of a Secretary as a Motivator

	RESPONDENT GROUP			
	MALE		FEMALE	
RESPONSE MODE	Freq	%	Freq.	%
STRONGLY AGREED	39	38.24	13	18.31
AGREED	29	28.437	22	30.98
UNDECIDED	3	2.94	4	5.63
DISAGREED	23	22.55	26	36.62
STRONGLY DISAGREED	8	7.84	6	8.45
TOTAL	**102**	**100.00**	**71**	**100.00**

Table 4.15 shows the distribution of respondents opinions on "the salary of a secretary does not motivate him/her to perform on the job." It is clearly indicated here with both sexes agreeing that the salary of a secretary does not

motivate him/her to perform efficiently on the job. Sixty-eight or 66.67% of the male respondents agreed while thirty-five or 49.29% of the female respondents agreed. Something worthy of taking note of in this table is that while majority of the male secretaries agreed that secretary's salary is not adequate only a little more than half of the female secretaries agreed with the statement. The opinion expressed by the respondents here is that while the male respondents did not consider secretaries salaries adequate, half of the female respondents consider it as adequate.

From the researcher's experience, the salaries of confidential secretaries are not at all motivating, especially if we take a number of factors into consideration, e.g hospital charges, school fees, rent, water rate, electricity bill, transport charges, etc. The salaries of confidential secretaries are not enough to settle all the above mentioned most essential services. If this is the case what is there to motivate a secretary to concentrate on his job. If the salary is not enough for him to pay for the mentioned services, then where would he go to get what he would feed and cloth himself and his family? He has to think of some alternative means of getting extra income in order to make the two ends meet. If he has to engage himself in some other jobs like driving taxi or "express" or "kabu-kabu" after closing from office, then a number of things will happen which would make his official job suffer.

(1) He would not have the strength to concentrate on the job (2) If the side business eases him enough for his daily needs, he might decided to relinquish his official job to concentrate on the "new found job", etc.

Table 4.16 Office Environment as a Motivator

	RESPONDENT GROUP			
	MALE		FEMALE	
RESPONSE MODE	Freq	%	Freq.	%
STRONGLY AGREED	43	42.16	37	30.03
AGREED	45	44.12	38	53.52
UNDECIDED	4	3.94	2	2.82
DISAGREED	7	6.86	4	5.63
STRONGLY DISAGREED	3	2.94	0	0
TOTAL	**102**	**100.00**	**71**	**100.00**

Table 4.16 shows the distribution of opinions of respondents on the office environment as a motivating factor to work harder. It is very easy to see from the scores that both the male and female respondents supported the idea that the office environment is a motivating factor to work harder. Eighty-eight (86.28%) of the male respondents were in support and sixty-five (91.55) of the female respondents supported the statement.

In fact every worker needs a healthy and peaceful environment to work. An office which is situated near workshops, market places, industries/factories, by the road side or near any public places will be too noisy to the extent of interfering with the efficiency of the workers. It should also be ensured that no office is situated on a dumpy (water-logged) area or where an unhealthy odour of an activity going on nearby may be disturbing the workers, such places include slaughter ground/house, a pen especially for pigs, etc. In short the office must meet the minimum standard laid down by the law in relation to accommodation for the health and safety of staff. The office manager is usually concerned with the efficiency, which may demand standards higher than those set by law.

It should be noted that people work better if they are given the surroundings and equipment appropriate to their work, and the secretary is no exception to this rule. The office accommodation should be laid out and equipped to avoid wasteful movements, distraction and mental fatigue. This view is in line with that of Gills and Standingford (1981).

There are also a number factors which effect (in a negative way) the performance of secretaries. These factors include, tribalism, sectionalism and bossy leadership. These factors were all accepted in almost equal terms by both male and female respondents as having negative effect on the performance of secretaries.

There are also other factors which were similarly accepted by both male and female secretaries to have positive effect on job performance of secretaries. These factors include, payment of overtime, professional and other allowances, provision of welfare services and office automation, etc.

Table 4.17 Factors Accounting for Job Satisfaction of Secretarial Workers

RESPONSE MODE	RESPONDENT GROUP			
	MALE		FEMALE	
	Freq	%	Freq.	%
(a) Prompt payment of salaries.	71	15.5	37	13.17
(b) Training opportunities.	63	13.76	50	17.79
(c) Provision of labour saving devices	40	8.73	20	9.96
(d) Praises for work well done	48	10.48	29	10.32
(e) Acceptance by colleagues at work	43	9.39	25	8.89
(f) Payment of allowances and bonuses.	57	12.44	33	11.74
(g) Regular and prompt advancement.	57	12.44	30	10.68
(h) Recognition and acceptance by leader	58	12.66	40	14.23
(i) Holiday trips with boss.	13	2.84	9	2.85
TOTAL	**485**	**100**	**281**	**100**

Table 4.26 shows the distribution of opinions of respondents on the factors accounting for job satisfaction of secretarial workers. It is clear from the table that all the listed factors contributed to their job satisfaction significantly with the exception of Holiday trips with boss. This factor has less significance to both sexes. It occurred only 13 times (0.84%) in respect of male respondents and only 8 times (2.85%) in respect of female respondents. Mills and Standingford (1981) expressed similar views.

4.4 Answers to Research Questions

The following are the answers to research questions arrived at on the presentation of demographic data.

4.4.1 What is the difference in the opinions of male and female secretaries concerning the suitable sex for secretaryship? From the demographic data s it was discovered that 63% of the respondents agreed that females were the most suitable sex for secretaryship while 37% disagreed. Those who disagreed believed that males were the most suitable sex for secretaryship. So the answer to this research question is an insignificant difference.

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4.4.2 What is the difference in the opinions of male and female secretaries concerning high speed in shorthand as a necessary requirement for efficient job performance? The demographical data revealed that 81% of the respondents agreed that high speed in shorthand was necessary for efficient job performance of secretaries while only 19% either disagreed or were undecided. That meant that the difference in the secretaries' view on high speed in shorthand as a necessary requirement for efficient job performance was very insignificant.

4.4.3 What is the difference in the opinions of male and female secretaries concerning proficiency in English Language as a necessary requirement for efficient job performance of secretaries?

It is revealed by the demographic data that 99% of the respondents agreed that English Language is a necessary requirement. There is, thus, no difference in the secretaries' views about English Language.

4.4.4 What is the difference, in the opinions of male and female secretaries concerning prompt payment of salaries as a necessary requirement for efficient job performance?

The collected data showed that 94% of the respondents agreed that prompt payment of salaries was necessary for efficient job performance. The difference in their opinions was very insignificant.

4.4.5 What is the difference in the opinions of male and female secretaries concerning job security as a necessary requirement for efficient job performance?

The collected data showed that 69% of the respondents agreed that job security was necessary for efficient job performance, 31% either disagreed or were undecided. The finding revealed an insignificant difference in the opinions of the secretaries.

4.4.6 What is the difference in the opinions of male and female secretaries concerning opportunities for advancement on the job as a necessary condition for efficient job performance?

About 89.5% of the total respondents agreed that opportunity for advancement on the job requirement. The finding revealed an insignificant difference.

4.4.7 What is the difference in the opinions of male and female secretaries concerning appreciation for work done as a condition for efficient job performance?

About 90% of the respondent agreed that appreciation for work done was a necessary condition for efficient job performance. This rendered the difference in opinions rather insignificant.

4.4.8 What is the difference in the opinions of male and female secretaries concerning acceptance by colleagues in the office as a condition for efficient job performance?

The data gathered revealed that more than 74% of the respondents agreed that acceptance by colleagues in the office was a condition for efficiency. This percentage rendered the difference rather insignificant.

4.4.9 What is the difference in the opinions of male and female secretaries concerning job satisfaction as a condition for efficient job performance?

More than 96% of the respondents agreed that job satisfaction was a condition for efficient job performance of secretaries in Kaduna State. The findings, thus, rendered the difference in opinions very insignificant.

4.5 Testing Null-hypothesis

4.5.1 Hypothesis No 1

There is no significant difference in the opinions of male and female secretaries concerning the suitable sex for secretaryship.

Table 4.18 Result of Opinions on Suitable Sex for Secretaryship

MALE		FEMALE		TOTAL
FREQUENCY (OBSERVED)	FREQUENCY (EXPECTED)	FREQUENCY (ON SERVED)	FREQUENCY (EXPECTED)	
15	(18.28)	16	(12.72)	31
6	(5.31)	3	(3.69)	9
44	(40.68)	25	(28.32)	69
30	(23.58)	10	(16.42)	41
102		71		173

$$X^2 = \frac{(Fo - Fe)^2}{Fe}$$

$X^2 = 3.61 + 0.09 + 0.02 + 0.27 + 1.75 + 5.19 +$

$0.85 + 0.13 + 0.39 + 2.51 = 14.81$

At 0.05 level of significance and a degree of freedom of 4, the calculated Chi-square value of 14.81 is greater than the critical value of 9.488. The null hypothesis is therefore confirmed that there is significant difference in the opinions of male and female secretaries in Kaduna State concerning the suitable sex for secretaryship. This finding clearly, shows that male and female secretaries disagreed that females are the most suitable sex for secretarial jobs. This finding implies that secretarial job are not suitable for a particular sex; both genders are suitable for secretarial jobs.

4.5.2 **Hypothesis No 2**

There is no significant difference in the opinions of male and female secretaries concerning high speed in shorthand as a necessary requirement for efficient job performance.

Table 4.19 Result of Opinion on High Speed in Shorthand

MALE		FEMALE		TOTAL
FREQUENCY (OBSERVED)	FREQUENCY (EXPECTED)	FREQUENCY (ON SERVED)	FREQUENCY (EXPECTED)	
58	(52.47)	31	(36.59)	89
31	(30.07)	20	(20.93)	51
6	(6.49)	5	(4.51)	11
4	(2.39)	14	(1.64)	18
3		1		4
102		71		173

$$X^2 = \frac{(Fo - Fe)}{Fe}$$

$= 0.58 + 0.03 + 0.04 + 0.15 + 0.84 + 0.04 +$

$0.05 + 5.91 + 0.25$

$= 16.10$

At 0.05 level of significance and with a degree of freedom of 4, the calculated Chi-square value of 16.10 is greater than the critical value of 9.488. The null hypothesis stated above is therefore rejected. There is a significant difference in the opinions of male and female secretaries concerning high speed in shorthand as a necessary requirement for efficient job performance of secretaries. This was the view held by researchers such as Treece (1973), Berns (1953), Patchen (1963), etc. as indicated in the Literature Review.

4.5.3 **Hypothesis No 3**

There is no significant difference in the opinions of male and female secretaries concerning proficiency in English Language as a necessary requirement for good and efficient secretaries.

Table 4.20 Result of Opinion on Proficiency in English Language

MALE		FEMALE		TOTAL
FREQUENCY (OBSERVED)	FREQUENCY (EXPECTED)	FREQUENCY (ON SERVED)	FREQUENCY (EXPECTED)	
84	(81.36)	54	(56.64)	138
16	(19.46)	17	(13.54)	33
0	(0.00)	0	(0.00)	0
0	(1.18)	0	(0.00)	0
2		0	(0.82)	0
102		71		173

$$X^2 = \frac{(Fo - Fe)}{Fe}$$

$= 0.9 + 0.62 + 0.00 + 0.57 + 0.12 + 0.89 +$

$0.00 + 0.00 + 0.82$

$= 3.10$

At 0.05 level of significance and with a degree of freedom of 4, the calculated Chi-square value of 3.10 is less than the critical value of 9.488. The null hypothesis is therefore confirmed that there is no significant difference in the opinions of secretaries concerning proficiency in English Language as a necessary requirement for efficient job performance of secretaries.

This was the view held by researchers such as Treece (1973) and many other researchers who considered the positions and tasks of secretaries and suggested a formal training especially in communications skills, shorthand and typewriting for them.

4.5.4 Hypothesis No 4

There is no significant difference in the opinions of male and female secretaries concerning prompt payment of salaries as a necessary requirement for efficient job performance.

Table 4.21 Result of Opinion on Prompt Payment of Salaries

MALE		FEMALE		TOTAL
FREQUENCY (OBSERVED)	FREQUENCY (EXPECTED)	FREQUENCY (ON SERVED)	FREQUENCY (EXPECTED)	
64	(63.09)	43	(43.91)	107
30	(33.02)	26	(22.98)	56
1	(0.59)	0	(0.41)	1
7	(0.00)	2	(3.69)	9
0		0	(0.00)	0
102		71		173

$$X^2 = \frac{(Fo - Fe)}{Fe}$$

$= 0.01 + 0.28 + 0.29 + 0.54 + 0.02 + 0.40 +$

$0.41 + 0.78$

$= 2.71$

At 0.05 level of significance and with a degree of freedom of 4, the calculated Chi-square value of 2.71 is less than the critical value of 9.488. The null hypothesis stated above is therefore confirmed that there is no significant

difference in the opinions of male and female secretaries in Kaduna State concerning prompt payment of salaries as a necessary requirement for efficient job performance.

Common experience had it that prompt payment of salaries is very essential in motivating works of all kinds. An immediate example that can be given is the case of primary school teachers who, some years back were not being paid their salaries for months. That resulted in frequent strike actions by the teachers. The students were learning nothing. It was this situation which gave rise to Primary Schools Education Board on which the improvement of the lots of the teachers was vested. One of the measures taken by the Board was prompt payment of salaries of teachers. Since that time things have gone back to normal and teachers are putting in their best.

Maslow, in his theory of Human Needs confirmed this when he outlined the levels of needs and the importance of each level especially, the physiological needs level which include salary, which a worker needs to sustain himself and his family. Delay in paying salary implies that teachers physiological needs can not be met. This consequently leads to dissatisfaction with the job.

4.5.5 **Hypothesis No 5**

There is no significant difference in the opinions of male and female secretaries concerning job security as a necessary requirement for efficient job performance.

Table 4.22 Result of Opinion on Job Security

MALE		FEMALE		TOTAL
FREQUENCY (OBSERVED)	FREQUENCY (EXPECTED)	FREQUENCY (ON SERVED)	FREQUENCY (EXPECTED)	
76	(70.75)	44	(49.25)	120
22	(28.30)	26	(19.70)	48
1	(1.18)	1	(0.82)	2
2	(0.59)	0	(0.82)	2
1		0	(0.41)	1
102		71		173

$$X^2 = \frac{(Fo - Fe)}{Fe}$$

$= 0.39 + 1.40 + 0.57 + 0.29 + 0.56$

$2.01 + 0.22 + 0.82 + 0.61$

$= 6.90$

At 0.05 level of significance and with a degree of freedom of 4, the calculated Chi-square value of 6.90 is less than the critical value of 9.488. The null hypothesis state above is therefore confirmed that there is no significant difference in the opinions of male and female secretaries in Kaduna State concerning security as a necessary requirement for efficient job performance.

This view was also held by Maslow in his theory of human needs/ illustrated on page 14 that security is one of the basic needs that man requires under all circumstances. A secretary who is not secured on the job will not be satisfied with his teaching job.

4.5.6 **Hypothesis No 6**

There is no significant difference in the opinions of male and female secretaries concerning opportunities for advancement on the job as a condition for efficient job performance.

Table 4.23 Result of Opinion on Opportunities for Advancement on the Job

MALE		FEMALE		TOTAL
FREQUENCY (OBSERVED)	FREQUENCY (EXPECTED)	FREQUENCY (ON SERVED)	FREQUENCY (EXPECTED)	
66	(64.27)	43	(44.73)	109
25	(27.12)	21	(18.88)	46
3	(3.54)	3	(2.76)	6
7	(5.90)	3	(4.10)	10
1	(1.18)	1	(0.82)	2
102		71		173

$$X^2 = \frac{(Fo - Fe)}{Fe}$$

$= 0.05 + 0.17 + 0.08 + 0.21 + 0.03 + 0.07 +$

$0.24 + 0.02 + 0.3 + 0.04$

$= 1.21$

At 0.05 level of significance and with a degree of freedom of 4, the calculated Chi-square value of 1.21 is less than the critical value of 9.488. The null hypothesis state above is therefore confirmed that there is no significant difference in the opinions of male and female secretaries concerning opportunities for advancement on the job as a necessary condition for efficient performance.

This view was adequately represented by the esteem needs in Maslow's hierarchy of human needs in which opportunities for advancement on the job

could be regained as esteem needs. He pointed out that when an individual's needs in one level were adequately satisfied then the next higher needs began to manifest themselves. Man's failure to progressively achieve his needs may result in frustration and consequently his inability to put in his best in his work.

4.5.7 **Hypothesis No. 7**

There is no significant difference in the opinions of male and female secretaries concerning appreciation for work done as a condition for efficient job performance.

Table 4.24 Result of Opinion on Appreciation for Work Done

MALE		FEMALE		TOTAL
FREQUENCY (OBSERVED)	FREQUENCY (EXPECTED)	FREQUENCY (ON SERVED)	FREQUENCY (EXPECTED)	
47	(47.76)	34	(33.24)	81
46	(44.81)	30	(31.19)	76
0	(0.00)	0	(0.00)	0
8	(8.25)	6	(5.75)	14
1	(1.18)	1	(0.82)	2
102		71		173

$$X^2 = \frac{(Fo - Fe) = ^2}{Fe}$$

$= 0.01 + 0.02 + 0.00 + 0.06 + 0.02 +$

$0.05 + 0.00 + 0.01 + 0.04$

$= 0.21$

At 0.05 level of significance and with a degree of freedom of 4, the calculated Chi-square value of 0.21 is less than critical value of 9.488. The null hypothesis stated above is therefore confirmed that there is no significant

difference in the opinions of male and female secretaries concerning appreciation for work done as a condition for efficient job performance.

One of the levels of Maslow's hierarchy of needs is that of belongingness and love, i.e affection and identification. Human beings need to be identified with any achievement. Their appreciation for any good work done by a worker is a way of identifying him and will consequently encourage him to work harder towards more achievements.

4.5.8 Hypothesis No. 8

There is no significant difference in the opinions of male and female secretaries concerning acceptance by colleagues in the office as a condition for efficient job performance.

Table 4.25 Result of Opinion on Acceptance by Colleagues in the Office

MALE		FEMALE		TOTAL
FREQUENCY (OBSERVED)	FREQUENCY (EXPECTED)	FREQUENCY (ON SERVED)	FREQUENCY (EXPECTED)	
35	(34.20)	23	(23.80)	58
43	(41.86)	28	(29.14)	71
8	(8.25)	6	(5.75)	14
15	(16.51)	13	(11.49)	28
1	(1.18)	1	(0.82)	2
102		71		173

$$X^2 = \frac{(Fo - Fe)^2}{Fe}$$

$= 0.02 + 0.03 + 0.01 + 0.14 + 0.03 + 0.04 +$

$0.01 + 0.2 + 0.04$

$= 0.55$

At 0.05 level of significance and with a degree of freedom of 4, the calculated Chi-square value of 0.55 is less than the critical value of 9.488. The null hypothesis stated above is therefore confirmed that there is no significant difference in the opinions of male and female secretaries concerning acceptance by colleagues in the office as a condition for efficient job performance. (Both male and female secretaries agreed with the statement that acceptance by colleagues in the office is a condition for efficient job performance).

Maslow also shared this view. He pointed out in his hierarchy of needs that man needed love and belongingness. This is his third and middle hierarch of needs. If a worker who is accepted by his colleagues appreciated group working values, he realizes that the success of failure of the group is his own success or failure and would work harder to ensure the continuous success of the group.

4.5.9 Hypothesis No. 9

There is no significant difference in the opinions of male and female secretaries concerning job satisfaction as a condition for efficient job performance.

Table 4.26 Result of Opinion on Job Satisfaction

MALE		FEMALE		TOTAL
FREQUENCY (OBSERVED)	FREQUENCY (EXPECTED)	FREQUENCY (ON SERVED)	FREQUENCY (EXPECTED)	
69	(65.45)	42	(45.55)	111
29	(32.43)	26	(22.57)	55
0	(0)	0	(0.00)	0
3	(3.54)	3	(2.46)	6
1	(0.59)	0	(0.41)	1
102		71		173

$$X^2 = \frac{(Fo - Fe)}{Fe}$$

$= 0.19 + 0.36 + 0.29 + 0.28 + 0.52 +$

$0.12 + 0.41 = 0.55$

At 0.05 level of significance and with a degree of freedom of 4, the calculated Chi-square value of 2.58 is less than the critical value of 9.488. The null hypothesis stated above is therefore answered thus. "There is no significant difference in the opinions of male and female secretaries in Kaduna State concerning job satisfaction as a condition for efficient job performance of secretaries in Kaduna State". Both male and female secretaries agreed with the statement that job satisfaction is a condition for efficient job performance of secretaries. Efficient job performance of a secretary depends on how satisfied he is with the job. If any or a combination of the following, namely physiological, safety, belongingness, esteem and self-actualization needs are not met, the secretary is not likely to put up efficient performance on the job. This view agrees with the expectancy theory which states that 'employees will be motivated to work harder if their effort or performance or productivity will result in greater performance'.

CHAPTER FIVE

SUMMARY, OF FINDINGS, DISCUSSION OF FINDINGS, CONCLUSION RECOMMENDATIONS, SUGGESTION FOR FURTHER RESEARCH AND IMPLICATIONS FOR CLASSROOM INSTRUCTION

5.1 Introduction

The purpose of this chapter is to summarize the study, concludes and make recommendations. The chapter is presented under the following sub-headings: summary of findings, discussion of findings, conclusions, recommendations, suggestion for further research and implications for classroom instructions.

5.2 Summary of Findings

The objectives of this study were to determine the factors that affect the job performance of secretaries in Kaduna State, and to recommend measures that could be adopted to improve performance, in Kaduna State. To facilitate the conduct of the study nine research questions were formulated from which the null-hypothesis were postulated and tested to find the differences in the opinions of male and female secretaries concerning the assumed factors that affect the job performance of secretaries in Kaduna State. The research method adopted for the conduct of this study was the survey research method. Data were gathered using questionnaires served on a sample of 173 secretaries from the Federal and State Ministries and Parastatals, State Local Governments, Institutions and Companies. Data were collected analysed and presented in percentage and Chi-square statistical method was used to test the hypothesis at 0.05 level of significance with

a degree of freedom of 4. After the analysing and testing it was ascertained that the assumed factors do really exist and do affect the job performance of secretaries - the analyses revealed that 78% of the secretaries agreed that the factors really have effect on job performance of secretaries and 80% of the null-hypotheses were retained - which means that there was no significant difference in the opinions of male and female secretaries concerning the stated factors that affect job performance of secretaries in Kaduna State.

5.3 Discussions

The result of the hypothesis testing are summarized as follows:-

(a) The first null hypothesis which states that there is no significant difference in the opinions of male and female secretaries concerning the suitable sex for secretaryship was rejected. There is, therefore difference in the opinions of male and female secretaries in Kaduna State concerning the suitable sex for secretarial job.

(b) The second null hypothesis which states that there is no significant difference in the opinions of male and female secretaries concerning high speed in shorthand as a necessary requirement for efficient job performance was rejected. There is, therefore, difference in the opinions of male and female secretaries in Kaduna State concerning high speed in shorthand as a necessary requirement for efficient job performance.

(c) The third null hypothesis which states that there is no significant difference in the opinions of male and female secretaries concerning proficiency in

English Language as a necessary requirement for efficient job performance was retained. There is, therefore, no significant difference in the opinions of male and female secretaries concerning proficiency English Language as a necessary requirement for good and efficient secretaries.

(d) The fourth null hypothesis which state that there is no significant difference in the opinions of male and female secretaries concerning prompt payment of salaries as a necessary requirement for efficient job performance was retained. There is, therefore no significant difference in the opinions of male and female secretaries concerning prompt payment of salaries as a necessary requirement for efficient job performance.

(e) The fifth null hypothesis which states that there is no significant difference in the opinions of male and female secretaries concerning job security as a necessary requirement for efficient job performance was retained. There is, therefore, no significant difference in opinions of male and female secretaries in Kaduna State, concerning job security as a necessary requirement for efficient job performance.

(f) The sixth null hypothesis which states that there is no significant difference in the opinions of male and female secretaries concerning opportunities for advancement on the job was retained. There is, therefore, no significant difference in the opinions of male and female secretaries in Kaduna State, concerning opportunities for advancement on the job as a necessary requirement for efficient performance.

(g) The seventh null hypothesis which states that there is no significant difference in the opinions of male and female secretaries concerning appreciation for work done as a condition for efficient job performance was retained. There is, therefore, no significant difference in the opinions of male and female secretaries in Kaduna State, concerning appreciation for work done as a condition for efficient job performance.

(h) The eighth null hypothesis which states that there is no significant difference in the opinions of male and female secretaries in Kaduna State concerning acceptance by colleagues in the office as a condition for efficient job performance was retained. There is, therefore, no significant difference in the opinions of male and female secretaries concerning acceptance by colleagues in the office as a necessary condition for efficient job performance.

(i) The ninth null hypothesis which states that there is no significant difference in the opinions of male and female secretaries concerning job satisfaction as a condition for efficient job performance of secretaries was retained. There is, therefore, no significant difference in the opinions of male and female secretaries concerning job satisfaction as a necessary condition for efficient job performance of secretaries in Kaduna State.

The research method adopted for conducting the study is the survey method. Data were gathered using questionnaire from a sample of 173 secretaries from Government Ministries, Government Parastatals, Companies, Institutions and Local Governments. Data were analyzed using

percentage and Chi-square statistical method. The latter statistic was used to test the 9 hypothesis at 0.05 (5%) level of significance. The former was used to analyze the data presented.

5.4 Conclusion

Based on the findings obtained in this study it can be concluded that the following factors were identified to affect the job performance of secretaries in Kaduna State:-

(a) Prompt payment of salary

(b) Job security

(c) Opportunity for advancement on the job

(d) Appreciation by colleagues in the office

(e) Job satisfaction

(f) High speed in shorthand

(g) Proficiency in English Language

(h) Working harder

(i) Amount of salary

(j) Office environment

(k) Payment of overtime

(l) Payment of professional and other allowance

(m) Provision of welfare services

(n) Office Automation (computerisation)

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All the above listed factors positively affect job performance while factors like tribalism, sectionalism, and bossy leadership affect performance negatively.

The factors that positively affect secretaries job performance are in line with Maslow's hierarchy of human needs which are physiological need, social needs, and self actualisation. To motivate secretaries to put in their best in their jobs, it is necessary to address measures suggested in the next section of this chapter which if implemented would assist employers to motivate their employees.

5.5 Recommendations

Based on the findings and conclusion of this study the following recommendations can be made.

1. Employers should endeavour to pay the salaries of their staff at the agreed period of time. They should also ensure prompt payment of other fringe benefits and whatever may be enshrined in their conditions of service no matter how big or small. Their employees are not fools.

   There should also be uniformity in the provision of these conditions of service, i.e. whoever is entitled to get something should get it without prejudice. Employer should explore all avenue of motivating their employees and implement all or the possible ones. This will go a long way in ensuring the efficiency of employees.

2. The Government should ensure that enough, standard and up-to-date facilities are made available in these institutions, and these facilities must be maintained and that the schools are adequately manned. The teachers'

working condition must be un-conditionally improved by providing them with free accommodation (if possible within the school premises), free medical services for them and their families, free training facilities for them and their children, free electricity and water supplies to say the least; give them also a very good and important place in the administration, let them feel that they are part and parcel of the system.

The Government should ensure that at every type and level of education the curricular reflect the needs of the society and adequate provisions are made towards achieving that aspiration. There is also need for the government to encourage indigenous writers to publish books which conform with our norms, background and aspiration. The government should provide guidance and counselling services to all schools, private and public, and the offices.

3. Parents should join hands with government to make what is possible more possible. The current insurgence of cult into our institutions of learning, alcoholism and all kinds of drug abuses cannot easily be checked by the government alone. Parents, in particular, and the society in general must aid the government. This is more so, if we take into consideration that most schools from primary to universities (to a certain extent) are now day-schools. Most of the time the students are with their parents. The parents therefore, must watch the movements of their children. They must know the type of friends they keep. Anything short of what is morally, socially and educationally acceptable should be stopped by all means. It is

only when the students are free from the influence of drugs, hallucination, and other similar vices that they can be achievers. I am not restricting my recommendation to the parents on their children who are in schools only, but also on those who are working under public or private sectors. This category of people often lose their jobs and become public nuisance nationally or even internationally.

4. Finally, I wish to recommend both the students and workers that they should examine the two sides of the coin before they embark on any struggle to achieve a given objective. From our experiences of recent years we have seen how events turned out to be for both the workers and the students. Many hundreds of workers lost their jobs and students had their schools closed down for an indefinite period of time. Consequently, this prolonged their studies by a number of sessions. In fact it is said that when two elephants fight it is the grasses which suffer. We could not claim that this has augured well for all those who were directly or indirectly affected. Students and workers alike, should always demand for their legitimate rights through the most acceptable channel-usually through dialogue.

5.6 Suggestions for Further Research

Although Kaduna State has virtually common problems with other northern states which renders solutions to problems to be of universal application, I will rather suggest that a similar study be taken in some different state in the north, in particular, or in the country in general. I will also suggest that a study be

conducted on the Personality Trait of a Secretary. This study will pave way to ascertaining the calibre of people who would, or, what it takes to make a good secretary.

5.7 Implications for Classroom Instructions

It has been confirmed that a number of factors were responsible for secretaries' performance on the job in Kaduna State. If these factors were to be implemented or removed the job performance of secretaries would be enhanced. The implications, however, is that some of these factors are not instructional. They are policy matters which could only be implemented by employers of labour and who are usually not willing to because, in their view, it is an additional expenditure which may not be accompanied by a corresponding reward to the organisation. Similarly, those factors which could be instructional may be associated with the provision of certain facilities by the Government to the school. The Government may not be willing or in a position to provide such facilities, hence the school's inability to present them in the classroom. So, as I have earlier recommended, every segment of the society, the government, the parents, the organisation and the school should endeavour to play its own part of the responsibility, and play it well, in order to achieve the given objectives.

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APPENDIX "A"

RESEARCH QUESTIONNAIRE FOR SECRETARIES DEPARTMENT OF VOCATIONAL AND TECHNICAL EDUCATION AHMADU BELLO UNIVERSITY, ZARIA FACTORS AFFECTING JOB PERFORMANCE OF SECRETARIES IN KADUNA STATE.

Research Questionnaire for Secretaries

Please answer the following questions by writing the answers in the space provided or by ticking in the most appropriate boxes against the questions.

Any information given will be treated in strict confidence.

Thank you.

SECTION (A)

1. Date of Birth.....
2. (a) Sex ..... (b) Marital Status .....
3. Nationality .....
4. State .....
5. Local Government Area .....
6. Highest Academic Qualification .....
7. Last Examination taken with Date .....

   .....
8. Subject and Grade with Dates:

   .....

   .....

   .....

   .....

   .....

   .....

   .....

9. Name of your establishment .....

.....

10. For how long have you been working here?..... Years

11. For how long have you been a Secretary?.....Years

12. What is your present rank? .....

13. Do you like you work as a Secretary? Yes/No

14. Why?.....

15. What are you proposing to do (if you do not like it) and how soon?

.....

SECTION (B)

(Factors Affecting Job Performance)

Tick the box which explains your view:

16. Prompt payment of salary is necessary for efficient job performance of Secretaries.

Strongly Agreed	☐
Agreed	☐
Undecided	☐
Disagreed	☐
Strongly Disagreed	☐

17. Job Security for efficient job performance of Secretaries

Strongly Agreed	☐
Agreed	☐
Undecided	☐
Disagreed	☐
Strongly Disagreed	☐

18. Opportunity for advancement is a necessary condition for efficient job performance of Secretaries

Strongly Agreed	☐
Agreed	☐
Undecided	☐
Disagreed	☐
Strongly Disagreed	☐

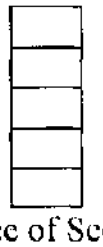
19. Appreciation for work done is a condition for efficient job performance of Secretaries

Strongly Agreed
Agreed
Undecided
Disagreed
Strongly Disagreed



20. Acceptance by colleague in the office is a condition necessary for efficient job performance of Secretaries.

Strongly Agreed
Agreed
Undecided
Disagreed
Strongly Disagreed



21. Job satisfaction is a condition for efficient job performance of Secretaries.

Strongly Agreed
Agreed
Undecided
Disagreed
Strongly Disagreed



22. Females are the most suitable sex for Secretarial jobs

Strongly Agreed
Agreed
Undecided
Disagreed
Strongly Disagreed



Give reason for your answer

.....

.....

.....

23. High speed in Shorthand is a necessary requirement for efficient job performance of Secretaries.

Strongly Agreed
Agreed
Undecided
Disagreed
Strongly Disagreed



24. Proficiency in English Language is a necessary requirement for efficient job performance of Secretaries.

Strongly Agreed	☐
Agreed	☐
Undecided	☐
Disagreed	☐
Strongly Disagreed	☐

25. What other factors among the following affect your performance in the office?

(a)	Tribalism	☐
(b)	Sectionalism	☐
(c)	Bossy Leadership	☐
(d)	Payment of Overtime	☐
(e)	Payment of professional and other allowances	☐
(f)	Provision of welfare services	☐
(g)	Automation (Computerisation)	☐
(h)	All of the above (a-g)	☐
(I)	None of the above (a-g)	☐

26. If your response to Question 26 above is either (h) or (I)
Give reasons.

.....

.....

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.....

27. Which of the following factors account for job satisfaction of Secretarial workers?

(a)	Prompt payment of salaries	☐
(b)	Training opportunities	☐
(c)	Provision of labour saving devices	☐
(d)	Praises for work well done	☐
(e)	Acceptance by colleagues at work	☐
(f)	Payment of allowances and bonuses	☐
(g)	Regular and prompt advancements	☐
(h)	Recognition and acceptance by leaders	☐
(i)	Holiday trips with boss	☐
(j)	Any other not mentioned:	☐

.....

.....

.....

28. I work harder when my boss is in the office.

Strongly Agreed
Agreed
Undecided
Disagreed
Strongly Disagreed

29. I work harder if my boss is not in the office.

Strongly Agreed
Agreed
Undecided
Disagreed
Strongly Disagreed

30. I work harder if my boss is firm on staff.

Strongly Agreed
Agreed
Undecided
Disagreed
Strongly Disagreed

31. I work harder if my boss gives me free hand to operate the office

Strongly Agreed
Agreed
Undecided
Disagreed
Strongly Disagreed

32. The Salary of a Secretary does not motivate him/her to perform on the job.

Strongly Agreed
Agreed
Undecided
Disagreed
Strongly Disagreed