

JOB/OFF THE JOB TRAINING AND EFFICIENT RECORD MANAGEMENT IN PUBLIC TERTIARY INSTITUTIONS IN RIVERS STATE NIGERIA

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ABSTRACT

This work examined Job/Off Job Training and Efficient Record Management in Public Tertiary Institutions in Rivers State Nigeria. The researcher adopted explanatory cross-sectional survey research design being a research framework that involves the test of hypotheses using primary or secondary data obtained from the field by use of questionnaire, interview, observation or any other appropriate social science data collection tool. The population of this study consist seven (7) public tertiary institutions in Rivers Nigeria, with ninety-eight (98) office managers serving as the respondents on behalf of the institutions. The purposive sampling technique was used which grants the researcher the freedom to assume or choose a sample size that the researcher will be able to access. To determine the criterion mean, the four-point Likert scale was added up and the total divided by four (4). The data research questions were analyzed using the descriptive research, mean procedures for research questions, while the hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The following findings were made: There is a significant relationship between on the job/ off the job training and office manager growth. From the findings obtained from empirical literature and results from our tested hypotheses, we conclude that organizations should see on-the-job/ off-the-job training as an important aspect of development and training. This is because office managers can benefit from being paired with more experienced manager for guidance and mentoring on new skills for efficient in task/job delivery, workplace adaptability.

Keywords: Job/Off Job Training, Efficient Record Keeping, Office Manager, Innovation

INTRODUCTION

However, the question is, does growth happen just like that? Are there no factors that are responsible for growth? In answering these questions, taking a clue from biological point of view, growth does not happen in isolation. Biologist and scientists have shown that growth is a function of some factors and process known as metabolic cum chemical reactions. In a bit to harness and relate these factors and processes associated with growth, Shuchi (2022) assert that growth is usually accomplished through many metabolic processes. In explaining the meaning of metabolism, Hans (2023) posits that metabolism is the sum of the chemical reactions that take place within each cell of a living organism and that provide energy for growth and development, reproduction and the maintenance of life. It includes all the processes such as digestion, respiration, excretion, etc. Thus, metabolism is said to be related and directly proportional to growth.

In the same way, training and development can be said to be one of the chemical and metabolic processes that must take place for an office manager or professional to grow in the organization. That is why Brian cited in Martinez (2023), did not mince word when he said "if anyone wishes to achieve worthwhile things in your personal career and professional life, such an individual must become a worthwhile person in your own self-development". This assertion seems to depict the imperativeness of self-development, as well as the fact that life is a continuous learning process. Consequently, Just as nobody will be happy to remain stagnant in life; that is how also no office manager, professional or any employee will be happy to remain in a particular position or level in his/her organization or chosen career. Also, apart from the gratification derived from growing from level to the other in the organization; the world is witnessing a general change in trend of doing things. It is on this premise that Shujaat *et al* (2013) posits that with time, society is definitely going

to create and develop easier ways to live and lengthen their lives considering the rate at which technology is advancing and increasing. No doubt, there is a paradigm shift from the traditional way of doing virtually everything, to a more sophisticated and technological way. This same narrative is also seen the twenty first (21st) century organizations. Nowadays, organizations have adopted the use of high level manpower, highly scientific and sophisticated office equipment/machines for the purpose of delivering quality content, effective and efficient service. In the modern dynamic information world, a person needs constant self-development and self-organization in order to meet the requirements of the time, successfully cope with new tasks, quickly adapt to new situations, and be professionally successful. Thus if office managers, professionals and other employees must survive, remain relevant and make headway in their profession, there is need for them to adapt to the trend of things by strategically taking up the responsibility of developing oneself.

Hypothesis

H0₁: There is no significant relationship between On the Job/Off the Job Training and Efficient Record Management in Public Tertiary institutions in Rivers State Nigeria.

On-the-Job/Off-the-Job Training

This study also sees On-the-Job/Off-the-Job as one of the dimension that can enhance office manager's growth in his profession and workplace. On –the- job training simply put is learning at work. According to Beardwell and Claydon (2007), on the job training is the most popular way of training and learning while at work. Some of the most commonly used methods include: Job Rotation, Coaching and Mentoring and Coaching Special causes.

i. Job Rotation

Job rotation is a practice where an employer moves employees to a new assignment or role either on an ongoing basis or for a set period. To Blakely (2022), Job rotation is a strategy where employees rotate between two or more jobs in the same business. She went further to say that employees take on new tasks at a different job for a period of time before rotating back to their original position. Job rotation can be either horizontal or vertical. Vertical rotation is nothing more than promoting a worker into a new position. Horizontal dimension of job rotation is understood as lateral transfer. It presents the excellent method of broadening the manager or potential manager and for turning specialists into generalists. Job rotation increases the manager's experience and allows the absorption of new information (Decenzo & Robins, 2008).

ii. Mentoring and Coaching

The term Mentoring is said to mean a one-on-one relationship between a less experienced person (known as protégé) and a more experienced person called the mentor. It is intended to advance the personal and professional growth of the less experienced individual (Leslie, 2007). In the work place/organizational setting, the mentor would normally be the individual's immediate manager. It is usually a more senior manager in the same or a different function (Wills & David, 2008). Managers are also seen as responsible for developing talent, and while a mentor protégé relationship might not naturally occur, mentorship may be encouraged or formalized. According to James *et al.* (2002), formal mentoring have gained the attention of the academicians and practitioners as potentially critical development tools as a result of the increasing interest in leveraging human and social capital within organizations.

Coaching: Coaching refers to an informal approach to individual development based on a close relationship between the individual and one other person. Usually, it is the immediate manager, who is experienced in the task that coaches the less experience. The manager as a coach is usually in position to create development opportunities for the trainee when this is appropriate (Gerry & Richard, 2001). The coach also helps the trainees to develop by giving them access to opportunities to perform an increasing range of tasks, and also by helping them to learn from their experiences. Torrington et al (2005), Added that the coach improves the trainee's performance by asking them questions, actively listening them, discussion with them , exhorting encouraging, counseling and providing information and honest feedback they may need.

Off-The-Job Training:**iii. Special Courses**

This involves taking employees away from their usual work environment and therefore all concentration is left out to the training. The methods here include: special Courses, Conference/Discussion Approach, Lecture Method, etc. (Nassazi, 2013; Rao, 2010; Nwibere *et al.*, 2009). Each of these methods under the umbrella off-the-job methods of training becomes suitable for an individual and the particular organization and/or industry depending on the resources, activities and benefits of each method.

Efficient Record Management

Records and Information are part of the most vital assets of every organization. In addition, record and information is essential for informing decisions, proving compliance, and avoiding penalties. Because of this, managing records is considered paramount by every organization. According to Paul (2023), records management entails the supervision and administration of digital or paper records, regardless of format. Records management activities include the creation, receipt, maintenance, use and disposal of records. In this context, a record is content that documents a business transaction. Consequently, there is a need to manage records and information efficiently.

Efficient record management simply put is the act of managing data, information and records without loss or wasting. It is a record management system that guarantees that employer, employees and the general public have access to the right information in a timely and cost-effective manner. The need for employing an efficient means of keeping records by office managers has become necessary as a result of the exponential growth of data in its various forms and sources.

i. Effective Record Security: The need to secure records and prevent unauthorized access to sensitive files and documents cannot be overemphasized. This is because of the fact that sensitive and confidential records of organizations are usually the target of criminals and other nefarious people and even competitors in the same line of business. As such if an organization's, employees or client's sensitive records are stolen, lost or manipulated it may cripple the organization, the employee or client involved may take a legal action which will result in paying fines. In reiterating the danger associated with poor record security, Ronnie (2018) opines that poor record-keeping is a risk to every organization.

ii. Effective Information Delivery: The exchange of information between employees in a work environment otherwise known as communication is vital to successful business operations. Though information delivery could be in form of face-to-face conversations, emails, chat messages, video conferencing, phone calls, and other methods used to convey information in the workplace. According to Sudhakar (2010) cited in Oguzo (2023), effective information delivery helps to attract and motivate employees which leads to higher job performance, lower operating costs, improves productivity and enhances the organization's image. Thus, it is expected of office managers, through whom most of the information is passed, to promptly deliver information to those who need it without delay or distortion.

iii. Efficient workflow and operations

Simply put, a workflow is the way employees get work done. It is the series of activities, tasks that are necessary to be completed sequentially (Pratt, 2023). Work-flow normally comprises a number of logical steps, each of which is known as an activity. These activities can involve manual interaction with a user or workflow participant, it might also involve using machine resources to track schedule and execute tasks. Thus, workflow efficiency simply put is the processes you and your team follow to complete a project. For improved workflow productivity, it is crucial to ensure your employees are properly trained for their roles and responsibilities (Lorena, 2022). This means that training procedures are to be optimized so that the employees get the training they require to work on different systems, and processes. Regular training is important for employees at all levels to keep everyone updated about the best practices for enhanced efficiency in task delivery.

Empirical Review

There are a lot of empirical studies and investigations which have given valuable insights into the issue of development and training in relation to organizational productivity, organizational sustainability employee efficiency, and performance in the work place. For instance, Gunuet *et al.* (2023), carried out a study aimed at examining whether employees' training and development enhances work efficiency in the banking industry. The study used selected banks in Nigeria as a Case study of. The objective of their study was to examine whether employees' training and development enhances work efficiency in the banking industry. Primary data were used for the study, which were generated through the use of questionnaires. The study took a sample of 395 respondents from a population of 35,386 from the five banks used as case study. Simple random technique was used to select the respondents. Data collected were analyzed using descriptive statistics, and Pearson's moment correlation. Multiple regressions were employed to test the hypothesis. Major findings indicated that there is a positive correlation among all the variables. Result of model summary shows that the independent variables account for 39.1% of the variation in organizational performance. The result in the coefficient table however, indicated that only three variables were significant: organizational commitment to Training and Development, frequency of Training and Development and reward for best performance. The study therefore concluded that for training and development to have significant impact on organizational performance, employees need to be motivated during training programs. It was recommended that banks should introduce reward system for outstanding performance so as to motivate employees to always put in their best during each training session.

Lakshmi and Hymavathi (2022) carried out an empirical study on training and development programs impact on employees' performance. The main objectives of the study were to observe the relational affects between employee psychological empowerment, performance and training and development in the organization. And also to know how a training and development practice affects employee's performance. The study had a sample of 307 employees working in health care units. In their study, the associations between the constructs training and development, psychological empowerment and employee performance were evaluated using correlation, regression and indirect mediation effect of psychological empowerment over training and development and employee performance. The result of the study concludes that the attentive training and development practices cultivate positive attitude towards organization by nurturing employee behaviour and ultimately contribute to organization profitability. For individual employee, training and development improve subject domain and assist in identifying organization goals.

Galadima and Aduku (2017) examined the impact of employee training and development on organizational sustainability. Relevant literature on the significant of training and development of employee on organizational sustainability were reviewed. The study also adopted the survey research design to achieve the stated objective. Data were collected both from primary and secondary sources. Data collected were analyzed using simple percentages and frequencies. At the end the findings of the study proved that training and development have impact on organizational sustainability, and also found out that productivity of employee increases as a result of training and development. Finally, the study recommended that employee training and development programme should be properly planned; comprehensive, all inclusive, timely, adequately funded and effectively and efficiently implemented.

Research Design

This study adopted explanatory cross-sectional survey research design.

Population of the Study

The population of this study consist eight (8) public tertiary institutions in Rivers Nigeria. The tertiary institutions, rather than their staff served as the population of this study. This is because the criterion variable "Office Manager Growth" manifests at the organizational level. Details of the list of the population of the study (i.e. public tertiary institutions in Rivers State) are presented in table 3.1 below:

Table 1 List of Public Tertiary Institution in Rivers State, Nigeria

S/N	LIST OF INSTITUTION	LOCATION
1.	Rivers State University	NkpoluOroworoko Port Harcourt
2.	University of Port Harcourt	ChobaPort Harcourt.
3	Ignatius Ajuru University of Education	RumuolumeniPort Harcourt
4	Captain Elechi Amadi Polytechnic	Rumuola Port Harcourt
5	Kenule Beeson Saro-Wiwa Polytechnic	Bori Rivers State
6	Rivers State School of Health of Technology	Rumueme Port Harcourt
7	Federal Government College Technical	Omoku Rivers State.
8	Federal Polytechnic of Oil and Gas	Bonny Rivers State

Instrumentation and Measurement

This study made use of primary data. The collection of primary data was done using a questionnaire designed by the researcher. The instrument (questionnaire) is titled "Office Self-Development Strategies and Officer Manager Growth (SDSOMG)". A 4-point rating scale was used with the following response options: Strongly Agree (SA) 4; Agree (A) 3; Strongly Disagree (SD) 2; and Disagree (D) 1.

Method of Data Analysis

Arithmetic mean and standard deviation were used for univariate analysis, Spearman rank order correlation was applied for the bivariate analysis while, Partial correlation is be used for the multivariate analysis. The test of hypotheses was done at 95% confidence level. If our statistical analysis shows that the significance level is below the cut-off value we have set (which is 0.05), the null hypothesis is to be rejected while alternate hypothesis is to be accepted when the significant value is below 0.05. Alternatively, if the significance level is above the cut-off value, the null hypothesis will be accepted.

In testing the hypotheses one to ten, the following rules were upheld in accepting or rejecting our null hypotheses. All the coefficient (r) values that indicated levels of significance (* or **) as calculated using SPSS were accepted and thus our alternate hypotheses were accepted and when no significance is indicated in the coefficient (r) value we rejected the null hypotheses. We set out a confidence interval at 0.05 level of significance to test the statistical significance of the study.

Results

H₀₁: There is no significant relationship between On the Job/Off the Job Training and effective record management of public tertiary institution in Rivers State.

Table 1 On the Job/Off the Job Training and Efficient Record Management

		On the Job/ Off the Job Training	Efficient Record Management
Spearman 's rho	On the Job/ Off the Job Training	Correlation Coefficient Sig. (2- tailed)	1.000 .932** .000
	Efficient Record Management	N	78 78
		Correlation Coefficient	.932** 1.000

Sig. tailed)	(2-	.000	.
N		78	78

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Desk, 2023.

From the result in the table above, the correlation coefficient (ρ) shows that there is relationship between On the Job/Off the Job Training and effective record management. The *correlation coefficient 0.930* confirms the magnitude and strength of this relationship and it is a strong positive correlation between the variables. The correlation represents is significant at $p\ 0.000 < 0.05$. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a statistically significant relationship between On the Job/Off the Job Training and effective record management in public tertiary institution in Rivers State.

Discussion of Findings

The study investigated the relationship between On the Job/Off the Job Training and office manager growth in public tertiary institutions in Rivers State Nigeria. The investigation of the relationship between On the Job/Off the Job Training and office manager growth in public tertiary institutions in Rivers State Nigeria followed three specific hypothesis that was tested.

H_{01} : On the Job/Off the Job Training has a very strong relationship with Efficient Record Management, with ($\rho=0.932$; $p=0.000 < 0.05$), and the null hypothesis was rejected.

Based on the result of the investigation and test, findings, the study revealed that there was significant and positive relationship between on the job/ off the job training and office manager growth of public tertiary institution in Rivers State. On-the-job training often involves mentorship or coaching from experienced colleagues or supervisors. This one-on-one guidance facilitates relationship-building and fosters a supportive learning environment. Mentors or coaches provide feedback, guidance, and advice, helping office managers develop their skills and navigate challenges. Off-the-job training often brings office managers together with professionals from diverse backgrounds and industries. This provides opportunities for networking, knowledge sharing, and collaboration. Establishing connections with professionals outside their organization expands their network, exposes them to different perspectives, and facilitates the exchange of ideas. Both on-the-job and off-the-job training complement each other and contribute to the growth of office managers' relational skills, knowledge, and abilities. The combination of practical experience, mentorship, collaboration, networking, and exposure to new ideas enhances their effectiveness as leaders and fosters positive relationships within their organization and professional network. From the foregoing discussion, it seems that a relationship exists between on the job/ off the job training and sustainable competitive advantage.

CONCLUSION

The study investigated and measured the relationship between on the job/ off the job training and office manager growth of public tertiary institutions in Rivers State. The null hypothesis was rejected, implying that the good manager is the one who assigns the responsibilities to his/her employee in a form of group or team in order to make maximum output from employees. Therefore, the researcher concludes that on the job/ off the job training significantly relates with office managers growth of public tertiary institutions in Rivers State.

RECOMMENDATIONS

Based on the findings, conclusions and the implications of the study, the following recommendations have been made:

- i. Organizations should see on-the-job/ off-the-job training as an important aspect of development and training. This is because office managers can benefit from being paired

- with more experienced manager for guidance and mentoring on new skills for efficient in task/job delivery, workplace adaptability.
- ii. Public tertiary institution should invest in training office managers in courses on digital literacy and the use of specific digital tools, such as Mobile Cloud Computing software, Advanced Spreadsheet collaboration tools for effective record security, information delivery. Also, there should be training on the use of workforce productivity software for efficient workflow and operations.

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