

The Relationship between Clerical Staff Promotion and Office Condition Management Efficiency in Federal Universities in the North-West Zone of Nigeria

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Abstract

The study investigated Relationship between Clerical Staff Promotion and Office Condition Management Efficiency in Federal Universities in North West Zone, Nigeria. The research design used was descriptive survey research of correlational type. The total population of the study was 403 of which 363 were clerical staff and 41 were administrators. A total sample of 169 participants was obtained using the advisors table (2006). Two Adapted Instruments, based on rating scale were used for the study. The instruments were titled: Promotion of Clerical Staff Questionnaire (PCSQ) and Efficiency of Management of Office Conditions Questionnaire (EMOCQ). Using internal consistency reliability techniques, a reliability index of 0.81 and 0.87 respectively were obtained for the study. The research questions were answered using percentage and mean, while the hypothesis was tested using Pearson Product Moment Correlation Co-efficient (PPMC) at 0.05 level of significance. The study found that the promotion of clerical staff was regular in Federal Universities of North West Nigeria and the study also found that there is no significant relationship exists between the regularity of clerical staff promotion and the efficiency of office condition management in Federal Universities of North West Zone, Nigeria. The study recommended that university management ensure promotions are based on merit, rather than the regularity of promotions.

Keywords: Promotion, Clerical Staff, Office Conditions, Efficiency, Management

Introduction

Clerical staff plays a significant role in the success of university system. In the 1980s, the traditional functions of a Clerical Staff in office occupation were strictly answering of phone calls, filing, faxing, photocopying, typing of letters, memos, taking notes in shorthand, keeping of office impress, running errands, and preparing tea for the boss and his visitors. (Obi, 2016). This paper views clerical staff as employees of the registry or an office, such as office of Heads of Department and Deans of Faculties in universities. They are category of staff who specifically type documents, keeps official records, files, arrange meetings, appointment, and other engagements. They are also vested with the important responsibility of ensuring that the physical conditions of an office are conducive for smooth operations of day-to-day activities. Manga (2022), posit that clerical staff is expected to help create and maintain a user-friendly office environment.

To ensure clerical staff is motivated, opportunities for promotion should be provided promptly. Promotion in this paper refers to the elevation of an employee from

his current level to a higher grade level. It is an advancement that entails carrying a higher and more complex duties and responsibilities. According to Razak, Sarpan & Ramlan (2018), Promotion serves as a motivation for staff to develop professionally and achieve a greater success. Office physical conditions are operationalized in this study to refer to the conduciveness of environmental circumstance necessary for optimum comfort, needed for efficiency of office management. Conditions for a conducive office environment include the adequacy of lighting, ventilation, noise reduction, decoration, cleaning and functional conveniences. According to Elendu (2016), it is also highly necessary to ensure that good physical condition is provided by clerical staff, and at the same time well maintained. Where the appropriate physical conditions are lacking, work efficiency tends to be affected adversely.

This paper operationally views management of office condition as the creation of a conducive office environment such that is devoid of distractions such as noise, slippery floors, excessive heat or cold, moist, poor lighting, and unpleasant odour. David (2020), posit that, if the office conditions are unconducive, administrators will find it difficult to concentrates and efficiently discharge their responsibilities. According to Manga (2022), while efficiency of management of office physical conditions is basically the duty of clerical staff, the educational manager whether managerially qualified or not have an oversight function on the activities of every category of his staff. Since efficiency is the ability of clerical staff to do their job with minimal waste of time, efficiency of management of office condition is therefore the ability of clerical staff to ensure the office is conducive for clerical job with the use of limited resources available to them and with minimal waste of time for the overall interest of the institutions, thus, office management generally involves the planning, controlling, organizing office work, and moving those who carry it out in order to achieve predetermined goals. (Arif, Surahman, Gunawan, Dewantoro, Putra, Cholifah & Nuraini, 2019).

Statement of the Problem

The conditions of service provided to clerical staff play a significant role in their efficiency towards the management of office conditions. The researcher observed from experience that poor working conditions, such as lack of regularity promotion, can negatively affect the motivation and morale of clerical staff members. This, in turn can lead to decreased efficiency, increased turnover rates, and a potential decline in the overall quality of management of office conditions. There is a huge outcry among some clerical staff of North West Zone, Nigeria, that they are sometimes not promoted as at when due and, this irregular promotion tends, to demoralize them, with consequent poor productivity in the management of office condition and other duties.

It is on the bases of these problems that this study was carried out to find out the regularity of promotion of clerical staff and the relationship between promotion and efficiency of office condition in Federal Universities of Northwest Nigeria.

Objectives of the Study

The objectives of the study are stated as thus:

1. To investigate the regularity of clerical staff promotion in Federal Universities in North West Zone Nigeria,
2. To assess the level of efficiency in managing office conditions in these Universities
3. To examine the relationship between the clerical staff promotion regularity and office conditions

Research Questions

The following research questions are framed to guide the conduct of the study

1. what is the regularity of clerical staff promotions in Federal Universities in North West Nigeria?
2. What is the level of efficiency in managing office conditions in these Universities?

Research Hypothesis

Based on the research questions and objectives of the study, this null hypothesis was formulated and tested at 0.05 level of significance.

Ho₁: There is no significant relationship between the Promotion of Clerical Staff and the efficiency of office management in Federal Universities in North West Zone Nigeria.

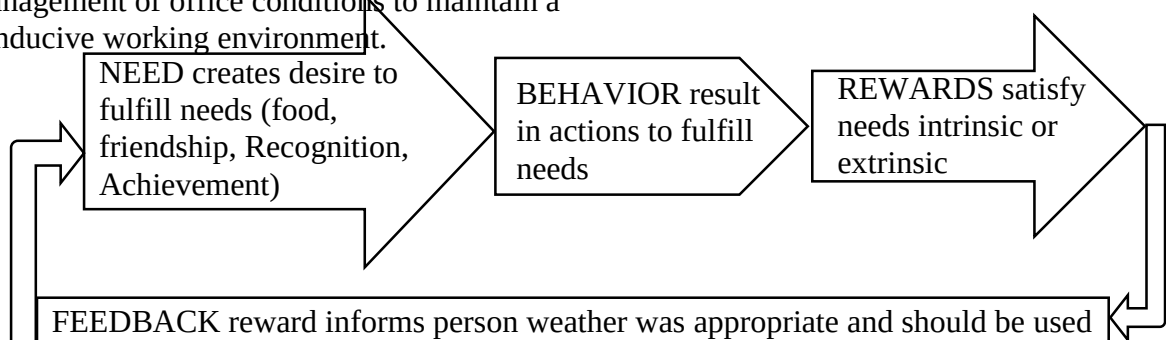
Theoretical Framework

The theoretical framework of this study is anchored on Two Factor Theory propounded by Fredrick. Herzberg in Yusoff, Kian and Idris (2016) and focused on the distinction between factors that can increase job satisfaction ("Motivators") versus those that can prevent dissatisfaction but cannot increase satisfaction ("Hygiene Factors"). According to Herzberg's motivators, include, pay, co-workers' relations, the need for achievement, challenge and recognition. Motivators can be seen as factors which are directly related to doing a job like recognition, achievement, growth and responsibility. Hygiene Factors are the elements associated with the nature of the job like supervision, compensation, benefits, and relations with co-workers. If motivation is seen as a process, a simple model of human motivation can be illustrated.

Figure 1: A Model of Two Factor Theory

Source: Yusoff, Kian and Idris (2016 P.16) Adapted.

According to Figure 1, motivation process can be divided into four important sub-titles. The first one is related to human basic needs such as for food, achievement, or monetary gain that translate into an internal tension that motivates specific behaviors with which fulfill the need. The person is rewarded in the sense that the need is satisfied. The reward also informs the person that the behavior was appropriate and can be used again in future. The theory is related to this study in both the aspect of Motivators and in the Hygiene Factors. A clerical staff that is well paid is expected to put more effort in an office. The Hygiene Factors are the need for clerical staff to ensure proper management of office conditions to maintain a conducive working environment.



Review of Related Empirical Studies

To establish the uniqueness of this study, three empirical studies were reviewed against each of the variables investigated

Garba and Idris (2021). Conducted a study on the effects of staff promotion on job satisfaction in tertiary institutions in Sokoto State, Nigeria. A purposive selection

of two tertiary institution was made, one federal institution and one state institution with a total population of 400 and a sample size of 203. Non-probability random sampling technique and multiple regression analysis were applied and 203 questionnaires, were administered to the sample respondents to collect data for the study, the questionnaire was structured based on 5-points Likert scale of SA, A, U, D and SA (Strongly agreed, agreed, undecided, disagree and strongly disagree respectively). Result shows that promotion had a positive relation to job satisfaction and organizational goal attainment. The study recommended that promotion exercises should be carried out objectively and offered to competent staff at the right time as that can improve job satisfaction in the workplace. The previous study shares some similarity with the present study. Both demonstrate the need for promotion to be done as a strategy to motivate staff to be more efficient and proactive in their work. However, the current study differs in the sense that it covers Federal Universities in North West Nigeria.

Ligare, Wanyama and Aliata (2020), conducted a study on Job Promotion and Employee Performance among the Administration Police in Bungoma County, Kenya. The methodology that was employed was a quantitative survey, two sets of questionnaires were used. Mean, percentage, and Pearson Product Moment Correlation Coefficient (PPMC) with a sample of 938 from a total of 2926 employees. Results revealed that job promotion and Employee. Performance had interesting effects on performance, depending on one's emphasis level within the organization, as well as the employee perception on rewards for the effort put in. The study recommended that managers are given extrinsic motivation. Both the present and previous study are similar as they both recognize the need for fairness in dealing with issues of promotion

Chika & Dominic (2017) conducted a study to investigate the effect of work environment on employee productivity using Edo City Transport Service whether inadequacy of the various conditional factors can affect productivity of employee. The research used descriptive survey design. The population of the study consisted of 200 workers. The sample size of the study was 35 selected research participants. instruments used in collecting data for the study was well-designed questionnaire. Percentage was used for data analysis. The study found that a good physical working environment inspires workers to spend more time in their various offices, employees responded emotionally better towards the provision of good office environment by not absenting themselves unnecessarily from work. the researcher recommended the followings: The organization should map out programme for provision of good work environment to increase productivity and of promoting occupational safety and health of workers. This study shares some similarities and differences with the present study. Both studies are similar as they both study the condition of an environment. The present study is unique as it covers Federal Universities of North West Nigeria.

Methodology

This study adopts a descriptive survey research design of correlational type, as it sought respondent's opinion on promotion of clerical staff and efficiency of management of office conditions in Federal Universities of North West Nigeria. The population of the study comprised of all the clerical staff in the Registry and those posted to Faculties of Education and their Departments. There are eight Federal Universities, seven of which have Faculties of Education. with a total population of 403 participants, out of which 362 are clerical staff while 41 were administrators, comprising of Registrars, Deans of each Faculties of Education and Heads Department

under each Faculty who are the Registrars of each school, the Deans of each Faculty as well as the Heads of each Department.

Table 1: Population of the Study

S/N	Name of University	Administrators	Clerical staff	Total
1	Ahmadu Belo University, Zaria	9	71	80
2	Bayero University Kano	8	63	71
3	Federal University Birnin Kebbi	4	42	46
4	Federal University Dutsin-Ma, Katsina State	4	48	52
5	Federal University Dutse, Jigawa State	4	43	47
6	Federal University Gusau, Zamfara State	4	40	44
7	Usmanu Danfodiyo University Sokoto	8	55	63
Total		41	362	403

Source: Office of the Registrar of Federal Universities of North West Zone, Nigeria
Table 1 above, the total population for the study was 403 of which 362 were clerical staff in the registry and those in Faculties of Education and 41 were administrators, comprising of the Registrar, Deans of Faculties of Education and Heads of Departments in Faculties of Education

The researcher selected 169 clerical staff as presented in Research Advisor (2006). All the 41 administrators were taken due to the small and manageable number of sample size. The researcher used purposive and simple random sampling to select the participant from across each university. Also, Simple random sampling was used in selecting the clerical staff from within each institution. This is to give equal chance to every clerical staff to be selected

Table 2: Sample of the Study

S/N	Name of University	Administrators	Clerical Staff	Total
1	Ahmadu Belo University, Zaria	9	30	39
2	Bayero University Kano	8	26	34
3	Federal University Birnin Kebbi	4	17	21
4	Federal University Dutsin-Ma, Katsina State	4	20	24
5	Federal University Dutse, Jigawa State	4	18	22
6	Federal University Gusau, Zamfara State	4	17	21
7	Usmanu Danfodiyo University Sokoto	8	23	31
Total		41	169	210

Source: Fieldwork (2024)

From the table 2, the sample size therefore for the study is a total of 210, of which 169 are for clerical staff, while 41 are for administrators respectively

The study utilized two structured adapted questionnaires as the instruments for collecting data. The first instrument was titled: Promotion of Clerical Staff Questionnaire (PCSQ) which served as the instrument for collecting data on Promotion of Clerical Staff in Federal Universities of North West Nigeria. The second instrument was titled: Efficiency of Management of Office Conditions Questionnaire (EMOCQ). The PCSQ was adapted from Barakatu, (2013), while the EMOCQ was adapted from Manga, (2022), to suit the uniqueness of the study, the researcher also restructured the statement items adapted from Barakatu and Manga to suit her study. The adapted instrument had 33 items, and the researcher reduced the item by 12, making it a total of 21 items that was used for the study. The researcher also restructured the statements of the items adapted from Barakatu and Manga to suit her study. The items were structured on a 5–point Likert’s scale model ranging from 5.0 = Always (A); 4.0 Often (O); 3.0 = Sometimes (S); 2.0 = Rarely (R); 1.0 = Never (N). The mean score of 3.0 points and above was used as cut-off for accepted, while below 3.0 is rejected

The Promotion of Clerical Staff Questionnaire (QCSQ) was adapted from Barakat (2013). The Face and content validity of the adapted questionnaire was determined by revalidating the adapted instrument by experts in the field of education. The Efficiency of Management of Office Conditions Questionnaire (EMOCQ) was adapted from Manga, (2022). The items were structured on a 5–point Likert’s scale model ranging from 5.0 = Very High Efficiency (VHE); 4.0 = Highly Efficiency (HE); 3.0 = Moderate Efficiency (ME); 2.0 = Low Efficiency (LE); 1.0 = Very Lower Efficiency (VLE). The Face and content validity of the adapted questionnaire was determined by revalidating the adapted instrument by experts in their various fields of education, thus the validity of the two instruments was ensured.

Internal consistency reliability technique was used, as it was used to correlate multiple items in the test. The reliability index of the adapted "Promotion of Clerical Staff Questionnaire (PCSQ) was initially obtained as 0.89 by the developer. In order to ensure the reliability of the PCSQ after being modified to suit the study, the researcher carried out a pilot test on 25 clerical members of staff in Sokoto state university, which is not part of the selected sample, but share similar characteristics with Federal Universities of North West Nigeria. The responses obtained were subject to reliability test using Cronbach Alpha with the help of SPSS statistical tool to check the level of internal consistency. A reliability coefficient of 0.81 was obtained. Hence, the instrument was confirmed to be reliable. The reliability index of the adapted Efficiency of Management of Office Conditions Questionnaire (EMOCQ) was obtained by the developer at 0.83. The researcher then conducted pilot test of the adapted EMOCQ. Which was also subjected to a reliability test using Cronbach Alpha and a correlation coefficient of 0.87 was obtained which indicated that the instrument was reliable.

The method of data collection was the use of questionnaire. The researcher administers the questionnaire with the aid of four research assistants. The researcher trained the research assistants before the administration of the questionnaire, so as to help (participants) understand and respond to the questionnaire. The copies of the questionnaire were administered and collected through direct delivery and recovery method to enhance high return rate. Exactly 169 for Clerical Staff and 41 copies for Administrator of PCSQ, and EMOCQ each was distributed based on the sample size to

staff of the various Federal Universities of North West Nigeria. The researcher to used percentages, whereby simple majority was used to determine the rating, and extent of regularity and dimension for each item in the instrument, via Statistical Package for Social Sciences (SPSS) data analysis software. The hypothesis was tested using Pearson Product Moment Correlation Co-efficient (PPMCC) at 0.05 level of significance

Results

Two research questions were answered, and the hypothesis was tested presented in table one to three.

Research Question One

RQ1: what is the regularity of promotion of Clerical Staff in Federal Universities of North West Nigeria?

The research question was answered and presented in Table 3

Table 3. How Promotion of Clerical Staff Affects the Efficiency of Management of Offer Conditions in Federal Universities of North West Nigeria

S/N	Items Statement	F	%	Rating	Level	Decision
1	Clerical Staff ^o promotion is a basic requirement for efficiency of service delivery.	158	75%	4.0	Often	Accept
2	Delay in promotion usually frustrate Clerical Staff and this in turn leads to low efficiency in service delivery.	126	60%	3.0	Sometimes	Accept
3	Promotions of Clerical Staff motivate them to be more efficient in-service delivery.	168	80%	3.0	Sometimes	Accepted
4	Promotion is not on the basis of who comes first but on the efficiency of job done.	136	65%	2.0	Rarely	Accept
5	The years of experience are a basis determinant of promotion of Clerical Staff.	151	72%	4.0	Often	Accept
6	Clerical Staff ^o adequate ability and skills is a major determinant of promotion.	167	84%	3.0	Sometimes	Accept
7	Clerical Staff ^o promotion is on the basis of examination rather than experience of service.	139	66%	3.0	Sometimes	Accept
Mean ($\bar{x}$)		151	72%	3.0	Sometimes	Accepted

Source: Field Survey, (2023). n=210

Key:

5.0 = Always
4.0 = Often
3.0 = Sometimes
2.0 = Rarely
1.0 = Never

Analysis of the data in table 2 reveals that items one, two, and three had a mean score of 5.0, 5.0, and 5.0 which is accepted, while item four, had a mean score of 2.0 which is rejected. On the other hand, item five, six, seven had a mean score of 5.0, 5.0, and 5.0. Item eight had a mean of 4.0 which is also accepted. While item 9 had a mean score of 2.0, which is rejected. The table 3 shows that grand mean rating of promotion of clerical staff relationship was 74% with a mean score of 5.0 indicating majority acceptance level in Federal Universities of North West Nigeria

Research Question 2

RQ2: What is the level of efficiency of management of office conditions in Federal Universities of North West Nigeria?

The research question was answered and presented in Table 3

Table 4: Level of Efficiency of Management of Office Conditions in Federal Universities of North West Nigeria

S/N	Items Statement	Rating	$\bar{x}$	Eff.	Decision
1.	Clerical staff report for replacement of expired light bulbs and repair of faulty light switches and sockets.	56%	3.0	ME	Accept
2.	Clerical staff open all windows for cross ventilation and optimum light	66%	4.0	HE	Accept
3.	Clerical staff report faulty fans and air conditions for prompt repair or replacement.	55%	3.0	ME	Accept
4.	Clerical staff ensure the air conditioner are functioning properly	52%	2.0	LE	Reject
5.	Clerical staff ensure that staff and visitors to the office speak in low tones when on telephone	57%	2.0	LE	Reject
6.	Clerical staff ensure that television sets and musical instruments in office are operated at low tunes	56%	2.2	LE	Reject
7.	clerical staff ensure that ceiling fans and doors hinges are oiled	52%	2.0	LE	Reject
8.	Clerical staff ensure that pictures, paintings, calendars and display boards are well placed	51%	3.0	ME	Accept
9.	Clerical staff ensures that flowerpots, electrics and sculptures are well arranged.	56%	3.0	ME	Accept
10.	Clerical staff ensure photocopiers, printer, and other office machines are properly placed	51%	3.0	ME	Accept
11.	Clerical staff ensure the refrigerators have water.	53%	2.0	LE	Reject
12.	Clerical staff ensure that clean drinking water is always available in the offices.	54%	2.0	LE	Reject
13.	clerical staff ensure that office meals, tea and refreshment are neatly served.	51%	3.0	ME	Accept
14.	Clerical staff ensures dust bin for waste papers are provided and that papers are burnt on a daily basis.	52%	2.0	LE	Reject
Grand Mean ($\bar{x}$)		51%	3.0	ME	Accept

Source: Field Survey, (2023) n=210

Key:

5.0 = Very High Efficiency (VHE)

4.0 = Highly Efficiency (HE)

3.0 = Moderate Efficiency (ME)

2.0 = Low Efficiency (LE)

1.0 = Very Lower Efficiency (VLE)

Table 3 item one was rated 4.0 which shows that promotion is a basis requirement for efficiency was often done, while item two and three were rated 3.0 respectively and was sometimes done. Item four was rated 2.0 and show that promotion is not based on who comes first but on the efficiency of job done were rarely done. Item five was rated 4.0 which shows often while item six and seven was rated 3.0 and show sometimes and the grand means was rated 3.0 and shows sometimes and the decision was accepted.

Table 4, item one which shows clerical staff report for the replacement of expired light had a mean score of 3.0 which had a moderate efficiency. Item two had a mean score of 4.0 and a high efficiency level, item three had a mean score of 3.0 had a moderate efficiency level. Item four, five, six and seven had a mean score of 2.0 and had of low efficiency level. Item eight, nine and ten had a moderate efficiency level. Item eleven and twelve had a mean of 2.0 and an efficiency level of low efficiency. Item thirteen had a mean score 2.0 and had a low level of efficiency. The grand mean had a mean score of 3.0 and had a moderate efficiency.

Hypothesis Testing

One hypothesis was tested in Table 5.

H₀₁: There is no significant relationship between promotion of Clerical Staff and efficiency of management of office conditions in Federal Universities of North West Nigeria. This hypothesis was tested and presented in Table 5.

Table 5: Relationship between Promotion of Clerical Staff and Efficiency of Management of Office Conditions in Federal Universities of North West Nigeria

Variables	N	Mean	SD	Df	r-Cal	P-value	Decision
Promotion of Clerical Staff	210	2.8596	.46435	208	-.312	.181	Accepted
Management of Office Conditions	210	2.3420	.44627				

Source: Field Survey, (2023).

Table 4 reveals the number of participants (n) 210 for independent and dependent variables, and a correlation value (r)-312 and P-value of 181. Testing the hypothesis at alpha level 0.05 the p value is greater than the alpha value, 181 > 0.05. Hence, the null hypothesis is accepted. This indicates that there is no relationship between Promotion of Clerical Staff and Efficiency of Management of Office Conditions in Federal Universities of North West Nigeria.

Discussion of Findings

The discussion of findings section discusses the findings of the study in relation to previous studies, one after the other, as follows:

The first finding shows that regularity of promotion of clerical staff was always done regularly. This is in line with the findings of Garba and Idris (2021) who found that promotion of had a positive relation to job satisfaction. However, from Table 3, promotion is not usually done on basis of who deserve the promotion, clerical staff also accepted that delay in promotion sometimes frustrate their effort. The findings also show that promotion is done sometimes on basis of examinations alone rather than years of experience. This means that there are areas where clerical staffs needs to work on.

The second findings show a moderate efficiency level of management of office condition in Federal University of North West Nigeria. This is in line with Chika and Dominic (2017) who found out that there is a moderate level of conduciveness of office condition. However, in table 4 item number four was also found that clerical staff does not ensure the air conditioners are functioning properly and was rated very low. Items five, six and seven also had a low mean, because clerical staff does not ensure visitors speak in low tones when using phones, this shows that there are areas where clerical staff needs to put in more efforts for the overall efficiency of management office condition.

The third finding shows that there is no significant relationship between promotion of clerical staff and efficiency of management of office conditions in Federal Universities of North West Nigeria. This study contradicts the finding of Ligare, Wanyama and Aliata (2020), who found a significant positive relationship between clerical staff regularity of promotion and efficiency of management of officer condition. This shows that clerical staff report or replacement of expired light bulbs and repair of faculty light switches and sockets.

Conclusion

The study investigates promotion of clerical staff and efficiency of management of office conditions in Federal Universities of North West Nigeria findings from the study shown among others that the regularity of promotion a clerical staff get, has nothing to do with how well he or she can manage the office conditions in Federal Universities of North West Nigeria.

Recommendations

The researcher recommends the following:

1. The university management should ensure that they keep ensuring that the promotion of clerical staff are done regularly and are expected to ensure that promotions are done on the basis of who deserves the promotion.
2. The university management should ensure that clerical staff continue to ensure that the air conditioner are functioning properly and ensure clerical staff allow visitors speak in low tones when using phones.
3. University management needs ensures clerical staff continue to report for replacement of expired light, bulbs and repair o quality light switches and sockets.

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