

An Assessment of How Training and Development Impact on The Operation of The Company Registration Portal in Corporate Affairs Commission, Abuja.

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Abstract- Training and development in the context of knowledge, skill, and attitude of employees serves as a reasonable gauge with which the quality or otherwise of services delivered are measured and same stands to be of central concern to organizations aiming to achieve excellence in service delivery. The main aim of the study is to examine the impact of training and development on the operation of Company Registration Portal (CRP) in Corporate Affairs Commission, Abuja. The population of the study is 252 staff of the CAC drawn ICT, Business name and Trustee units of the CAC out of which a sample size of 155 was drawn using Taro Yammani. 5 (five) companies were selected for interview. Primary method of collecting data was adopted, 155 questionnaires were administered on respondents and 151 were retrieved out of which 2 (two) were not suitable for analyses, interview was conducted for the selected companies. The study found out that inadequate training and development manifesting in poor ICT skills has a significant effect on the effective operation of the company registration portal (CRP) in Corporate Affairs Commission, Abuja. It was recommended that Corporate Affairs Commission being the company registry in Nigeria should ensure adequate training and development of staff most especially those directly linked to the operation of the Company Registration Portal (CRP) comprising of the Trustees, Business Names and ICT departments/units.

Indexed Terms- Company Registration Portal, Corporate Affairs Commission, Training and Development, Organization, Performance.

I. INTRODUCTION

1.1 Background to the Study

Training and development is a fundamental tool that enhances efficiency in any organizational confines the world over. “The ergonomics of the work environment, state of the art equipment as well as quality raw materials can make production possible, but it is the human resources that actually make production happen”, (Asare-Bediako, 2008 & Abdulsalam, Kirfi & Idris, 2013). Human resources are a crucial but expensive resource and therefore in order to sustain economic and effective performance of this resource, it is important to optimize their contribution to the achievement of the aims and objectives of the organization through training and development. Training is therefore necessary to ensure an adequate supply of employees that are technically and socially competent in carrying out assigned tasks (Mullins, 2007). According to Heathfield (2012), the right employee training and development at the right time, provides big payoffs for the organization in increase productivity, knowledge, loyalty, commitment and contribution.

Furthermore, organizations are facing increased competition due to globalization, changes in technology, political and economic environments and therefore prompting these organizations to train their employees as one of the ways to prepare them to adjust and thus enhance their performance (Pucik & Barsoux 2002). It is important to note that the prevailing evidence on the growth of knowledge in the last decade has left public and private entities with no option but to invest hugely in employee training and development in order to meet the increased yearning for improved performance (Kamran & Nasir, 2012).

This growth has not only been brought about by increased efforts towards development of organizational human resources, but also the emergence of sophisticated technology typical of the Company Registration Portal (CRP) in CAC, Abuja (Ajadi & Kirfi, 2013).

Based on the nature of services (registration of incorporated of trustees, registration of business names and incorporation of companies) rendered by corporate affairs commission and the need to fast track service delivery in order to be efficient especially in an era of globalized technological advancement, the commission expunged the obsolete (manual) method of registering companies which was characterized by attendant issues ranging from duplication and mistakes in names as well as registration numbers to pilferage and mutilation of records amongst several others to compete globally. This development ushered in the automated method of service provision (registration of incorporated of trustees, registration of business names and incorporation of companies) in 2004 which was replaced with what is known as the Company Registration Portal (CRP) (an online platform for Company Registration) launched in 2014 by the Minister for Industry, Trade and Investment. Though the launching of the CRP (Company Registration Portal) was to enhance service provision in corporate affairs commission, a number of inadequacies are said to be associated with the operation of the CRP. Poor training and development of staff owing to perceived high cost of training and/or favouritism in nomination for training may as well be a contributing factor leading to poor ICT related skills expressed in the epileptic state of server functioning, intermittent access to the CRP, dawdling process of company registration, etc. these issues have combine to indicate the lack of corresponding skills to man the operation of the CPR.

As a regulatory bureaucracy, the CAC has been on the push to meet the growing demands of its customers in providing effective services (registration of incorporated of trustees, registration of business names and incorporation of companies) and that is with no doubt connected to the overwhelming increase in the number of companies operating in the economy today which must be adequately checked and regulated in order to minimize or even deter the

operation of unregistered companies in the economy (Samuel, 2011). It is without an iota of doubt that efficiency in service delivery is key to organizational success, and that can only be a reality if the organization sees the human part of it as its ultimate asset that requires intellectual polishing and re-polishing through adequate training and development (Yusufu, 2010 and Abubakar & Kirfi, 2014)

1.2 Statement of the Problem

In corporate affairs commission, the reform (Company Registration Portal) currently in force needs a corresponding skill and knowledge in its operation to attain the desired level of effective and efficient service delivery. Under normal circumstances, there are certain quality standards (domestic and international) by which the public sector agencies, most especially regulatory agencies, operate. These standards are expressed in speedy registration process (in ideal situation, not more than 24 hours), customers easy access to the portal, uninterrupted server function to mention but just a few. In view of such standards, its ability to respond to environmental demands should be comparatively evident.

In spite of the central role training and development play in attaining organizational success, certain bottlenecks deter the efficient operation of the CRP thereby making service delivery (registration of incorporated of trustees, registration of business names and incorporation of companies among others) and performance of regulatory functions difficult to accomplish. Poor training and development of staff owing to perceived favouritism in nomination for training is as well a contributing factor leading to poor ICT related skills expressed in the epileptic state of server functioning, intermittent access to the CRP, dawdling process of company registration (taking more than 14 days to register a company), etc. these issues have combine to indicate the lack of corresponding skills to man the operation of the CPR. These affect CAC's effectiveness as the calibre of staff or skills acquired by them contribute to the quality of services produced and delivered by the Commission. This problem suggest for adequate training and development of staff directly related to the operation of the company registration portal through various methods so as to ensure efficient and effective operation of the CRP.

In line with the above, the following question will guide the study:

To what extent does inadequate training and development manifesting in poor ICT skills affect the effective operation of the company registration portal (CRP) in Corporate Affairs Commission, Abuja?

1.3 Study Objective

To investigate how inadequate training and development manifesting in poor ICT skills affect the effective operation of the company registration portal (CRP) in Corporate Affairs Commission, Abuja.

1.4 Hypothesis of the Study

That inadequate training and development manifesting in poor ICT skills does not affect the effective operation of the company registration portal (CRP) in Corporate Affairs Commission, Abuja.

II. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

This section of the paper reviews a number of literatures relating to the study with a view to establishing a basis for drawing a logical conclusion.

2.1 Training and Development: A conceptual outlook i.

Training and development as cited in Cole (2012) is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training, according to Aliyu, Kirfi and Abdulsalam, (2022), is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few.

Beardwell & Holden (2013) argue that the recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized. They add that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their

employees, and this means considerable and continuous investment in training and development.

According to Kreitner & Kinicki, (2007) it does not matter how carefully job applicants are screened, typically a gap remains between what the employees know and what they should know. An organization which desires to gain competitive edge in its respective industry, needs among other things, extensive and effective training of its human resources. Training is therefore a key element for improved organizational performance; it helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance. Although many employers continue to have reservations about the cost and extent of tangible business returns (where applicable) from training, the development of skills has been identified as a key factor in sharpening competitiveness.

2.2 Benefits of Training and Development

Mullins (2007), gives the purpose of training and development as a means to improving knowledge and skills and to change trainee's attitude. Thus, training becomes one of the most important potential motivator and hence the following benefits do accrue from training and development programmes:

- i. Increase in the confidence and commitment of staff (Kirfi & Maishanu, 2014).
- ii. It provides the needed recognition and enhances responsibility which could lead to an increase in pay and promotion.
- iii. With confidence comes the feeling of personal satisfaction and achievement. This could further broaden career progression opportunities
- iv. Training and development improves the availability, quality and skills of staff.
- v. Training and development brings about increased productivity thereby impacting positively on RoI.

According to Cole (2004), benefits to organizations from systematic training and development include:

- i. Greater commitment of staff (first point of Mullins)

- ii. Improved service to customers e. g. efficient CRP operations manifesting speedy registration process, stable internet server function, etc.
- iii. Improvement in job performance with its resultant increase in overall productivity.

From the above, it becomes quite clear that training and development is key in improving organization's performance and increased level of individual performance and finally leading to organizational competence. Therefore, training and development bridge the gap between what should happen and what is happening; i. e. the desired goals or standards and the actual level of performance. An organization which facilitates learning, growth and development of individual employees must have training as an integral part of the organization's business strategy. This however seem to be lacking in Corporate Affairs Commission, Abuja. According to Adamu, Kirfi and Aliyu, (2013) Other benefits that would accrue from training and development in the CAC are:

- i. Reduction in the need to supervise employees or subordinates thus freeing supervisors to concentrate other responsibilities of their departments.
- ii. Reduction in employee turnover, scrap and wastage. Though the benefits discussed above are no exhaustive, they gave an indication to the CAC, Abuja about the need to take training and development very seriously.

2.3 Organization's Need for Training and development

Well trained and developed employees when fully utilized by the employing organization benefits it as well the employees themselves. Therefore, for an organization to grow and survive in today's globally competitive and fast changing environment especially in the area of technology, for a very long time, there would be the need for organizations to come up with systems and programmes that would bring out the competence, attention, creativity and general innovations as individual employees, groups or teams (Asare, 2008). For this reason organizations seek to adapt to new structures, new cultures and new effective methods of performance management and employee motivation to be able to cope with rapid change and competition in the business environment. Innovative changes or adjustments become successful

when people acquire new perspective or understandings, values, knowledge and skills. For an example, the introduction of effective and up-to-date technique in performance management would require that the employees (supervisors and management) who administer this system to: (i) Understand the need for it and (ii) Have the knowledge and skills to implement it.

This understanding, Knowledge and skills would come from organizing seminars or training programmes that will provide these implementers the relevant perspectives, skills and knowledge for successful implementation. The ultimate human resource management outcome therefore is performance and hence all other outcomes such as competencies, morale of employees, attitudes and motivation are determinants of performance. Performance of employees is about employee output which is twofold; first, the effective use of inputs or resources and second, the translation of efficiency into quality services in an organization.

Human resource training and development activities therefore aim at equipping employees with the necessary competencies that they require for their effective performance on their job. It is therefore fairly correct and important to argue that, without the right kind of competencies, no amount of motivation either in cash or kind will be able to get employees to perform creditably or totally acceptable. Asare-Bediako (2008), Ivancevich & Beardwell (2012) and Holden (2014) all agree that competencies needed by employees to perform at a totally acceptable levels fall into three main categories, namely; technical, managerial and personality competencies. Training and development interventions therefore must aim at providing employees with the required technical, managerial and personality competencies for them to achieve and sustain a high level of performance. Adoption of this position would be the way for the CAC to be competitive in the global scheme of company registry expressed in its ability to provide quality services through the effective operation of the company registration portal. This does not however mean that training is the solution to all performance problems in an organization.

2.4 The Nexus between Training and Development and the effective Operation of the Company Registration Portal.

In a developing economy typical of Nigeria, the priority alluded to training and development is not much that amplify government’s will to ensure efficiency in the public sector (Kirfi, Ajadi & Aliyu, 2013). Going by a number of empirical works, it is evident that for an organization to ensure quality standards and efficiency in service delivery, the level of employees technical and administrative know-how must be improved through what is training and development. The conceptual model below was developed by the researcher to buttress the above statement, by showing the relationship between training and development efficient operation of the company registration portal service delivery.

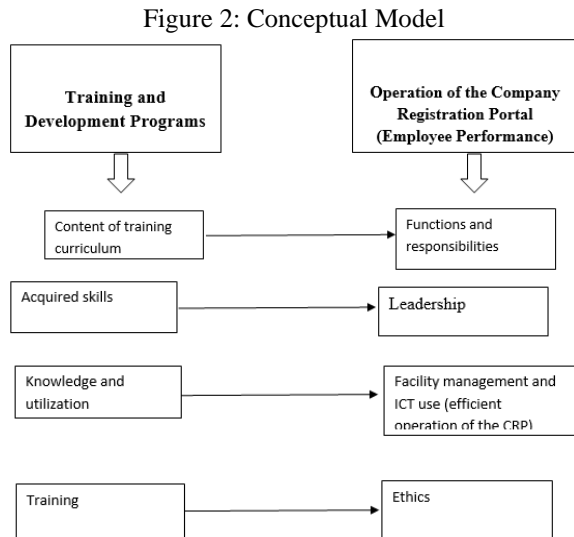


Figure 2: Figure 2: illustrates that as content of curriculum is well developed, it is expected to result in improving functions and responsibilities of public servants. As Kirfi & Nura (2013) opinionated, when skills are acquired in the different areas, it is expected to yield the dividend in terms of performance of duties. Utilisation of knowledge, especially in the areas of ICT and Facilities Management is critical to any public organization that is serious about service delivery and proficiency in this 21st Century (Lawal, Kirfi and Balarabe, 2013). In addition, training is expected to keep public servants above board, especially in terms of ethics. All the sub variables of

training and development programmes are expected to result in efficient operation of the CRP depending on the effect of intervening variables such as values, attitudes and beliefs of the public servant, weak enactment of policies, obsolete technology, inadequate funds and political interference.

2.5 Company Registration Portal (CRP)

The CRP is an online platform lunched in 2014 by Corporate Affairs Commission with a view to enhancing effective service delivery (registration of incorporated of trustees, registration of business names and incorporation of companies among others) to its potential customers.

The Minister of Communication Technology in 2015, contended that the CAC’s new online company registration portal will make its services more user friendly. Speaking at the lunch of the CAC new online portal the minister said

“While this would make it easier to obtain CAC services, we also expect that it will result in revenue assurances by pugging leakages. Over 100 million Nigerians have access to voice services even as 63 million Nigerians use the internet on regular basis and that these statistics were compelling for any government that is desirous of delivering effective service to its citizens.” (CAC news, 2015).

The CRP is an internet-based platform that provide customers with the interface to register their companies and effect payments online. Going by the fact that it is internet-based, therefore, it requires server, network and connectivity to make the platform functional. This however, necessitates for the training and retraining of CAC staff in ICT infrastructure maintenance in order to ensure uninterrupted connectivity and effectiveness in service delivery (CAC news, 2015).

- A. Procedure for Registration of Company/Business Name/Incorporated Trustees Online (CRP)
 - Connection to the Company Registration Portal (CRP)
 - a. Services.cac.gov.ng, or
 - b. cac.gov.ng
 - B. Creation of account
 - a. Click on create account on the home page of the Portal.
 - b. Complete the forms displayed, NOTE:

Accredited users should select ‘‘ARE YOU AN ACCREDITED CUSTOMER?’’ and enter their accreditation number in this format for individual NBA/IND/12345 or ICAN/IND/12345 or ICSAN/IND/12345, and for firm NBA/FM/12345, or ICAN/FM/12345, or ICSAN/FM/12345. Accredited users must ensure that they enter the e-mail address that was used during their accreditation. Then, enter the catcher as displayed in the box and click submit.

C. For General Users

The system will display the pre-entered ‘‘USER NAME’’ and the auto generated ‘‘PASSWORD’’ immediately. While accredited users will be mailed their ‘‘USER NAME’’ and ‘‘PASSWORD’’ after approval at the back office.

D. Accessing the CRP after Account Creation

- a. Enter the ‘‘USER NAME’’ and ‘‘PASSWORD’’.
- b. Click on ‘‘LOGIN’’
- c. Accept terms of use.
- d. Change your ‘‘PASSWORD’’.

You can thereafter transact business with the commission using your profile without any interruption. (CPR user-guide,2015). Going by the above amplified processes through which a company is registered, it is with no glitter of doubt that managing such a highly technological platform cannot be achieved without a corresponding skill by the staff. This therefore on the other hand justifies the credence of human capital development in achieving effective service delivery in the CAC (Kirfi & Abdullahi 2012).

2.6 Theoretical Framework

- Action Theory

As described by Michael Frese (2007), action theory attempts to explain how learning is regulated and how people can change their behaviour to dynamically meet objectives in normal and/or unusual situations. Situated learning methods involve novel situations and require trainees to be creative to some extent. Contrary to many cognitive and information processing theories, action theory is linked to behaviour and specific working contexts and outcomes. It is also concerned with the processes involved in the interaction between environmental inputs and behaviour in the one hand and how cognition regulates behaviour and performance on the other hand (Paul,

2010). According to Salisbury (2008), action theory is a systematic tool for understanding how knowledge of cognitive processes in a performance situation is regulated by using the focus, sequence, action structure components and the foundations of the theory which interact dynamically. The action structure is the most important component in relation to scenic processes. Through sensitivity to the complexity of the learning process, instructors can manage learner expectations to reduce information overload. After trainees feel more comfortable with the scenic model, they often try to apply it to other problems in the workplace (Paul, 2010 and Kirfi., Muazu , & Abdulkadir, 2019).

III. METHODOLOGY

The study used survey method. CEO’s of Five (5) different registered companies were interviewed in order to obtain the views of the users of the CRP. Questionnaires were administered on respondents with a view to generate relevant information for the purpose of academic interpretation and reconstruction.

3.1 Population and Sampling

The population of the study is 252 staff of the CAC drawn from ICT, Business name and Trustee units of the Commission (As these units are directly involved in the operation of the Company Registration Portal CRP) out of which a sample size of 155 was drawn using Taro Yammani. One hundred and Fifty-five (155) questionnaires were administered on the respondents, 151 were retrieved out of which 2 (two) were not suitable for analysis.

IV. DATA PRESENTATION AND DISCUSSION

This section of the study presents the analysis of data obtained from the field and same equally discussed the findings made and the conclusions arrived at.

Table 4.1: Educational qualification of respondents

S/No	Qualification	No	(%)
1	PhD.	3	2%
2	Masters	6	4%
3	B.Sc	91	61.7%
4	Diploma	49	32.3%

	Total	149	100
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Source: feild work 2019

The table above indicates that 3 (three) respondents constituting 2% of the sample population are holders of Ph.D, and 6 (six) respondents constituting 4% of the sample population are holders of Masters degree, 91 (eighty nine) respondents constituting 61.7% of the sample population, while 49 (eighty seven) respondents constituting 32.3% of the sample population are diploma holders. Going by the above analysis it is evident that the majority of staff forming the sample population of the study are senoir staff.

Table 4.2: Category of staff

S/No	Category	No.	(%)
1	Senior	100	67%
2	Junior	49	33%
	Total	149	100

Source: feild work 2019

The table above shows that 100 (one hundred) respondents constituting 67% of the sample population are senoir staff, while 49 (eighty seven) respondents constituting 33% of the sample population are junior staff.

Table 4.3: Years of working experience

S/No	Years	No	(%)
1	1-5	9	6%
2	6-10	42	28%
3	11-15	59	39.5%
4	16-20	21	14.2%
5	20 and above	18	12.3%
	Total	149	100

Source: feild work 2019

The table above shows that 9 (nine) respondents constituting 6% of the samle population have spent between one to five years of service in the CAC, 42 (forty two) respondents constituting 28% of the sample population have spent between six to ten year of service in the CAC, 59 (fifty nine) respondents constituting 39.5% of the sample population have spent between eleven to fifteen years of service in the CAC, 21 (twenty one) respondents constituting 14.2% of the sample population have spent between sixteen

to twenty years of sevice in the CAC, while 18 (eighteen) respndents constituting 12.3% of the sample population have spent twenty years and above working in Corporate Affairs Commission, Abuja. This concurs with (Abdulkarim & Kirfi, 2014)

Table 4.4: Inadequate training and development manifesting in poor ICT skills does not affect the effective operation of the company registration portal (CRP) in Corporate Affairs Commission, Abuja?

		Freque ncy	Perc ent	Vali d Perc ent	Cumula tive Percent
Val id	Strongl y Disagr ee	48	32.2	32.2	32.2
	Disagr ee	71	47.7	47.7	79.9
	Undeci ded	24	16.1	16.1	96.0
	Agree	2	1.3	1.3	97.3
	Strongl y Agree	4	2.7	2.7	100.0
	Total	149	100. 0	100. 0	

Source: field work 2019

Table 3.4 indicates that 71 (seventy-one) respondents representing 47.7% of the sample population disagreed that inadequate training and development manifesting in poor ICT skills does not affect the effective operation of the company registration portal (CRP) in Corporate Affairs Commission, Abuja. Similarly, 48 (forty-eight) respondents constituting 32.2% of the sample population strongly disagreed that, inadequate training and development manifesting in poor ICT skills does not affect the effective operation of the company registration portal (CRP) in CAC, Abuja. 24 (twenty four) respondents constituting 16.1% of the sample population could not decide whether or not poor ICT skills affects the effective operation of the CRP. 4 (four) respondents constituting 2.7% of the sample population strongly agreed that inadequate training and development does not affect the effective operation of the company

registration portal (CRP). 2 (two) respondent constituting 1.3% of the sample population agreed that lack of adequate training and development does not affect the effective operation of the CRP in CAC. Based on the forgoing responses analysed one can strongly deduce that inadequate training and development of staff in the Business names, ICT and Trustees departments/units of the CAC seriously affects the effective operation of the CRP. This therefore, goes a long way in amplifying the fact that the effective operation of the company registration portal is indeed a frontier that will in no small measure enhance effective and efficient service production and delivery in corporate affairs commission, Abuja (Kirfi, Balarabe & Shantali, 2013).

Table 4.5: Adequate training and development of staff will lead to effective operation of the CRP?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly	3	2.0	2.0	2.0
	Disagree	6	4.0	4.0	6.0
	Disagree	5	3.4	3.4	9.4
	Undecided	71	47.7	47.7	57.0
	Agree	64	43.0	43.0	100.0
	Strongly Agree	149	100.0	100.0	
	Total				

Source: field work 2019

The above table shows that 64 (sixty four) respondents constituting 43 % of the sample population strongly agreed that adequate training and development of staff will lead to effective operation of the CRP, complementing the forgoing, 71 (seventy one) respondents constituting 47.7% of the sample population agreed that adequate training and development of staff will lead to effective operation of the CRP. On the other hand, 5 (five) respondents constituting 3.4 % of the sample population neither agreed nor disagreed that adequate training and

development of staff will lead to effective operation of the CRP. While 6 (six) respondents constituting 4 % of the sample population disagreed that adequate training and development of staff will lead to effective operation of the CRP and 3 (three) respondents constituting 2 % of the sample population strongly disagreed that adequate training of staff impacts on the effective operation of the CRP. The above analyses clearly shows that the majority of the sample respondents constituting 90.7% are of the believe that adequate training and development of staff will lead to effective operation of the CRP. Going by that, it can be deduced that training and development plays a very significant role in enhancing the process of service delivery as the staff of the CAC managing the operations of the CPR will be equipped with the requisite knowledge and skills needed for the effective operation of the portal and that will be manifested in speedy registration process etc.

Table 4.6: The commission provides adequate training and development for staff on semiannual or annual basis?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.7	.7	.7
	Disagree	21	14.1	14.1	14.8
	Undecided	18	12.1	12.1	26.8
	Agree	74	49.7	49.7	76.5
	Strongly Agree	35	23.5	23.5	100.0
	Total	149	100.0	100.0	
	Strongly Disagree	1	.7	.7	.7

Source: field work, 2019

The above table shows that 35 (thirty five) respondents constituting 23.5 % of the sample population strongly agreed that the commission provides adequate training for its staff on annual or semi-annual basis, complementing the forgoing, 74 (seventy four) respondents constituting 49.7% of the sample population agreed that corporate affairs commission provides adequate training for its staff be it on annual or semi-annual basis. On the other hand, 18 (eighteen) respondents constituting 12.1 % of the sample population neither agreed nor disagreed that the commission provides adequate training for its staff periodically. While 21 (twenty one) respondents constituting 14.1 % of the sample population disagreed that the commission provides adequate training and development for its staff on annual and semi-annual basis and 1 (one) respondents constituting 0.7 % of the sample population strongly disagreed that the commission provides adequate training and development for its staff on annual or semi-annual basis. The above analyses clearly shows that the commission provides adequate training opportunities for its staff, this was confirmed by the majority of sample respondents constituting 70.13%. On the affirmative, it is valid therefore to assert that since the commission provides training and development programs annually or semi-annually for its staff and yet staff operating the CRP lacks the requisite knowledge and skill for the effective operation of the portal, it means that favouritism plays a role in the selection or nomination of staff for training and development as confirmed by the responses in Table 3.6 thereby, undermining merit and due process.

Table 4.7: Effective operation of the CRP is not marred by the lack of requisite skills and knowledge?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	54	36.2	36.2	36.2
	Disagree	69	46.3	46.3	82.6
	Undecided	10	6.7	6.7	89.3

	Agree	14	9.4	9.4	98.7
	Strongly Agree	2	1.3	1.3	100.0
	Total	149	100.0	100.0	
	Strongly Disagree	54	36.2	36.2	36.2

Source: field work, 2019

The above table indicates that 54 (fifty four) respondents constituting 36.2% of the sample population strongly disagree that effective operation of the CRP is not marred by the lack of requisite skills and knowledge in CAC, and 69 (sixty nine) respondents representing 46.3 % of the sample population disagree that effective operation of the CRP is not marred by the lack of requisite skills and knowledge. On the other hand, 10 (ten) respondents constituting 6.7 % of the sample population neither agreed nor disagreed that effective operation of the CRP is not marred by the lack of requisite skills and knowledge. While 14 (fourteen) respondents constituting 9.4% of the sample population agreed that effective operation of the CRP is not marred by the lack of requisite skills and knowledge and 2 (two) respondents constituting 1.3% of the sample population strongly agreed effective operation of the CRP is not marred by the lack of requisite skills and knowledge in the CAC. Deducing from the above analyses it can be seen that 82.5% forming the majority of sampled respondents disagreed effective operation of the CRP is not marred by the lack of requisite skills and knowledge in the commission, therefore, it is would be right to establish that lack of requisite knowledge and skill in indeed a hindering factor to the effective operation of the Company Registration Portal. This is positive because the CRP is a complex and sophisticated internet based platform that requires a skilled manpower to operate. Therefore, lacking this requisite knowledge and skill will of course mar the effective operation of the Portal.

- Interview Responses

S/No.	Interview Questions	Responses from the informants representing the five (5) selected companies.
1.	Did you encounter any unwanted issue in form of delay in the course of registering your company with the CAC? If affirmative, what do you think was the cause for the delay?	<p>Company “A”: Yes, we actually did, because it took us about ten (10) working days before we could successfully register our company. Well, left to me, based on my experience I will attribute the cause of the delay to poor capacity of the staff in terms of ICT.</p> <p>Company “B”: We encountered some delay which lasted for 21 working days after which the company was registered successfully. I think the delay was as a result of server dysfunction.</p> <p>Company “C”: Of course we encountered serious delay, in fact we had to revert to the manual process because registering through the CRP became very difficult. I will say it’s because the staff handling the portal are not well trained on how to effectively operate the system and the server functionality is very discouraging.</p> <p>Company “D”: Well, we did. I cannot really tell, to be candid, but am sure it has to do with manpower capacity.</p> <p>Company “E”: Not much. I really do not know.</p>
2.	Do you think the CRP is effective? If “yes”, why do you think so, and if “no” why so?	<p>Company “A”: No, not all. Because it took us longer than necessary to register our company, so if it’s effective it should not have taken that long.</p> <p>Company “B”: Well, I will say it’s partially effective. Because of the too much delay.</p> <p>Company “C”: The CRP is not effective, not for a bit. Because the government is not doing what is right by ensuring quality control and highly developed capacity of staff.</p> <p>Company “D”: No, it’s not. Mr. researcher, you know our country nothing works. It’s because the staff are not intellectually equip to operate the Portal.</p> <p>Company “E”: it’s not, but I reserve my comments on why it’s not effective.</p>

Looking at the responses by the interviewees, it can be argued that the responses are tilted towards the fact that the operation of the company registration portal is not as effective as it should be. 60% of the informants who responded on the causal factor of the delay in company registration attributed it to poorly or inadequately trained staff manning the operation of the CRP. When asked on whether the CRP is effective, 80% of the informants held the strong notion that the CRP is ineffective, while 20% of the informant argued that the Portal is partially effective (Kirfi & Aliyu, 2014)

Hypothesis Testing

That inadequate training and development manifesting in poor ICT skills does not affect the

effective operation of the company registration portal (CRP) in Corporate Affairs Commission, Abuja.

	Observed N	Expected N	Residual
Strongly Disagree	48	29.8	18.2
Disagree	71	29.8	41.2
Undecided	24	29.8	-5.8
Agree	2	29.8	-27.8
Strongly Agree	4	29.8	-25.8
Total	149		

Source: Computed using SPSS 23: Primary Data Collected (2019)

Test Statistics

	That inadequate training and development manifesting in poor ICT skills does not affect the effective operation of the company registration portal (CRP) in Corporate Affairs Commission, Abuja.
Chi-Square	117.477 ^a
Df	4
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 29.8.

• Decision

The chi-square computed result shown above, indicates that inadequate training and development impacts negatively on the effective operation of the CRP. This is proven by the P value (.000) suggesting that there is a level of significance in the relationship between the training and development and operation of the CRP. By implication, when staff are inadequately trained, the operation of the CRP will definitely be ineffective. Consistent on the above, we reject the null and accept the alternative hypothesis which says “Inadequate training and development manifesting in poor ICT skills affects the effective operation of the company registration portal (CRP) in Corporate Affairs”.

• Discussion of Findings

This study is an attempt at assessing how training and development impact on the operation of the company registration portal. All the questions raised in the questionnaires were directly related to the study and the view of the respondents were as well presented and analyzed above using initial statement, evidence from the table, personal observation and literature/empirical evidence as parameter for interpretation and conclusion reaching. The major findings in this study can be summarized thus:

The study revealed that inadequate training and development manifesting in poor ICT skills has a significant effect on the effective operation of the company registration portal (CRP) in Corporate Affairs Commission, Abuja. The chi-square computed result indicated that inadequate training and development impacts negatively on the effective operation of the CRP. This was proven by the P value (.000) suggesting that there is a level of significance in the relationship between the training and development and operation of the CRP. By implication, when staff are inadequately trained, the operation of the CRP will definitely be ineffective. Consistent on the above, it can be established that the level of requisite skills and knowledge obtained through training and development shapes the way and manner in which the Company Registration Portal is operated. In developed societies like USA and France it takes the maximum of 0.18 days to register a company (Unice, 2017). That is highly attributable to the highly skilled man power managing the electronic process of registering a company.

CONCLUSION

The efficiency and quality of service(s) in Corporate Affairs Commission Abuja is attributable mainly to the training and development programme(s) that makes the operation of the company registration portal effective (Ahmed, Kirfi & Ajadi, 2021). Quality service delivery (registration of incorporated of trustees, registration of business names and incorporation of companies among others) cannot be attained without building the capacity of staff through training and retraining (Kwanga, Kirfi & Balarabe, 2013). In recent years, global best practices in company registry is one that has taken a redefined perspective expressed in speedy registration process, stable server functionality, uncompromised data integrity, to mention but just a few (Kirfi, 2011).. Though the CAC being a corporate entity in the regulatory sub-sector has done quite remarkable in enriching its mandate. The launch of the Company Registration Portal (CRP) was to make the delivery of services more effective and efficient through training and development of personnel, but going by the evidence-based performance of staff in the operation of the CRP, it can be established that the reverse was the case. This has affected the effective operation of

the CRP in the process of company registration in the CAC.

RECOMMENDATION

Kirfi & Abubakar, (2019) suggest that Corporate Affairs Commission being the company registry in Nigeria should ensure adequate training and development of staff most especially those directly linked to the operation of the Company Registration Portal (CRP) comprising of the Trustees, Business Names and ICT departments/units. It is an undisputable fact that the attainment of success in any social endeavour is dependent on the quality of the human component and this quality is gained through training and retraining. Going by the context and nature of the functions performed by the listed departments/units it is of paramount importance to firstly assess the training needs of staff with a view to ascertaining the actual skill and knowledge gap that needs to be bridged. Once the commission has conducted a training needs assessment and training objectives have been identified, the next thing to be done is the training design. Training must be designed to address the assessed needs.

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