

EFFECT OF ADMINISTRATIVE SKILLS ON THE SECRETARIAL PROFESSION IN TERTIARY INSTITUTIONS IN EKITI STATE

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Abstract

The study was carried out to examine effect of administrative skills on the secretarial profession in tertiary institutions in Ekiti State To carry out this study effectively, three research questions were formulated and due to the descriptive survey nature of this work, primary sources of data collection were adopted. The researcher used a survey method and sampled one hundred and fifty (150) respondents who are secretaries from Federal polytechnic Ado Ekiti (FPA), Ekiti State University (EKSU) and Federal University of Oye Ekiti. (FUOYE). The researcher used self-administered questionnaires. The major findings of the study showed the level of administrative skills acquired by secretaries for enhancing job performance., the finding revealed that there is a huge relationship and correlation between the administrative skills and the performance of secretaries. The findings also revealed the administrative skills needed by secretaries in the organization. The respondents were of major opinion that Communication Skills, human relation skills, Informational and records management Skills etc. researcher concluded that ICT has improved the roles of secretary. The researcher therefore recommended that; That organizations should purchase the right equipment for the acquisitions of the right and appropriate skills of the secretaries in other to better enhance their performance. workshop should be sponsored and adequately financed by the organizations for the administrative skills needed by secretaries in some selected in the organizations.

Keywords: Administrative Skills, Secretarial Profession, Tertiary Institutions.

Introduction

Skills are acquired in different forms. But the most outstanding methods of acquiring skills are through training in tertiary institutions, apprenticeship on-the-job, and informally at the home level. Out of these options, acquisition of needed skills through the educational institutions appears to be the most respected. This is because apart from acquiring the requisite knowledge, other forms of knowledge related to the skills in question will be acquired. Although administrative skills are basically acquired from commercial schools, technological innovations have

resulted in the acquisition of administrative skills or knowledge at higher levels like the universities. And at such high level, the distinction between knowledge and administrative skills series to be blurred, hence the reference to administrative skills as the totality of the means employed in acquiring knowledge and their practical application in order to provide objects or phenomena necessary for the profession.

The secretary has been defined as one entrusted with secrets or confidence of a superior, or employed to handle correspondence and manage, routine and detailed work for a superior Onasanya (2019). Onasanya (2019) put it that, a secretary is a skilled and specialize type of employee in an establishment or part of it who is charged with some aspects of organizational functions in the unit including dealing with people's correspondence and other business matters, with the above definitions, it can be deduced that the secretary is an important officer in any establishment and that the contribution and effectiveness of a secretary enhances the efficiency of an organization. This is the more reason that the secretary needs a proper training and the acquisition of specific skills sets such as keyboarding skills, electronic file management, among others to be able to carry out their functions.

In offices of past, managers dictated memos and letters and secretaries typed them but in recent times organizations have developed word processing centres and relied on personal computers and even electronic mail in an effort to braces technological gap and make the employee-secretary very productive (Osuala, 2017). As a result of advance in administrative, the role of secretaries in organizations have changed tremendously from that of typewriting and shorthand dictation, answering of telephone calls and processing of mails. Today's secretaries are exposed to some administrative skills including the technological skills that make work much easier and knowledge more accessible (Edwin, 2018). It is now easier to send messages by electronic mails (e-mails), and telephones. Other office gadgets available to the secretary are photocopy machines, printers, projector, among others.

Mayer (2017) defined a secretary as an executive assistant, who possesses a mastery of office skills, demonstrates the ability to assume responsibility with or without supervision, exercises initiatives and judgment and makes decision within the scope of assigned authority. It means that a secretary must have a wide knowledge of business acumen, versatile knowledge in personnel, office practice, communication and inside knowledge of the operation of all departments within the organization where he works. For a secretary to be efficient in an automated office, Merony (2018) believed that such a secretary must be well versed in the following specific automated office equipment training; such as photocopy machines, printers, projector, etc. The concept and theory of specific automated

office equipment, knowledge of the categories of equipment and their intended uses and differences, the skill to use resource or reference materials properly and Hands-on equipment training, etc.

The National Associations of secretaries refer a secretary as an assistance to an executive possessing mastery of office skills and ability to assume responsibility without direct supervision, who displays initiative, a concise judgment and makes decision within the scope of her authority. She plays an important part for the executive in and outside his presence. The effectiveness of the executive depends on the productivity of his secretary. Administrative skills as viewed by Azuka (2018) include: Liaison between the staff and the top management, aiding the boss in planning both the human and material resources, controlling both the human and material resources and assigning responsibility, evaluating the performance of the staff and making recommendation for their promotion, working without close supervision and in accordance with the laid down procedures Luke (2016). Ability to stand in for the boss in his absence, ability to assist in organizing, supervision, directing, co-ordination, controlling and managing both human productivity in the organization. The secretary relieves the executive of various administrative details by scheduling appointments and calendars, arranging business itineraries and co-ordinating executive's travel requirements. They also supervise the junior to ensure that they carry out their functions and duties properly and efficiently. Against this background, the researcher decided to look closely into the effect of administrative skills on the secretarial profession in tertiary institutions in Ekiti State.

Statement of the Problem

In any organisation, secretaries perform a variety of functions. They are the bedrock of the organisation. The secretarial profession is experiencing the same technological advances as other fields of study. New technologies are being developed to enhance working conditions or increase the efficiency of secretarial functions.

It is unfortunate that most secretaries in tertiary institutions were trained using typewriters and other equipment that are not technologically inclined; this has posed a serious challenge in acquiring the administrative skills as they are not familiar and have little to no knowledge of how to use new technologies to enhance their functions. However, by virtue of their position and the performance of their job, there exists some imminent problem. Additionally, it has been noted that some secretaries even lack the necessary interpersonal skills, as evidenced by the harsh ways in which they interact with other colleagues. Therefore, it became crucial to investigate the effect of administrative skills on the secretarial profession in tertiary institutions in Ekiti State.

Objectives of the Study

The main objective of this study was to examine the effect of administrative skills on the secretarial profession in tertiary institutions in Ekiti State. The specific objectives were as follows;

1. To examine the level of administrative skills acquired by secretaries in tertiary institutions in Ekiti State.
2. To investigate the administrative skills needed by secretaries in tertiary institutions in Ekiti State.
3. To determine the impact of administrative skills on the secretary's productivity in tertiary institutions in Ekiti State.

Research Questions

1. To what extent is the level of administrative skills acquired by secretaries in tertiary institutions in Ekiti State?
2. What are the administrative skills needed by secretaries in tertiary institutions in Ekiti State?
3. What is the impact of administrative skills on the secretary's productivity in tertiary institutions in Ekiti State?

Literature review

The concept of secretary's productivity

According to Baile (2019) productivity is often defined as a measurement of output relative to an input. Allen (2018) viewed productivity measurement is the quantification of both the output and input resources of a productive system. The intent is to come up with a quantified monitoring index. The goal of productivity measurement is productivity improvement, which involves a combination of increased effectiveness and a better use of available resources. While productivity can be given the sort of shorthand definition as the ratio between output and input, what productivity really is as well as how it can be measured has always provoked a great deal of controversy among experts. In essence, it can be said that the measurement of productivity is only simple conceptually. In practice, however, both measurements of outputs and inputs involves aggregation problem, and this problem alone has situated productivity measurement in the realm of complexity.

The concept of secretarial productivity can be seen as the level of performance of secretaries in relation to their tasks. This study advocates the level of modern secretaries' performance is far greater than those of the previous generation. A study conducted by study Mode (2018) a web researcher concluded that the factors that affected the performance include the following: equal pay for all employees according to the level of responsibility and work done, secretaries be taken for further training and only employ those with enough skills and

qualifications, working relations be encouraged at all levels, physical working environment be improved and equipment be purchased.

The fecundity of secretaries' job effectiveness and its veracity within the organization is congenial in the scheme of organizational performance in the 21st century. Needless to affirm that organizational effectiveness to a large extent is underpinned by the effectiveness of secretary employed by the organization. It determines the strategic benchmark for optimum utilization of non-human resources and influences the achievement of corporate objectives. While there are many ways in which this could be expressed. Job effectiveness is concerned with considerations such as abilities, expected outcomes, aspirations and rewards.

Drucker (2019) asserted that "it is more important to do the right thing than to do things right". This is quite insightful about the concept of effectiveness. Secretaries' job effectiveness in an organization has an enormous impact on the quality of an organization's product or service, which often dictates an organization's reputation and customer satisfaction. Job effectiveness is about doing what it sets out to be done and achieving the desired outcomes and impact. It is the level of results from the actions of secretaries.

Oyesode (2018) stated that a secretary is one who possesses a sound general education and has undergone a prescribed programme of instruction in the areas of secretarial training with appropriate skills, attitudes and competencies required for assuming the roles/duties in an office. The individual must have also acquired both personal and business attributes; for secretarial training involves the process of guiding and initiating learners to acquire necessary skills, facts, knowledge, habits and attitudes that will make the secretary live and work peacefully with others as useful and productive members of the society. The Secretary occupies an indispensable position in the diversified daily activities of the world enterprise and their impact on the development of the Nigerian economy cannot be underestimated.

Something is only efficient when it is effective. In other words: something is efficient if it has a useful effect. It has to be functional. Productivity is the ability to act or produce effectively in a minimum of waste of time, expenditure or unnecessary effort. The focus is on the resources and speed with which organizational goals are achieved. The effectiveness of your organization is determined by how successfully you assign resources in order to achieve your (organizational) goals in the right way. In other words, how well your organization converts input into output, such as products, programmes and services. In this way effectiveness contributes to the success of your organization.

The Administrative skills needed by a Secretary.

Economic and technological factors have caused management to place increase responsibilities on the secretary. The need for the advancement of proficiently in certain skills that will make the secretary meet up with these challenges became very necessary. Anionwu (2017) was of the opinion that as new machines and equipment are developed new skills and knowledge are required of the secretaries. Different skills and competencies are required for operating the word processors, computers and the E-mail to the internet.

Ohakwe (2016) in support of the above posited that for a secretary to be relevant in the office, she ought to show skills, abilities and competencies in: Operating processors, operating micro-computers, Operating the telephone, Operating duplicating machine, Operating and manipulating calculating machine, Operating shredding etc. In addition to the above, she ought to be knowledgeable and skilled in areas like Internet uses, passing of information via the E-mail. In effect, below are some of the offices technological skills required in today's office.

Computer operating skills as posited by Ahukannah (2019) include the ability to: Create, store texts, and rename files. Use special spell-check or THESAURUS for proof reading documents. Produce graphs, sketches, and other mathematical and statistical symbols impossible to obtain on manual or electric typewriters. use alternative pitches and fonts to produce documents with varying typefaces. Do mathematical or statically computations involving percentages, mean, summation etc. via that if and other function logic available in Excel. Produce any type of display involving any type of border via the Corel draw as well as diagrams like bar graphics, line graphs etc. word processor skills as posited by Holler Bach (2018) include; Start up and close down procedures, setting and changing left and right margins, creation of file and printing of documents and insertion and deletion of text etc.

Telephone Skills

The secretary employed in an organization should exhibit a high sense of responsibility in handling caller to the office. An organization's public image could be either improved or distorted by the manner in which telephone calls are received. The employee secretary who answers a business telephone is looked upon by the caller as the company. According to Elendn (2015) the callers to the office may not find themselves always in a good mood. Many things might have been contributing to the unfavorable frame of the mind they find themselves. Bearing this in mind, the secretary's approach in dealing with visitors should be that of fact and pleasant disposition. She should apply the basic techniques for handling calls effectively. She should speak with clarity at the same time listen with understanding. She should also be able to transfer calls not meant for her to the appropriate officers correctly and efficiently.

The secretary should never disclose her temper while receiving a telephone call. Where the callers use provocation word and becomes unreasonable for no apparent reason, she should maintain her composure. Telephone skills postulated by Onasanya (2019) include: Being conversant with telephone tones- dialing, ringing, and engaged and unobtainable tones. Ability to dial a number, up-to-date knowledge of frequently called numbers, extension index and code numbers used to service various in the states, and skills in answering telephone calls.

Receptionist Skills

As postulated by Njoku (2018) include; Ability to be tactful-being very careful in dealing with visitors, no matter what she has against the visitors, being approachable so as to charm and attract visitors, being considerate in whatever demands they make, being tolerant to ugly behaviours or nuisance habit of visitors, being cheerful at all times. This indicate that the visitors to build a long-lasting relationship with the organization.

Typewriting Skills

As opined by Whitehead (2017) involves the ability to apply knowledge and skills of typewriting in producing business letters, memos, typing from drafts, notice/agenda and minutes of meetings, typing of reports of investigation, programs, movement itineraries, tabular work, bill of quantities and legal matters and stencil cutting. In addition to typing effectively at high speed and accuracy, typewriting skills also involve various sub-skills such as having good English knowledge background, manuscript reading, proof reading and spatial perception. Other abilities include: Typing at rate of 60wpm, producing a mail able copy, sensitive display of typed reports and correspondence. Having a flair for displaying, spelling and punctuation accurately, handling all secret documents to be typed carefully by not exposing them on the table or by throwing the carbon paper used in typing it on the waste basket without learning or destroying them.

Administrative Skills

The National Associations of secretaries refer a secretary as assistance to an executive possessing mastery of office skills and ability to assume responsibility without direct supervision, who displays initiative, a concise judgment and makes decision within the scope of her authority. She plays an important part for the executive in and outside his presence. The effectiveness of the executive depends on the productivity of his secretary. Administrative skills as viewed by Azuka (2018) include: Liaison between the staff and the top management, Aiding the boss in planning both the human and material resources, controlling both the human and material resources and assigning responsibility, evaluating the performance of the staff and making recommendation for their promotion, working without close supervision and in accordance with the laid down procedures Luke (2016). Ability

to stand in for the boss in his absence, ability to assist in organizing, supervision, directing, co-ordination, controlling and managing both human productivity in the organization. The secretaries relieve the executive of various administrative details by scheduling appointments and calendars, arranging business itineraries and coordinates executive's travel requirements. He/she supervises the junior to ensure that they carry out their functions and duties properly and efficiently.

Communication Skills

As posited by Njoku (2018) include the following; Ability to develop competence in eloquence and good writing, ability to write letter, memos, reports and make public speeches and address, ability to employ diction, concord, and other techniques of good writing. More in-depth knowledge and application of communication skills needed in the increasing communication situation of oral, written, face to face, group communication and professional reporting. According to LUCK (2016) a secretary possessing these skills will have the ability to write a good letter and perhaps speeches.

Records Management Skills

As postulated by Edum and Adetumbi (2017) stated that the secretary should possess the following; Ability to handle old records for future reference and opening of new files, ability to secure secret documents to avoid being of new unauthorized people, ability in using computers to store information, ability to cross-reference documents, being able to handle both incoming and outgoing mails, understanding and implementing the classification of records in terms of "top secret", "confidential" and "restricted", ability to maintain a sound and favourable records management system to ensure security, control and durability of records.

Human Relation Skills

According to Njoku (2018) human relation is the ability to get along with or interact with individuals/groups in all types of human endeavour or business organization. Therefore, the secretary should be prepared to meet all kinds of people and be ready to give them a good impression about the entire organization. Working in a public place/organization involves meeting different groups of people. Some visitors come into the office angry, impatient and rude to you. Some may be the restless, the talkative, the stereotype and difficult to handle she pointed out that the secretary should be cheerful courteous and tolerant. Above all, she should be organized impartial, be able to display self-control and initiative when dealing with them.

Huffman (2015) emphasized that getting along with the others means understanding the other following motives and his point of view. Therefore, the secretaries should interact with different grades of people that make up the organization including the junior, intermediate and the senior secretaries. She should try to understand the secretaries and have a keen interest in them, respect

the junior secretaries recognized or sympathize with them if the need arises correct them constructively but not destructively in order to avoid being insulted or abused. She should possess a fine diction have a pleasant appearance, create friendly atmosphere among secretaries.

In relating to her boss, she should be loyal trustworthy tactful cheerful and courteous in dealing with the boss graceful under pressure, take initiatives in handling office function. Highlighting further on the need for the secretary to acquire these skills secretaries are expected to work with their God given strength or ability to get work done. It also entails differentiating what is good from that is bad. Njoku (2018) defined ethics as a branch of philosophy dealing with what is good and bad or the principle of moral conduct governing and individual or a group. This implies that secretaries are expected to do things the right way or behave in a way that conforms to the rules and regulation of the workplace or organization.

Ethical principle by Eleigbo (2019) includes the following: Principle of fairness and impartiality in assessing or judging any member in the organization, principle of productivity and that hammered on focusing on efficient means of producing tremendous results in the organization, principle of rationality which centered on being objectives, outright and acting responsibly in whatever that was done in the organization.

Modern equipment has made great impact of secretary's performance. The availability and functionality of these equipment is essential for the effective performance of a task. Denyer (2020) emphasized that this equipment provides best services thereby increasing the demand for the organization's products. Modern office equipment has not only multiplied workers output, it also ensures accuracy and effectiveness in secretary function. It also contributes a lot in achieving the organizational goals. Emphasizing the impact of modern office equipment on the trainee secretary, the students examine performance depends upon qualified teaching equipment which are of great importance. It is only when trainee secretaries are taught the use and operation of these equipment that they will be able to cope with the challenges of today's business world.

Through technological advancement and innovation all over the world, modern office equipment has revolutionary's office operations at an alarming rate. So much that no two working days are exactly the same. For proper management of records in organization there is every need to use modern office equipment. On the other hand, modern office equipment has brought fear in people. As observed by Oluseque (2018), in another fifteen years, there would be nothing left for the workers to do since automation and technology might have become so good that machines begin to operate themselves. Furthermore, 1960's secretaries predicted mass unemployment as a result of the introduction of computer which will perform

their work more efficiently and in a shorter period of time, however, by the end of the decade, fear disappeared because there was no mass unemployment but changes in the nature of work performed by secretaries.

Office Administration and Productivity of Secretaries

There are certain areas where Office administration improves the functions that need to be performed by the secretary for the appropriate functioning of the office and these have been classified as follows: (Chopra & Gauri, 2015).

Management Functions: For the efficient functioning of the office, the management functions are planning, organizing, staffing, directing, communicating, controlling, coordinating and motivating. The workforce at various levels are required to possess the adequate knowledge of all these functions; within the organization, the individuals are in the hierarchical level and all of them should possess knowledge of how to implement a plan, organize it and adequately put it into operation. Proper control is required to get exercised upon all the activities of the organization.

Public Relations Functions: Within an organization, the office is required to conduct its operations resourcefully and is required to maintain cordial relations with other departments in the organization but also with the external sources. Productivity can be enhanced and profit can be incurred only when the organization has maintained amiable relations with the customers and other internal and external sources. Therefore, it has to perform public relations functions in a well-organized manner. Appropriate public relations augment the standing and goodwill of the organisation. Public relations include the reception service, the liaison service, identifying the customer demands and so forth.

Instituting Office Systems and Routines: Systems and routines specify a planned and systematic method to the problem of management. A system may be regarded as a planned strategy to the realization of the preferred goals. An office routine may be defined as a sequence of procedures in the performance of office work, each procedure in the sequence being performed in the same order and in the same way every time. A procedure is a planned sequence of operations for the usage of recurring business transactions consistently and regularly. Office routines, systems and procedures, should be developed to make sure a continuous and an even flow of office work, so that it may be competently performed.

Retention of Records: Office records include directories, books, letters, invoices, information in registers, orders, financial and cost records, reports, statistical records, minutes, technical records and so forth. These records have to be retained for future reference. Apart from maintaining records, which is a basic function, an

office has to perform functions like those of filing and indexing, and the maintenance and demolition of outdated records.

Safeguarding Assets: It is the function of an office to safeguard the assets of the organization, which may include fixed assets like building, plant, machinery, office equipment, lighting and air-conditioning equipment; or which may be movable assets like furniture, typewriters, calculating or accounting machines, computers, equipment of various types; or which may be in the form of cash, title deeds, securities, records and documents, and so forth. Important records such as main agreements and bonds must be accurately safe; cash must be held in safety or put in a bank; stock records must be adequately maintained and scarcities may be directly brought to the awareness of the management. Fixed assets should be protected against hazards of fire and theft by having appropriate insurance policies and by other means.

Stationery and Supplies Control: Office work requires the supply of office stationery of suitable quality and in adequate quantity. It is the duty of the office to cautiously procure and maintain an adequate supply of the stationery items. Since stationery is a costly item, in the present existence, it should be bought at inexpensive prices in economic order quantities; practical levels of stock must be sustained and made available at all times; it should be issued only against authorized applications and stored methodically to circumvent impairment, loss or weakening.

Selection and Purchase of Office Appliances: Office work also requires suitable equipment and machines, which includes, furniture, fixtures, telephones, intercom systems, computers, lap-tops, smartphones, dicta-phones, calculators, accounting machines, filing cabinets and drawers, typewriters, duplicators, and so forth. It is the job of the office manager to purchase and make provision of the right type of machines, equipment or furniture in order to implement all the functions in a productive manner and in accordance to the requirements of the office, and it is important to make sure that all the appliances are in an appropriate working order.

Personnel Function: The competency and efficacy of the office functions depends on the personnel that are employed. The personnel should be methodically engaged and skilled, and should be assigned work after an appropriate assessment. The personnel function is performed by the personnel department, which is generally assisted by the office. The office manager is required to make a provision of acceptable and trained staff to guarantee the methodical, appropriate and proficient performance of the work duties. Job evaluation and quality rating should be occasionally done; the staff should receive rational compensation and salary and should be accurately encouraged to accomplish the performance to the best of their

abilities. Opportunities for improvement and advancement should be made available to the office staff.

Controlling Office Costs: The function of controlling office costs is done by: mechanization of the office, adopting time and labor saving devices in the office, utilizing enhanced forms, procedures, methods and techniques, conducting an investigation of the existing office routines and adopting improved ones and processing the available information in order to make effective decisions, as decision making is a fundamental part of office functions

Methodology

The study employed the survey research design. According to George (2017), survey is the investigation of behaviour, opinion or other manifestation of a group of people by questioning them. The study aimed at collecting data for analysis in the most adequate way for the chosen population of the study. The main source of data was through administration of questionnaires. This questionnaire was dully validated by 3 research experts and also appropriately trial-tested. A total of one hundred and fifty (150) secretaries were selected from three tertiary institutions in Ekiti State and were used as sample for the study. one hundred and fifty (150) questionnaire copies were administered to respondents which comprise selected secretaries of the tertiary institutions in Ekiti State. The questionnaire copies were distributed as follows: Federal polytechnic Ado Ekiti (50), Ekiti State University (50) and Federal University of Oye Ekiti. (50). All the copies of the questionnaire were returned for processing. The data collected were put into tables and analysed using the simple percentage approach. The total number of respondents to a particular item was divided by the total number of questionnaire copies returned, then multiplied by a hundred to get the percentages. The following were the methods used in the analysis:

$$\frac{F \times 100}{N}$$

$$= \frac{F}{N} \times 100$$

Where F = frequency of Responses

Where N = total number of respondents

100 = percentage figure

1 = constant figure

Results

Research Question 1: To what extent is the level of administrative skills acquired by secretaries in tertiary institutions in Ekiti State?

Table 1: The level of administrative skills acquired by secretaries in tertiary institutions in Ekiti State.

S/ N	Items	Total No. of respondents	Agr ee	%	Disag ree	%
1.	Secretary possess computer skills	150	99	65	51	35
2.	Secretary possess record information management skills.	150	120	80	30	20
3.	Secretary possess human relation skills	150	117	78	33	22
4.	Secretary possess communication skills	150	100	67	50	33
5	Secretary possess emotional skills.	150	116	77	34	23

Source: Field Survey, 2022

From the above result, 99 respondents representing 65% indicated that they possess computer skills while 51 respondents representing 35% disagreed. In item 2, 120 respondents representing 80% indicated that they possess record information management skills while 30 respondents representing 20% disagreed. In item 3, 117 respondents representing 78% indicated that they possess human relation skills while 33 respondents represent 22% disagreed. In item 4, 100 respondents representing 67% indicated that they possess communication skills while 50 respondents representing 33% disagreed. Finally, in item 5, 116 respondents representing 77% indicated that they possess emotional skills while 34 respondents represent 23% disagreed.

Research Question 2: What are the administrative skills needed by secretaries in tertiary institutions in Ekiti State?

Table 2: Administrative skills needed by secretaries in tertiary institutions in Ekiti State.

S/ N	Items	Total No. of respondents	Agr ee	%	Disagr ee	%
1.	Communication Skills	150	104	69	46	31
2.	Informational and records management Skills	150	115	77	35	23
3.	Human relation Skills.	150	121	81	29	19
4.	Listening Skills	150	109	73	41	27
5	Computer keyboarding	150	103	69	47	31

Source: Field Survey, 2022

From the above result, 104 respondents representing 69% indicated that communication skills are needed by the secretary in the institution while 46 respondents representing 31% disagreed. In item 2, 115 respondents representing 77% agreed that informational and records management skills are needed by the secretaries while 35 respondents representing 23% disagreed. Item 3 stated that human relation skills are skills needed by the secretary, 121 respondents representing 81% agreed while 29 respondents represent 19% disagreed. In item 4, 109 respondents representing 73% agreed that listening skills are needed by the secretary while 41 respondents representing 27% disagreed. In item 5, 103 respondents representing 69% indicated that part of the skills needed by the secretaries is computer keyboarding while 47 respondents representing 31% disagreed.

Research Question 3: What is the impact of administrative skills on the secretary's productivity in tertiary institutions in Ekiti State?

Table 3: Impact of administrative skills on the secretary’s productivity in tertiary institutions in Ekiti State.

S/N	Items	Total No. of respondents	Agree	%	Disagree	%
1	Administrative skills improve the efficiency of the secretaries.	150	111	74	39	26
2.	Administrative skills promote the good relationship of secretaries.	150	123	82	27	18
3	Ability of secretaries is dependent on the acquired skills.	150	97	65	53	35
4	Possessing computer keyboarding skills speed up secretaries’ task completion and felicitate effectiveness	150	105	70	45	30
5	Possessing adequate aid, the achievement of stated goals.	150	131	87	19	13

Source: Field Survey, 2022

From the above result, 111 respondents representing 74% indicated that that administrative skills improves the efficiency of the secretaries while 39 respondents representing 26% disagreed. In item 2, 123 respondents representing 82% indicated that administrative skills promote the good relationship of secretaries while 27 respondents representing 18% disagreed. In item 3, 95 respondents representing 65% indicated that ability of secretaries is dependent on the acquired skills while 53 respondents represent 35% went on disagreement. Item 4, stated that possessing computer keyboarding skills speed up secretaries’ task completion and felicitate effectiveness, 105 respondents representing 70% agreed and 45 respondents representing 30% disagreed. In item 5, 131 respondents representing 87% were of the opinion that possessing adequate aid the achievement of stated goals while 19 respondents represent 13% disagreed.

Discussion of findings

The overall results showed level of administrative skills acquired by secretaries for enhancing job performance., the finding revealed that there is a huge relationship and correlation between the administrative skills and the performance of secretaries. It determines the delivery of secretaries and their efficiency, its sometimes serves as a determinant to the job performance of secretaries in an organization. Majority of the respondents agreed that administrative skills have great impact for high performance in organizations on secretaries. This statement shows 100% in the affirmation, as majority of the responses from the respondents for the research question one was above 50%.

The findings also revealed the administrative skills needed by secretaries in the organization. The respondents were of major opinion that Communication Skills, human relation skills, Informational and records management Skills etc. The majority of responses from the respondents showed that they agreed to the statements as the responses were more than 50%.

Finally, this research established the relationship between secretary's productivity and administrative skills, the finding indicated that proper administrative skills promote the productivity of the secretaries. The majority of responses from the respondents showed that they agreed to the statements in this section as the responses were more than 50%.

Conclusion

The overall results showed level of administrative skills acquired by secretaries for enhancing job performance., the finding revealed that there is a huge relationship and correlation between the administrative skills and the performance of secretaries. It determines the delivery of secretaries and their efficiency, its sometimes serves as a determinant to the job performance of secretaries in an organization. Majority of the respondents agreed that administrative skills have great impact for high performance in organizations on secretaries. The findings also revealed the administrative skills needed by secretaries in the organization. The respondents were of major opinion that communication Skills, human relation skills, informational and records management Skills etc.

Finally, this research gathered the relationship between secretary's productivity and administrative skills, the finding indicated that proper administrative skills promote the productivity of the secretaries.

Recommendations

In view of the foregoing conclusion, the researcher made the following recommendations:

1. That organizations should purchase the right equipment for the acquisitions of the right and appropriate skills of the secretaries in other to better enhance their performance.

2. Workshop should be sponsored and adequately financed by the organizations for the administrative skills needed by secretaries in some selected organizations.
3. Organization should work towards strengthening the relationship between secretary's and the organizations for productivity.

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