

SECRETARIAL SKILLS, MOTIVATIONAL TOOLS AND SECRETARIES'JOB EFFECTIVENESS IN PRIVATE ORGANIZATIONS

ODUSINA, ABIODUN OLUWASEUN

Department of Business Education,
Tai Solarin University of Education, Ijagun, Ogun State, Nigeria

DASAOLU, OLURONKE ALABA

Department of Business Education,
Tai Solarin University of Education, Ijagun, Ogun State, Nigeria

&

AGBONNA, RASHEED OBARINU

School of Technical Education,
Yaba College of Technology, Yaba, Lagos State, Nigeria

ABSTRACT

This study examined the perceived influence of secretarial skills and motivational tools as predictors of secretaries' job effectiveness in private organizations in Ogun State of Nigeria. Four research questions and four hypotheses were answered and tested. Descriptive survey design was used. The population of the study comprised secretaries of private organizations in Ogun State, Nigeria. Using multi-stage sampling technique, a sample of 250 secretaries was selected across registered private organizations in Ogun State Nigeria using simple random sampling technique. This represents 12.78% of the population. Researcher-developed instrument; tagged: 'Secretarial Skills Questionnaire (SSQ), Motivational Tools Questionnaire (MTQ) and Secretaries Job Effectiveness Questionnaire (SJEQ) with 0.81 reliability coefficient was used for data collection. Descriptive statistics of mean and standard deviation were used for analysing research question 1. Research questions 2, 3 and 4 were analysed using regression analysis. Hypotheses 1 and 2 were tested using t-test. Hypotheses 3 and 4 were tested using PPMC. All the analyses were conducted at 0.05 level of significance. The findings revealed that communication skills, analytical/research skills, flexibility/adaptability/managing multiple priorities skills, multicultural sensitivity/awareness skills, planning/organizing skills, result-driven skills, problem-solving/reasoning/creativity skills, interpersonal skills, innovation skills, self-improvement skills, interpersonal relationship skills and information and communication technology skills were among the indicators of secretaries job effectiveness in private organizations in Ogun State of Nigeria. There was significant relationship between secretarial skills and secretaries' job effectiveness in private organizations in Ogun State of Nigeria. The findings also showed there was significant relationship between motivational tools and secretaries' job effectiveness in private organizations in Ogun State of Nigeria. It was recommended that there should be periodic upward review of secretaries' wages/salaries and other fringe benefits through collective bargaining process. The economic realities of the time should be considered during the process. The issue of paying regular salaries to secretaries' should be considered as a priority by the private organization.

Keywords: Secretarial Skills, Motivational Tools, Secretaries, Job Effectiveness, Private Organizations.

Introduction

Modern business organisations have come to appreciate the role and importance of secretaries. The effectiveness of a secretary in every business organization depends on the availability of office technologies as well as the skills and competencies of the secretary. A secretary is an assistant to a manager (Buseni, 2013). Apart from the traditional responsibilities, such as typing, taking dictation and transcribing, managing records, receiving, storing and retrieving information or operating the computer, attending meetings, answering telephone calls, he now prepares the manager's itinerary, makes travel bookings and hotel reservations, supervises the junior workers, and makes some decisions using his initiatives (Dosunmu, Bukki & Akintola, 2017). Secretary should be able to answer some questions on behalf of the boss. For example, a client who wants the price of a product should not wait to see the boss. A secretary should be familiar with the company's policies, price list and handbooks in order to relieve the boss burden by providing accurate information. Igbiniedion (2016) identifies the secretaries' responsibilities to include; taking dictation and transcribing it into correspondence which is at once dispatched to its business destination. He highlights some forms of these correspondences to include: letters, memos, circulars, orders, quotations, acceptances, contractual terms, and conditions, invitations, among others. As described by Iyanda (2017), the word Secretary means the chief administrator of an organization or a person who performs the functions of organizing and recording the proceedings of meetings, skilled in shorthand and keyboarding; responsible to an executive; as such a Secretary has been regarded to be the brain box of the organisation. Job effectiveness is the extent to which an activity fulfils its intended purpose or function. Ayelotan (2014) defined effectiveness as a measure of the match between stated goals and achievements, which is doing the right thing. Job effectiveness in context of this research work is the secretaries' ability to use appropriately and available office machinery/automation/tools to carry out the assigned duties or tasks in an efficient manner in line with the employer's expectations. It is a known fact that employees are the key elements of any organisation and secretaries are integral part (Buseni, 2013).

In a contemporary work environment, employers are in search of secretaries who possess knowledge, skills and competencies that would enhance job effectiveness. As such, the development of high level efficacy in ICT will affect the success of the secretaries job effectiveness in the ever increasing information-based environment. The need for every secretary in organization to improve their job effectiveness depends on possession of secretarial skills. Secretarial skills are skills acquired by secretaries during and after training to enable them perform their office jobs effectively and efficiently as well as being self-employed (Amiaya, 2015). These skills may be regarded as foundational skills. Secretarial skills can be obtained through human capital development either as a certificate programme or as a customized professional skill programme dedicated to the development of professional secretarial skills for individuals needed in the world of work. These skills are also needed for the success of every organization. Those possessing secretarial skills pass through the process of human capital development. The acquisition of secretarial skills is to enable the recipients to function effectively in the modern office environment (Ugaigbe, 2016). As reiterated by Dosunmu, Bukki and Akintola (2017), for secretary job effectiveness to be achieved, secretary

must possess some secretarial skills such as skills in word processing, database management, desktop publishing, micrographic, reprographic and office communication skills for effective operations of ICT- based equipment and facilities. Word processing skill is the ability to use advanced hardware to manipulate words, sentences and paragraphs. The word processor is a type of electric typewriter with storage and processing components. A database management system (DBMS) skill is the ability to organise large numbers of records in a database. It is a collection of programs that allow users the ability to create, query and modify the structure in the database and to control access to it. Desktop Publishing skills is the ability to use modern printing process that combines personal computers and design software to create and edit layouts for producing all kinds of materials such as reports, books, magazines, brochures, flyers, and newsletters.

Desktop publishing is the ability to produce high quality printed documents that include both text and graphic. It is closely related to word processing and requires many of the same skills. A reprographic skill is the ability to produce many copies of original document. A reprographic skill today involves the use of two primary types of equipment: copiers and duplicators. Copiers use an image-forming process similar to a camera to create copies directly from existing originals. While duplicators make copies from masters on special paper that must be prepared before copies are reproduced (Dosunmu, Bukki & Akintola, 2017). It is imperative that any organisation that wishes to achieve its aims and objective must be ICT compliant. The secretaries must be versatile and competent in handling ICT office facilities and equipment that would enhance their job effectiveness. Nisar and Danish (2019) argued that secretary job effectiveness not only eroded by secretarial skills, but, inadequate motivational tools also played some role. Motivation such as fringe benefits is the remuneration provided by the employer to the individual employee or a pool of employees as a part of the organizational membership. Fringe benefits are supposed to be paid to all the organization secretaries for the nature of their job. Fringe benefits are indirect compensation because they are extended as a condition for employment. It is expressed that those organisations which provides attractive fringe benefits are a way forward from their competitors in the domain of recruiting talented workforce and retaining them in the long run. The prime advantage of the fringe benefits is encouragement and motivation of workers for an increased level of output and the higher coherence. Fringe benefits comprised the employee benefit programs including medical insurance, leaves, flexible working hours, good environment, among others (Nisar & Danish, 2019). Fringe benefit is something of value apart from the agreed regular monetary payment of salaries and wages given to an employee by an employer (Ayeniyi, 2015). According to Ayeniyi (2015), fringe benefits are forms of supplementary compensation that can provide mutual advantages to both the employers and employees in terms of increased productivity, job satisfaction and improved job effectiveness. Among others, they include worker's compensation in form of social security, housing (employer-provided or employer-paid), group insurance (health, dental, life among others), disability and income protection, retirement benefits, day-care, tuition reimbursement, sick leave, vacation (paid and not paid), profit sharing, fund for education and other specialized benefits (Ayeniyi, 2015). They are offered to employees at the discretion of the management. Others include free or subsidized transportation, salary advance, employee stock-ownership scheme, performance awards and prizes, provision of lunchroom, payment of company-picnic, among others.

Statement of the Problem

Despite the introduction of emerging technologies to organisations, some secretaries are still being subjected to traditional method of handling office tasks. In actual fact, some organizations engage the services of fresh graduates who are knowledgeable in handling ICT packages such as internet facilities, networking among others. Such traditional method of operation leads to ineffectiveness and unproductiveness among the secretaries. Literature argued that the automated office uses sophisticated equipment which provides information faster. Nevertheless, it is expensive, making organizations to provide few while using other obsolete machines to complement the effort of the secretary. It was also argued that the inability of any organization to send their secretaries on training will hamper the acquisition of new skills and competencies needed for the operation of modern equipment. Secretaries as life blood of organization, need to be catered for in terms of motivation, but the reverse is the case, in as much as some organizations delay salary payment, refused to grant regular promotion, poor retirement plan among others. Observations have also shown that the poor performance, lack of dedication and commitment of some secretaries have been a matter of concern and debate among government officials, private organization and the general public. The extent to which all these factors bedeviled secretaries' job effectiveness in private organization seems to have received less attention from the literature. This called for empirical investigation on the perceived influence of secretarial skills and motivational tools as predictors of secretaries' job effectiveness in private organizations in Ogun State of Nigeria.

Purpose of the Study

The main purpose of the study was to examine the perceived influence of secretarial skills and motivational tools as predictors of secretaries' job effectiveness in private organizations in Ogun State of Nigeria. Specifically, the study:

1. Examined the indicators of secretaries job effectiveness in private organizations in Ogun State of Nigeria.
2. Determine the extent to which motivational tools are provided for secretaries in private organizations in Ogun State of Nigeria.
3. Assess the extent to which secretarial skills can predict secretaries' job effectiveness in private organizations in Ogun State of Nigeria.
4. Investigate the extent to which motivational tools can predict secretaries' job effectiveness in private organizations in Ogun State of Nigeria.

Research Questions

1. What are the indicators of secretaries' job effectiveness in private organizations in Ogun State of Nigeria?
2. To what extent do motivational tools provided influence the job effectiveness of secretaries in private organizations in Ogun State of Nigeria?
3. Do secretarial skills predict secretaries' job effectiveness in private organizations in Ogun State of Nigeria?
4. Do motivational tools predict secretaries' job effectiveness in private organizations in Ogun State of Nigeria?

Research Hypotheses

H₀₁: There is no significant difference in the mean ratings of respondents on the indicators of secretaries' job effectiveness in private organizations in Ogun State of Nigeria.

H₀₂: There is no significant difference in the mean ratings of respondents on the extent to which motivational tools influence the job effectiveness of secretaries in private organizations in Ogun State of Nigeria.

H₀₃: There is no significant relationship between secretarial skills and secretaries' job effectiveness in private organizations in Ogun State of Nigeria.

H₀₄: There is no significant relationship between motivational tools and secretaries' job effectiveness in private organizations in Ogun State of Nigeria.

Methodology

This study adopted descriptive survey design. The choice of the survey as the research design for the study was necessitated by the nature of the study, because, the study gathered data from members of the selected population with the aid of questionnaire without any form of manipulation. The population of the study comprised secretaries' of selected private organizations in Ogun State, Nigeria. As at 29th of March, 2021, a total of 1,956 secretaries' were staff of the registered private organizations in Ogun State. Using multi-stage sampling technique, a sample of 250 secretaries' were selected across registered private organizations in Ogun State Nigeria. This represents 12.78% of the population. The study used researcher-developed instruments; tagged: 'Secretarial Skills Questionnaire (SSQ), Motivational Tools Questionnaire (MTQ) and Secretaries Job Effectiveness Questionnaire (SJEQ). These instrument was divided into four sections; namely sections A, B, C and D. Section A focused on demographic characteristics of the respondents, section B examined items on secretarial skills, section C focused on motivational tools and section D examined items on secretaries job effectiveness. The measuring scales are as follows; Strongly Agree (4), Agree (3), Strongly Disagree (2) and Disagree (1). The initial drafts of the questionnaire were subjected to content validation by the experts from Business Education Department, Tai Solarin University of Education, Ijagun, Ogun State. All the corrections made were corrected in the final version of the instrument. Test re-test method was carried out among ten (10) secretaries of private organization. The data generated was correlated using Pearson Product Moment Correlation (PPMC) in order to ascertain the level of reliability of the instrument. The reliability coefficients for the three instruments yielded 0.814, 0.792 and 0.893 respectively for Secretarial Skills Questionnaire (SSQ), Motivational Tools Questionnaire (MTQ) and Secretaries Job Effectiveness Questionnaire (SJEQ). Primary method of data collection was used in collecting data for the study. The data was collected using the validated instruments. The researchers administered the questionnaire to the respondents with the help of research-assistants. The researcher ensured that respondents are adequately briefed on the content and procedure for filling the questionnaire. Descriptive statistics of mean and standard deviation were used for analysing research question 1. Research questions 2, 3 and 4 were analysed using regression analysis. Hypotheses 1 and 2 were tested using t-test. Hypotheses 3 and 4 were tested using PPMC All the analyses were conducted at 0.05 level of significance. Any mean score of 2.5 and above is regarded as agree while any one below 2.5 is regarded as disagreed. For t-test, regression and PPMC, when their P-value is less than significance level ($p < 0.05$), the null hypothesis is rejected and vice-versa.

Results and Discussion of Findings

Descriptive Analysis of the Research Questions

Research Question 1: What are the indicators of secretaries' job effectiveness in private organizations in Ogun State of Nigeria?

Table 1: Mean and standard deviation responses on the indicators of secretaries job effectiveness in private organizations in Ogun State of Nigeria

Items	Mean	SD	Remarks
Communication skills	3.50	.701	Agreed
Analytical/research skills	3.55	.700	Agreed
Flexibility/adaptability/managing Multiple Priorities skills	3.53	.718	Agreed
Multicultural Sensitivity/Awareness skills	3.50	.751	Agreed
Planning/Organizing skills	3.58	.713	Agreed
Result-Driven skills	3.48	.666	Agreed
Problem-Solving/Reasoning/Creativity Skills	3.53	.751	Agreed
Interpersonal skills	3.47	.751	Agreed
Innovation skills	3.52	.695	Agreed
Self-improvement skills	3.60	.646	Agreed
Interpersonal relationship skills	3.49	.735	Agreed
Information and communication	3.48	.712	Agreed

Source: Field Survey, 2022

Table 1 revealed that communication skills, analytical/research skills, flexibility/adaptability/managing multiple priorities skills, multicultural sensitivity/awareness skills, planning/organizing skills, result-driven skills, problem-solving/reasoning/creativity skills, interpersonal skills, innovation skills, self-improvement skills, interpersonal relationship skills and information and communication technology skills were among the indicators of secretaries job effectiveness in private organizations in Ogun State of Nigeria.

Research Question 2: To what extent do motivational tools provided influence the job effectiveness of secretaries in private organizations in Ogun State of Nigeria?

Table 2: Extent motivational tools provided influence the job effectiveness of secretaries in private organizations in Ogun State of Nigeria

Model	Unstandardized Coefficients		Standardized Coefficients	t	P
	B	Std. Error	Beta		
1	(Constant)	15.886	1.329	11.954	.000
	Motivational tools	1.209	.031	.926	.001

a. Dependent Variable: Secretaries job effectiveness

Table 2 showed that the sign of the coefficient of motivational tools provided is positive which implied that an increase or improvement in motivational tools provided will increase secretaries' job effectiveness. The independent variable was found to be significant and strongly influence job effectiveness of secretaries in private organizations in Ogun State of Nigeria with the P-value less than 0.05 and magnitude of motivational tools provided ($\beta =$

.926, $t = 38.770$, $P < .05$). The implication of this result is that salary system and job security were good indicators of motivational tools.

Research Question 3: Do secretarial skills predict secretaries' job effectiveness in private organizations in Ogun State of Nigeria?

Table 3: Secretarial skills predict secretaries' job effectiveness in private organizations in Ogun State of Nigeria

Model		Unstandardized Coefficients		Standardized Coefficients	t	P
		B	Std. Error	Beta		
1	(Constant)	19.904	2.215		8.986	.000
	Secretarial skills	2.689	.126	.806	21.409	.001

a. Dependent Variable: Secretaries job effectiveness

Table 3 showed that the sign of the coefficient of secretarial skills is positive which implied that an increase or improvement in it will increase secretaries' job effectiveness. The independent variable was found to be significant and strongly predict job effectiveness of secretaries in private organizations in Ogun State of Nigeria with the P-value less than 0.05 and magnitude of secretarial skills ($\beta = .806$, $t = 21.409$, $P < .05$). The implication of the above result is that possessions of ICTs skills and planning/organizing skills were good indicators of secretarial skills.

Research Question 4: Do motivational tools predict secretaries' job effectiveness in private organizations in Ogun State of Nigeria?

Table 4: Motivational tools predict secretaries' job effectiveness in private organizations in Ogun State of Nigeria

Model		Unstandardized Coefficients		Standardized Coefficients	t	P
		B	Std. Error	Beta		
1	(Constant)	5.074	1.582		3.207	.002
	Motivational tools	1.347	.034	.928	39.355	.000

a. Dependent Variable: Secretaries job effectiveness

Table 4 showed that the sign of the coefficient of motivational tools is positive which implied that an increase or improvement in it will increase secretaries' job effectiveness. The independent variable was found to be significant and strongly predict job effectiveness of secretaries in private organizations in Ogun State of Nigeria with the P-value less than 0.05 and magnitude of motivational tools ($\beta = .928$, $t = 39.355$, $P < .05$). The implication of this result is that about 92.3% increment in secretaries job effectiveness is accounted for by the linear combination of salaries system and job security.

Testing of Hypotheses

H₀₁: There is no significant difference in the mean ratings of respondents on the indicators of secretaries' job effectiveness in private organizations in Ogun State of Nigeria.

Table 5: Testing for significant difference in the mean ratings of respondents on the indicators of secretaries job effectiveness in private organizations

Groups	N	df	Mean	SD	t	P	Decision
Male	57						
		248	33.614	3.283	2.912	0.04	Reject null
Female	193	35.477	4.485				hypothesis

Source: Field Survey, 2022

The result from Table 5 shows that the t-value is 2.912, the degree of freedom (df) is 248 and $P = 0.04$ since $P = 0.04 < 0.05$ it implies that there is significant difference in the mean ratings of respondents on the indicators of secretaries' job effectiveness in private organizations. Therefore, the null hypothesis is hereby rejected and the researcher concluded that there was significant difference in the mean ratings of respondents on the indicators of secretaries' job effectiveness in private organizations in Ogun State.

H₀₂: There is no significant difference in the mean ratings of respondents (male and female) on the extent to which motivational tools influence the job effectiveness of secretaries in private organizations in Ogun State of Nigeria.

Table 6: Testing for significant difference in the mean ratings of respondents on the extent to which motivational tools influence the job effectiveness of secretaries in private organizations

Groups	N	df	Mean	SD	t	P	Decision
Male	57						
		248	40.175	7.172	11.761	0.00	Reject null
Female	193	35.477	47.611	2.778			hypothesis

Source: Field Survey, 2022

The result from Table 6 shows that the t-value is 11.761, the degree of freedom (df) is 248 and $P = 0.00$ since $P = 0.00 < 0.05$ it implies that there is significant difference in the mean ratings of respondents (male and female) on the extent to which motivational tools influence the job effectiveness of secretaries in private organizations. Therefore, the null hypothesis is hereby rejected in favour of alternative hypothesis and the researcher concludes that there was significant difference in the mean ratings of respondents (male and female) on the extent to which motivational tools influence the job effectiveness of secretaries in private organizations in Ogun State.

H₀₃: There is no significant relationship between secretarial skills and secretaries' job effectiveness in private organizations in Ogun State of Nigeria.

Table 7: Significant relationship between secretarial skills and secretaries' job effectiveness in private organizations in Ogun State of Nigeria

Variables	N	Mean	Std. Dev.	df	f-value	p-value
Secretarial skills		13.757	1.56			
Secretaries' job performance	250	8.675	1.39	3	.678	.000

Source: Field Survey, 2022

Table 7 shows Mean, Standard Deviation and zero order correlation between the variables. It was observed that there was significant relationship between the independent variable and the dependent variable in the order of ($r = 0.678$, $p > .05$). On this premise the null hypothesis was hereby rejected and the researcher concluded that there was significant relationship between secretarial skills and secretaries' job effectiveness in private organizations in Ogun State of Nigeria.

H₀₄: There is no significant relationship between motivational tools and secretaries' job effectiveness in private organizations in Ogun State of Nigeria.

Table 8: Significant relationship between motivational tools and secretaries' job effectiveness in private organizations in Ogun State of Nigeria

Variables	N	Mean	Std. Dev.	df	f-value	p-value
Motivational tools		13.068	1.74			
Secretaries' job performance	250	9.004	1.42	3	.560	.000

Source: Field Survey, 2022

From Table 8 it was observed that there was significant relationship between the independent variable and the dependent variable in the order of ($r = 0.560$, $p > .05$). On this premise the null hypothesis was hereby rejected and the researcher concluded that there was significant relationship between motivational tools and secretaries' job effectiveness in private organizations in Ogun State of Nigeria.

Discussion of Findings

The findings revealed that communication skills, analytical/research skills, flexibility/adaptability/managing multiple priorities skills, multicultural sensitivity/awareness skills, planning/organizing skills, result-driven skills, problem-solving/reasoning/creativity skills, interpersonal skills, innovation skills, self-improvement skills, interpersonal relationship skills and information and communication technology skills were among the indicators of secretaries job effectiveness in private organizations in Ogun State of Nigeria. These findings correlate with Anele, Michael and Kerebara (2017) show that for management of the organizations to achieve organizational objectives, it must not only make use of human and non- human resources in its disposal, and should also develop and train employee's psychological capital.

The coefficient of secretarial skills is positive which implied that an increase or improvement in it will increase secretaries' job effectiveness. There was significant relationship between secretarial skills and secretaries' job effectiveness in private organizations in Ogun State of Nigeria. These findings correlate with Amiaya (2015) who revealed that there is a correlation between secretarial skills and human capital development because the former is a function of

the latter hence, the stock of human capital determines the productivity of the workforce. Dosunmu, Bukki and Akintola (2017) indicated that there was significant influence of office automation on secretaries' interpersonal skills, personal quality, professional behavior and job related skills. Mumuni and Hawa (2014) revealed that knowledge on use of office equipment contributed positively to secretaries' productivity. Akpomi and Ordu (2015) revealed the availability of modern office technological gadgets in private business organizations, their use by secretaries cause increase in productivity. Musa (2016) concludes that for effective and efficient management of office technology facilities, the secretary requires continuous learning, acquisition of new working skills, knowledge and experience which is ever changing in these technologically implied offices.

The findings further corroborate with Subuola and Akintola (2015) who revealed that there was a consequential impact of ICT facilities utilization on secretaries' job performance. The result showed significant relationship between job performance and utilization of ICT facilities, also between secretaries job performance in public and private Universities. Buseni (2013) found that the usage of computer, telecommunication and video techniques positively and significantly related to the productivity (performance) of public sector secretaries' in Bayelsa State, Nigeria. Nonye (2013) concluded that modern secretaries should be abreast of the importance and use of modern office technology and recommended the need for training programme to be organized periodically for secretaries to update their knowledge on modern office skills and institutions training secretaries must include in their curriculum these modern office technology skills for programme relevance. Nwaokwa and Okoli (2012) revealed that ICT has influenced the performance of secretaries in much different ways-speedy delivery of information, accuracy and effectiveness at work.

The findings also showed that motivational tools provided is positive which implied that an increase or improvement in motivational tools provided will increase secretaries' job effectiveness. There was significant relationship between motivational tools and secretaries' job effectiveness in private organizations in Ogun State of Nigeria. These findings correlate with Nisar and Danish (2019) who showed positive and significant relationship of Recreation Leaves and Health protection benefits on job satisfaction whereas in case of flexible working hours, the relationship seems to be significant. Ayeniyo (2015) revealed that provision of transportation scheme, provision of medical services and official quarters were the correlates of workers' commitment to service. Iyida (2015) showed that the monetized fringe benefits could only satisfy the basic needs of workers to a very small extent because of high cost of living.

Conclusion

The effectiveness of job secretaries' could predicts organizational performance if all things being equal. However, this study examined the perceived influence of secretarial skills and motivational tools as predictors of secretaries' job effectiveness in private organizations in Ogun State of Nigeria and concluded that secretaries' with required secretarial skills and provision of motivational tools could predict job effectiveness, efficiency and performance at work. And that communication skills, analytical/research skills, flexibility/adaptability/managing multiple priorities skills, multicultural sensitivity/awareness skills, planning/organizing skills, result-driven skills, problem-solving/reasoning/creativity skills, interpersonal skills, innovation skills, self-improvement

skills, interpersonal relationship skills and information and communication technology skills were among the indicators of secretaries job effectiveness in private organizations in Ogun State of Nigeria.

Recommendations

The following recommendations are provided from this study:

1. There should be periodic upward review of secretaries' salaries system through collective bargaining process. The economic realities of the time should be considered during the process.
2. It was also recommended that management of private organizations should make effort to provide new technologies for the secretaries, make provision for training and retraining of secretaries on the use of new technologies, provide alternative power supply for technology utilization.
3. It was also recommended that modern secretaries should be abreast of the importance and use of modern office technology and the need for training programme to be organized periodically for secretaries to update their knowledge on modern office skills.
4. Private organizations management should ensure job security for their employees particularly, secretaries.
5. Workshop and seminar on effective planning and organizing on workload should be organized by the management of the private organizations for secretaries to effectively managed their time and increase job effectiveness.

References

- Akpomi, M., & Ordu, P. (2016). Modern office technology and the secretary's productivity in private business organizations. *African Journal of Business Management*, 3 (8), 333 – 339.
- Amiaya, A. O. (2015). The importance of secretarial skills in human capital development in Nigeria. *Journal of Management Sciences*, 2(1), 112-123.
- Anele, C. A., Micheal, K. A., & Kerebara, F. A. (2017). Psychological capital and performance of secretarial personnel in ICT-based organization. *Business and Management Strategies Journal*, 8(2), 124-138.
- Ayelotan, I. O. (2014). A comparative analysis of the supervisor's ratings of male and female secretaries' job performance effectiveness and productivity in some selected tertiary institutions in Ogun State. *Gateway Journal of Business Education*, 2(1), 451-467.
- Ayeniyo, O. (2015). Fringe benefits administration and employees' commitment in the Lagos State civil service, Nigeria. *Public Policy and Administration Research*, 5(7), 32-35.
- Buseni, J. (2013). Effects of ICT on secretaries performance in contemporary organization in Bayelsa state, Nigeria. *Information and Knowledge Management Journal*, 3(5), 87-93.
- Dosumu, M. M., Bukki, A. O., & Akintola, O. A. (2017). Influence of office automation on secretaries administrative effectiveness in Ogun state-owned universities. *Journal of Research and Methods in Education*, 7(3), 49-52.
- Igbiniedion, V. I. (2016). Knowing the graduate office secretary. *Ozean Journal of Social Sciences*, 3(1), 116-120.
- Imolorhe, D. (2012). The impact of information and communication technology on the efficiency of secretarial workers. *Journal of Office Technology and Management*, 2 (3), 35 - 49.

- Iyanda, O. (2017). *The effective secretary*. Ibadan: Longman Nigeria Plc, the Publishers, Nigeria.
- Iyili, H. N. (2013). Fringe benefits effects on employee productivity in the public sector (a case of state department of water, Nairobi County, Kenya), Doctoral dissertation, Doctoral dissertation, Kenyatta University.
- Mumuni, I. A., & Hawa, S. A. (2014). Modern office technology and the performance of the professional secretary in contemporary organization in Ghana. *Information and Knowledge Management*, 3(4), 52-57.
- Nisar, S., & Danish, A. (2019). A survey on the role of fringe benefit in employee satisfaction. *International Journal of Human Resource Studies*, 9(1), 232-252.
- Nonye, A. (2013). Capacity building in modern office technology: An imperative for effective secretarial productivity. *Asian Journal of Business Management*, 5 (2), 193 – 196.
- Ntukidem, E. (2015). Technological advancement of secretarial profession: Challenges and implications for secretaries and business educators. *Business Education Journal*, 3 (3), 56-69.
- Nwaokwa, E. & Okoli, B. E. (2015). Information and communication technology in education: a catalyst for effective use of information. *Public Administration and Management Journal*, 5(9), 612-623.
- Nwaokwa, E., & Okoli, B. E. (2015). Information of communication technology of the influence performance of secretaries in government ministries in Nasarawa State, North Central, Nigeria. *Research Journal of Information Technology*, 4 (3), 93 – 97.
- Subuola, A. C., & Akintola, O. A. (2015). Information and communication technology facilities utilization and job performance of secretaries in public and private universities in Ogun State. *International Journal of Managerial Studies & Research*, 3 (3), 44 – 52.
- Ugiaugbe, W. I. (2016). An assessment of office automation on the secretary's performance in business search. *A Journal of School of Business and Management Technology*, 3 (1), 34 – 56.