IMPACT OF TRAINING AND DEVELOPMENT ON EFFECTIVE PERFORMANCE OF SECRETARY

BY

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HND/23/OTM/FT/0026

A RESEARCH PROJECT SUBMITTED
TO THE

DEPARTMENT OF OFFICE TECHNOLOGY AND MANAGEMENT
INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGY
KWARA STATE POLYTECHNIC, ILORIN

IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
HIGHER NATIONAL DIPLOMA
IN OFFICE TECHNOLOGY AND MANAGEMENT

JULY, 2025

APPROVAL PAGE

This research work has been read and approved by the undersigned on behalf of the Department of Office Technology and Management, Institute of Information and Communication Technology, Kwara State Polytechnic, Ilorin in partial fulfillment of the requirements for the award of Higher National Diploma in Office Technology and Management.

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DEDICATION

This research is specially dedicated to ALMIGHTY 'ALLAH. It is also dedicated to my beloved parents MR and MRS JIMOH. May the sweet love of ALMIGHTY ALLAH be with them (Amin).

ACKNOWLEDGEMENTS

All praises and thanks are due to Almighty Allah, the Designer, the Administrator, and the Sustainer of all creations. He alone deserves all glory for His endless mercy, guidance, and classical blessings throughout my stay at Kwara State Polytechnic during my Higher National Diploma (HND) programme. Alhamdulillah.

I express my heartfelt appreciation to my supervisor, Mrs. Asonibare, E.M. for her time, support, and dedication towards the successful completion of this project. Your guidance and encouragement meant so much to me. May Almighty Allah reward and uplift you abundantly. And to all teaching staff and non-teaching staff of Office Technology and Management Kwara State Polytechnic, Ilorin I am very grateful for your impact of knowledge.

I lovingly remember my late father; Mr. Jimoh may Almighty Allah grant him Aljannat Firdaus. Ameen. To my wonderful mother, Mrs. Jimoh (Iya Ibeji), thank you for being my backbone and prayer warrior. May Allah bless you richly and grant you long life to enjoy the fruit of your labor.

Special thanks to my dear family; Kaosarat (Iya Ajike) and her husband Mr. Muibi, thank you for always being there. To my mentor and big brother, Kunle your advice and strength carried me may Allah continue to honor you. Big thanks also to Engineer Gbolahan Taiwo, who took me as his daughter and supported me selflessly may Allah bless you more than you expect. To Olu Drey, my best brother, may you never lack any good thing, Insha Allah.

I also appreciate Taiwo (my twin brother), Iya Ajoke, Jimoh Qudus (Olori Ebi), Ashabi, Alimoh, Ajoke, Ishola, Ajike, and all my beloved family members. Jazakumullahu Khairan to every one of you.

A very special appreciation goes to my best friend, Okunade Azeezat, you are more than a friend you are a sister, a blessing, and a constant source of strength, thank you for standing by me, for believing in me and for lifting me up when I needed it most. May Almighty Allah continue to favor and protect you always. I cherish you deeply.

To my amazing friends; Keke, Loyun, and Sister Mariam thank you for your advice, love, and support. You've been there through thick and thin, and I pray Allah answers all your prayers.

To my lovely course mates and friends, especially Mariam, Ashabi, and the Ike Anobi Villa gang, thank you for all the laughter, support, and unforgettable memories. Jazakumullahu Kharian to you all.

I, Jimoh Aishat Kehinde, say a BIG THANK YOU to everyone who contributed to my journey. May Allah's blessings and favor follows us always. Ameen.

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ABSTRACT

This study examines the impact of training and development on the effective performance of secretaries. The research investigates the relationship between training opportunities, skill acquisition, and job performance, highlighting the significance of continuous professional development in enhancing secretarial effectiveness. The findings suggest that targeted training programs, mentorship, and ongoing support significantly improve secretaries' productivity, job satisfaction, and overall performance. Moreover, the research tailoring training initiatives to meet the unique needs and challenges of secretarial roles, thereby fostering a more efficient and effective workforce. The study concludes that investing in training and development is essential for organizations to maximize the potential of their secretarial staff, ultimately contributing to improved organizational efficiency and effectiveness.

Keywords: Training and Development, Effective Performance and Secretary

CHAPTER ONE

INTRODUCTION

1.1   Background to the Study

Training and development is one of the most important aspects of our lives and our work. Many people view "training" as an activity that produces the result or outcome of "learning" and learning is typically viewed as new knowledge, skills and competencies or abilities. In our culture, we highly value learning. Yet, despite our having attended many years of schooling, many of us have no idea how to carefully design an approach to training and development. Employee training and development is a broad term covering multiple kinds of employee learning. Training is a programme that helps employees learn specific knowledge or skills to improve performance in their current roles. Development is more expansive and focuses on employee growth and future performance, rather than an immediate job role.

Training and development is vital part of the human resource development. It is assuming ever important role in wake of the advancement of technology which has resulted in ever increasing competition, rise in customer's expectation of quality and service and a subsequent need to lower costs. It is also become more important globally in order to prepare workers for new jobs. The turn of the century has seen increased focus on the same in organizations globally. Many organizations have mandated training hours per year for employees keeping in consideration the fact that technology is making the employees obsolete.

Training may be described as an endeavor aimed to improve or develop additional competency or skills in an employee on the job, one currently holds in order to increase the performance or productivity. Technically, training involves change in attitude, skills or knowledge of a person with the resultant improvement in the behavior. Training and development describes the formal, ongoing efforts that are made within organizations to improve the performance and self-fulfillment of their employees through a variety of educational methods and programs. In the modern workplace, these efforts have taken on a broad range of applications from instruction in highly specific job skills to long-term professional development. In recent years, training and development has emerged as a formal business function, an integral element of strategy, and a recognized profession with distinct theories and methodologies. More and more companies of all sizes have embraced "continual learning" and other aspects of training and development as a means of promoting employee growth and acquiring a highly skilled work force. In fact, the quality of employees and the continual improvement of their skills and productivity through training are now widely recognized as vital factors in ensuring the long-term success and profitability of small and big businesses.

Solomon (2016) asserted that training and development play an important role in the effectiveness of organizations and to the experiences of people in work. Training has implications for productivity, health and safety at work and personal development. All organizations employing people need to train and develop their staff. Most

organizations are cognizant of this requirement and invest effort and other resources in training and development. Such investment can take the form of employing specialist training and development staff and paying salaries to staff undergoing training and development. Investment in training and development entails obtaining and maintaining space and equipment. It also means that operational personnel, employed in the organization's main business functions, such as production, maintenance, sales, marketing and management support, must also direct their attention and effort from time to time towards supporting training development and delivery. This means they are required to give less attention to activities that are obviously more productive in terms of the organization's main business. However, investment in training and development is generally regarded as good management practice to maintain appropriate expertise now and in the future.

Raja, Furqan, and Muhammad (2015) stated that, training and development is very important for secretary in an organization to compete with challenging and changing world of work. Training and development is basically directly related to employee but its ultimate effect goes to organization because the end user is organization itself. This study will help organization to understand the importance of training and development of secretaries in an effort to enhance their performances and be able to cope with the challenges of modern office technology. It will help them to understand that it is very necessary for them to give training to their employees especially secretaries so that they could perform the assign task in a better way.

Lots of time training is confused with development; both is different in certain respects yet components of the same system. Development implies opportunities created to help employees grow. It is more of long term or futuristic in nature as opposed to training, which focus on the current job. It also is not limited to the job avenues in the current organization but may focus on other development aspects also.

The major difference between training and development therefore is that while training focuses often on the current employee needs or competency gaps, development concerns itself with preparing people for future assignments and responsibilities.

With technology creating more deskilled workers and with industrial workers being replaced by knowledge workers, training and development is at the forefront of Human Resources Development. The onus is now on the human development department to take a proactive leadership role in responding to training and business needs of office workers among which is the secretaries.

Osuala (2015) agrees that a secretary has to grow with technology in order not to be displaced from the job. For secretaries' job to be more efficiently and effectively done, organization should be training and developing their secretaries with the machine, like computer, word processor etc to enable their secretaries fit into the modern office.

According to Yusuf (2016), he defined training as an experience, a discipline or systematic action which make, people to acquire new skill and knowledge for predetermined behavior.

According to Azeez (2017), defined development as a broader concept, it is directed at enhancing the long term growth potential of the employee. It includes Improving conception and human relations skills, as well technical competence training serves the dual purpose of motivation and utilization. Utilization means by training an employee gain skills, knowledge and his capabilities and ability of performing will be highly upgraded, thus utilization has been accomplished his productive Capacity will increase and also his performance.

Development is training people to acquire new horizons, technologies, or view point. Development enables workers to create better products, faster services and more competitive organizations in a nut shell, training goes with development. It is only through training that organization aims of development can be achieved to yield the result on management.

A secretary is an indispensable asset to any organization or institution. No organization whether government or private can in any way thrive in isolation of secretarial duties. The duty of a secretary in any organization is an inescapable practice or function.

A secretary is a person or executive who has office skill in handling correspondences and has the ability to assume responsibilities without direct supervision to provide communication support services on matters or routine and administrative issues (Cletus 2015) various office workers perform some aspects of secretarial work, but not all office workers are secretarial. Secretaries have more

responsibilities for their work. A professional secretary performs task similar to an executive or administrative assistant. Secretarial function is just central in very organization and no office can easily function without a secretary. This brings about the importance of secretaries to the successful growth and development of the organization (Adam 2015).

Generally secretary coordinates the daily routines of an office and organizes the office schedules and paper work which includes analysis of prevailing situations judgment, technical knowledge and creativity (Adebayo and Akinleye 2016). The number and type of activities are assigned depend whether they are generalists (multifunctional secretaries) or specialist (such as legal or word processing secretaries). Secretaries use many different talents and work with many different people. As an office professional, the secretary has the responsibility to organize the work flow so that the employer will feel that everything is under control, with all project completed when needed (Chrissy, 2015). Modern professional secretaries are now referred to as office managers by some people because of their activities, skill acquisition, knowledge and even expectations from their bosses, customers, clients and even the general public whether called a secretary, a manager or a personal assistant, a professional secretary is no more the man or woman sitting behind the typewriter, taking shorthand dictations and attending to visitors.

The process of training and development is a continuous one. Secretaries who have not received adequate training before he is assigned with responsibilities may lack

the necessary confidence with which to carry out the job. Secretary who understand their duties or job are likely to have high morale. It is as a result of the above assertion that the researcher looks at the impact of training and development on the job performance of secretaries in an organization.

1.2   Statement of the Problem

The performance of secretaries' plays a vital role in the success of any organization. However, many secretaries lack the necessary skills and knowledge to perform their duties effectively. This is often due to inadequate training and development opportunities.

Effective secretarial training and development strategy should be comprehensive, future oriented, continuous and implementable in line with the current challenges of secretary. As a result of changes that is being experienced at present in relation to technological advancement in the business world and the changes that this has brought to secretarial profession and performances in organizations. There is a need for improved competency on the part of the secretary to be able to be relevant and retained his/her job in any organization. Therefore, the researcher observed that some secretaries in organizations are still living in the past. That is some of them have not tune to the current wave by apply them in the course of performances of their duties.

1.3   Objectives of the Study

The general objective of the study is Impact of Training and Development on effective performance of Secretary. The specific objectives are to:

1. Examine the current state of training and development for secretaries in organization

2. Identify the essential skills and knowledge required for effective performance of secretary.

3. Investigate the impact of training and development on the performance of secretaries.

4. Examine the relevance of training and development program on the behavior, attitudes, belief, opinion and performance of secretaries.

5. Recommend strategies for improving training and development opportunities for secretaries.

1.4   Research Questions

The following research questions are raised for the study.

1. What is the current state of training and development for secretaries in organization?

2. What are the essential skills and knowledge required for effective performance as a secretary?

3. How does training and development impact the performance of secretaries?

4. To what extent are training and development program changes the behavior, attitudes, belief, opinion and performance of secretaries?

5. What are the strategies for improving training and development opportunities for secretaries?

1.5   Significance of the Study

It is the hope of the researcher that the outcomes of the findings of the study will be useful and beneficial to the followings: -

Secretaries: it will be more beneficial to the secretarial functions in an organization, it will impact more knowledge on secretaries on the kind of training they need to undergo in other to compete with the modern day business.

Organization: it will also be a great benefit to the organization i.e. since the progress of an organization is a function of the quality of those directing its affairs most especially the secretary duties. It will also help them to have more efficient and effective secretarial staff, leading to improved productivity and competitiveness.

Office managers: this will help them to learn how to train and develop their secretarial staff.

Human Resources Managers: this study will help them to learn how to design and implement effective training and development programs for secretaries.

Business Owners: business owners will benefit from this study as they will have well-trained secretarial staff who can provide excellent administrative support.

Professional Body: it will help them to learn how to provide effective training and development programs for their members.

1.6.   Delimitation

The scope of this study will be narrowed to Impact of Training and Development on effective performance of Secretary. No attempt will be made to go beyond this span.

1.7. Limitations

In the course of carrying out this project work, the research was constrained by financial difficulties and limited time among other things. However, effort was made to ensure that none of these difficulties obstruct an in-depth study.

CHAPTER TWO

LITERATURE REVIEW

The research study is on Impact of Training and Development on effective performance of Secretary.

2.1   Introduction

After performance appraisal has indicated or discovered that poor performance is as a result of inadequate a skills and inability on the part of the employee steps have to be taken to improve such skills and ability through training and in the case of management i.e. is known as development.

For success, every organization needs to have well trained and experienced workers to perform the activities. Even experienced workers need to learn about the organization, its people policies, culture and procedures. If employees can meet all requirement of a job training may not be important, but no employee can over possess all necessary ingredients that a job requires. He/she may be excellent on one aspect, superb on the other. Yet he finds some aspects of the job a little difficult. This is where training becomes important in order to increase the versatility and adaptability or employees.

2.2   Concept of a Secretary

A secretary is a person or executive who has office skill in handling correspondences and has the ability to assume responsibilities without direct supervision to provide communication support services on matters or routine and

administrative issues (Cletus 2015) various office workers perform some aspects of secretarial work, but not all office workers are secretarial. Secretaries have more responsibilities for their work. A professional secretary performs task similar to an executive or administrative assistant. Secretarial function is just central in very organization and no office can easily function without a secretary. This brings about the importance of secretaries to the successful growth and development of the organization (Adam 2015).

Generally, secretary coordinates the daily routines of an office and organizes the office schedules and paper work which includes analysis of prevailing situations judgment, technical knowledge and creativity (Adebayo and Akinleye 2016). The number and type of activities are assigned depend whether they are generalists (multifunctional secretaries) or specialist (such as legal or word processing secretaries). Secretaries use many different talents and work with many different people. As an office professional, the secretary has the responsibility to organize the work flow so that the employer will feel that everything is under control, with all project completed when needed (Chrissy, 2015). Modern professional secretaries are now referred to as office managers by some people because of their activities, skill acquisition, knowledge and even expectations from their bosses, customers, clients and even the general public whether called a secretary, a manager or a personal assistant, a professional secretary is no more the man or woman sitting behind the typewriter, taking shorthand dictations and attending to visitors.

The introduction and application of modern technology advancements has brought a revolution and greater effectiveness in day to day working of the office due to this procedure have become more simplified and office work has become more interesting and challenging (Asabere and Enguah 2017).

In his remark Adam (2015), recounted that secretarial practice or rather secretarial profession has remarkably undergone series of modifications as it used to be in the past due to the availability of improved technologies of the modern office.

According to Akinola (2015), a secretary is an important officer in any establishment, who is sometimes regarded as the life wire of an organization adding that the contribution and effectiveness of a secretary can either enhance or diminish the efficiency and effectiveness of an organization.

Aromolaran (2017), described the secretary as the office manager and the administrative officer who co-ordinates and manages both the human and material resources of an organization. The secretary can be seen as a vital link in any organization and one who is in charge of the daily clerical and administrative activities in the organization. She exercises initiative, judgement and makes decision within the scope of here assignment, duties or authority. She also types letters, memos, and performs any other form of data entry into the computer or typewriter and brings out a mailable copy.

2.3   Concept of Training and Development

Training and development has been defined in different ways by so many authors. Training and development are different side or two sides of the same coin. They are usually synonymously used or interchangeably used. As organizations strive to compete in the global economy, differentiation on the basis of the skills, knowledge, and motivation of their workforce takes on increasing importance. Hence for organization to compete favourably with its contemporaries in the business environment there is a need to properly engage staff in intensive and extensive training and development programme. This is the only way that organization can prepare and improve the competences and skills of staff to be readily available to face any challenges and compete with other similar organization. Training refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness (Goldstein & Ford 2015).

Training and development play an important role in the effectiveness of organizations and to the experiences of people in work. Training has implications for productivity, health and safety at work and personal development. All organizations employing people need to train and develop their staff. Most organizations are cognizant of this requirement and invest effort and other resources in training and development. Such investment can take the form of employing specialist training and development staff and paying salaries to staff undergoing training and development. Investment in training and development entails obtaining and maintaining space and

equipment. It also means that operational personnel, employed in the organization's main business functions, such as production, maintenance, sales, marketing and management support, must also direct their attention and effort from time to time towards supporting training development and delivery.

Keeling and Kallaus (2017) defined training as the process of providing individuals with an organized series of events, experiences and materials that comprise opportunities to learn. He stated further that, what takes place within the individuals, that is, what changes occur in their behavior patterns and attitudes, is known as learning. The money that a company spends for training pays dividends as a result of fewer errors, greater production and less turnover. He mentioned again that training has no value unless it aids in achieving the goals of the organization by contributing to better performance. Training helps a firm attain goals directly by increasing productivity, improving the quality of work, and reducing costs, and indirectly by improving the skills and attitudes of workers and by increasing their knowledge and experiences. Training is the systematic process of altering the behaviour of an employee to increase organizational goals. Investment in training and development is generally regarded as good management practice to maintain appropriate expertise now and in the future.

Training and development is one of the most important aspects of our lives and our work. Many people view "training" as an activity that produces the result or outcome of "learning" and learning is typically viewed as new knowledge, skills and

competencies or abilities. In our culture, we highly value learning. Yet, despite our having attended many years of schooling, many of us have no idea how to carefully design an approach to training and development. Employee training and development is a broad term covering multiple kinds of employee learning. Training is a programme that helps employees learn specific knowledge or skills to improve performance in their current roles. Development is more expansive and focuses on employee growth and future performance, rather than an immediate job role.

Training and development is vital part of the human resource development. It is assuming ever important role in wake of the advancement of technology which has resulted in ever increasing competition, rise in customer's expectation of quality and service and a subsequent need to lower costs. It is also become more important globally in order to prepare workers for new jobs. The turn of the century has seen increased focus on the same in organizations globally. Many organizations have mandated training hours per year for employees keeping in consideration the fact that technology is deskilling the employees at a very fast rate.

Training may be described as an endeavour aimed to improve or develop additional competency or skills in an employee on the job, one currently holds in order to increase the performance or productivity. Technically, training involves change in attitude, skills or knowledge of a person with the resultant improvement in the behaviour. Training and development describes the formal, ongoing efforts that are made within organizations to improve the performance and self-fulfillment of their employees through a variety of educational methods and programs. In the modern

workplace, these efforts have taken on a broad range of applications from instruction in highly specific job skills to long-term professional development. In recent years, training and development has emerged as a formal business function, an integral element of strategy, and a recognized profession with distinct theories and methodologies. More and more companies of all sizes have embraced "continual learning" and other aspects of training and development as a means of promoting employee growth and acquiring a highly skilled work force. In fact, the quality of employees and the continual improvement of their skills and productivity through training are now widely recognized as vital factors in ensuring the long-term success and profitability of small and big businesses.

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The major difference between training and development therefore is that while training focuses often on the current employee needs or competency gaps, development concerns itself with preparing people for future assignments and responsibilities.

Yusuf (2016), defined training as an experience, a discipline or systematic action which make, people to acquire new skill and knowledge for predetermined behavior.

Azeez (2017) defined training as maintaining and improving current job reside heavily on the instructors and is mostly for the operating workers (Non managerial personnel).

Salmon (2017) defined training as a process of updating old skills and developing new ones. Training is defined as learning that is provided in order to improve performances on the present job (Nadler 1984).

Training is an organized activity aimed at imparting information and instructions improve the employee performance or help him or her attain the required level of knowledge skill.

Azeez (2016), defined development as a broader concept, it is directed at enhancing the long term growth potential of the employee. It includes Improving conception and human relations skills, as well technical competence training serves the dual purpose of motivation and utilization. Utilization means by training an employee gain skills, knowledge and his capabilities and ability of performing will be highly upgraded, thus utilization has been accomplished his productive Capacity will increase and also his performance.

Development is training people to acquire new horizons, technologies, or view point. Development enables workers to create better products, faster services and more

competitive organizations in a nut shell, training goes with development. It is only through training that organization aims of development can be achieved to yield the result on management.

Organization often see individual or staff to various form of training so as to achieved more knowledge in a specified filled to meet the requirement of the organization.

Aims and objectives of training and development are as follow according to Lawal (2015).

- To improve workers' productivity and firm profitability.

- To upgrade employee skill in anticipation of their position in the organization.

- It is preventing obsolescence of skills since new methods of doing things emerged day in day out.

- To relief managers of constant supervision and reduce their over load.

- Installation of new equipment or techniques which require new or Improve skills so that workers can manipulate the new equipment.

- To improve employee's morale and make them feel that they have future in the organization.

2.4   Benefit of Training and Development

The benefits of training to an organization are stated below:

i.   Optimum Utilization of human resources: Training and development helps in optimizing the utilization of human resources that further. It helps the employee to achieve the organizational goals as well as individuals.

ii.   Development of skill of employee: Training and development helps in increasing the job knowledge and skills of employee at each level. It helps to expand the horizon of human intellect and a personality of employees.

iii.   Productivity; Training and development helps increase the productivity of the employees that help the organization to further to achieve it long-term goal.

iv.   Team Spirit: Training helps in inculcating the sense it of team work. Team spirit and inter team collaborations. It helps in inculcating the zeal learns within the employee.

v.   Organization culture: it helps improve the organization health culture and effectiveness.

vi.   Organizational Development: Training and development help an organization get more effective decision making and problems solving. It helps in understanding and carryout organizational policies.

vii.   It helps creating a better corporate image and also leads to improved profitability and more positive attitude towards profit orientation.

viii.   It helps to build good employer relationship so that individual goals. It also provides a ready pool labour for organizational draw from in time of need.

2.5   Method of Training and Development of Secretary

Raja, Furqan, and Muhammad (2015) stated that, while new techniques are under continuous development, several common training methods have proven highly effective. Good continuous learning and development initiatives often feature a combination of several different methods that, blended together, produce one effective training program. Some of the methods are discussed as follows:

1.   Orientations

Orientation training is vital in ensuring the success of new employees. Whether the training is conducted through an employee handbook, a lecture, or a one-on-one meeting with a supervisor, newcomers should receive information on the company's history and strategic position, the key people in authority at the company, the structure of their department and how it contributes to the mission of the company, and the company's employment policies, rules, and regulations.

2.   Lectures

A verbal method of presenting information, lectures are particularly useful in situations when the goal is to impart the same information to a large number of people at one time. Since they eliminate the need for individual training, lectures are among the most cost-effective training methods. But the lecture method does have some drawbacks. Since lectures primarily involve one-way communication, they may not provide the most interesting or effective training. In addition, it may be difficult for the trainer to gauge the level of understanding of the material within a large group.

3.   Case Study

The case method is a non-directed method of study whereby secretaries are provided with practical case reports to analyze. The case report includes a thorough description of a simulated or real-life situation. By analyzing the problems presented in the case report and developing possible solutions, secretaries can be encouraged to think independently as opposed to relying upon the direction of an instructor. Independent case analysis can be supplemented with open discussion with a group. The main benefit of the case method is its use of real-life situations. The multiplicity of problems and possible solutions provide the secretaries with a practical learning experience rather than a collection of abstract knowledge and theories that may be difficult to apply to practical situations.

4.   Role Playing

In role playing, students assume a role outside of themselves and play out that role within a group. A facilitator creates a scenario that is to be acted out by the participants under the guidance of the facilitator. While the situation might be contrived, the interpersonal relations are genuine. Furthermore, participants receive immediate feedback from the facilitator and the scenario itself, allowing better understanding of their own behavior. This training method is cost effective and is often applied to marketing and management training.

5.   Simulations

Games and simulations are structured competitions and operational models that emulate real-life scenarios. The benefits of games and simulations include the improvement of problem-solving and decision-making skills, a greater understanding of the organizational whole, the ability to study actual problems, and the power to capture the secretary's interest.

6.   Computer-Based Training

Computer-based training (CBT) involves the use of computers and computer-based instructional materials as the primary medium of instruction. Computer-based training programs are designed to structure and present instructional materials and to facilitate the learning process for the secretary. A main benefit of CBT is that it allows employees to learn at their own pace, during convenient times. Primary uses of CBT include instruction in computer hardware, software, and operational equipment. The last is of particular importance because CBT can provide the secretary with a simulated experience of operating a particular piece of equipment or machinery while eliminating the risk of damage to costly equipment by a trainee or even a novice user. At the same time, the actual equipment's operational use is maximized because it need not be utilized as a training tool. The use of computer-based training enables a small business to reduce training costs while improving the effectiveness of the training. Costs are reduced through a reduction in travel, training time, and downtime for operational hardware, equipment damage, and instructors. Effectiveness is improved through standardization and individualization.

Web-based training (WBT) is an increasingly popular form of CBT. The greatly expanding number of organizations with Internet access through high-speed connections has made this form of CBT possible. By providing the training material on a Web page that is accessible through any Internet browser, CBT is within reach of any company with access to the Web. The terms "online courses" and "web-based instruction" are sometimes used interchangeably with WBT.

7.   Self-Instruction

Self-instruction describes a training method in which the secretaries assume primary responsibility for their own learning. Unlike instructor- or facilitator-led instruction, secretaries retain a greater degree of control regarding topics, the sequence of learning, and the pace of learning. Depending on the structure of the instructional materials, secretaries can achieve a higher degree of customized learning. Forms of self-instruction include programmed learning, individualized instruction, personalized systems of instruction, learner-controlled instruction, and correspondence study. Benefits include a strong support system, immediate feedback, and systematization.

8.   Audiovisual Training

Audiovisual training methods include television, films, and videotapes. Like case studies, role playing, and simulations, they can be used to expose employees to "real world" situations in a time-and cost-effective manner. The main drawback of audiovisual training methods is that they cannot be customized for a particular audience, and they do not allow participants to ask questions or interact during the presentation of material.

9.   Team-Building Exercises

Team building is the active creation and maintenance of effective work groups with similar goals and objectives. Not to be confused with the informal, ad-hoc formation and use of teams in the workplace, team building is a formal process of building work teams and formulating their objectives and goals, usually facilitated by a third-party consultant.

Team building is commonly initiated to combat poor group dynamics, labor-management relations, quality, or productivity. By recognizing the problems and difficulties associated with the creation and development of work teams, team building provides a structured, guided process whose benefits include a greater ability to manage complex projects and processes, flexibility to respond to changing situations, and greater motivation among team members. Team building may include a broad range of different training methods, from outdoor immersion exercises to brainstorming sessions. The main drawback to formal team building is the cost of using outside experts and taking a group of people away from their work during the training program.

10.   Apprenticeships and Internships

Apprenticeships are a form of on-the-job training in which the trainee works with a more experienced employee for a period of time, learning a group of related skills that will eventually qualify the trainee to perform a new job or function. Apprenticeships are often used in production-oriented positions. Internships are a form of apprenticeship that combines on-the-job training under a more experienced employee with classroom learning.

11.   Job Rotation

Another type of experience-based training is job rotation, in which employees move through a series of jobs in order to gain a broad understanding of the requirements of each. Job rotation may be particularly useful in small businesses, which may feature less role specialization than is typically seen in larger organizations.

2.6   The Impact of Training and Development

Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce (Stone, 2013). Nowadays training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization. The employee performance depends on various factors. But the most important factor of employee performance is training. Training is important to enhance the capabilities of employees. The employees who have more on the job experience have better performance because there is an increase in the both skills and competencies because of more on the job experience (Fakhar Ul Afaq, Anwar Khan 2016). Training also has impact on the return on investment (Richard Chang Associates, INC.). The organizational performance depends on the employee performance because human resource capital of organization plays an important role in the growth and the organizational performance. So to improve the organizational performance and the employee performance, training is given to the employee of the organization. Training and development increase the employee performance. Therefore, training and development is an important activity to enhance secretary performance in a modern office technological organization (Iftikhar Ahmad and Siraj-ud-din, 2015).

Employee performance depends on many factors like job satisfaction, knowledge and management but there is relationship between training and performance (Chris Amisano, 2014). This shows that employee performance is important for the performance of the organization and training and development is beneficial for the employee to improve on their performances. Robert T.Rosti Jr, Frank shipper, (2014) said that training increase or develop the managerial skills of workers. Despite focusing on efficiency and cost control the spending on training should increase because organization get more efficiency, effectiveness out of the training and development (workforce special report, 2016). This shows that training increase the efficiency and the effectiveness of the organization.

From this it is clear that training and development is the important factor.

It is very difficult for an employee to perform well at the job place without any pre-training (Thomas N. Garavan, 2015). Trained employees perform well as compared to untrained employees (Partlow, 2008; Tihanyi et al., 2009; Boudreau et al., 2013). It is very necessary for any organization to give its employees training to get overall goals of the organization in a better way (Flynn et al., 2011; Kaynak, 2012; Heras, 2014). Training and development increase the overall performance of the organization (Sheppard, Jon et al., 2009). Although it is costly to give training to the employees but in the long run it give back more than it took (Flynn et al., 2012; Kaynak, 2014; Heras, 2016).

Every organization should develop its employees according to the need of that time so that they could compete with their competitors (Carlos A. Primo Braga, 2011).

2.7   Various Training and Development Skills Required of Secretaries

Chuke (2015) admitted that for secretaries to cope with the new trend in the office, secretaries needed to be trained as they lack the basic training and competence to handle today's office jobs. This will help them to improve their basic skills and enhance their communication skill needed to actualize their job requirement.

Organizations require from secretary's high degree of effectiveness, efficiency, accuracy, speed, timely performance and delivery of task, increase productivity and many more. It is therefore, imperative and inevitable for prospective, new entrants and existing secretaries into the world of work to be well prepared through appropriate training in order to meet and deliver their job performance effectively and efficiently as expected towards contributing to the achievement of organizational objectives.

Secretarial profession has become vaster and highly demanding than it used to be in the past hence, the need to change from the use of archaic and slow manual office equipment and machines to highly sophisticated ones which include ICT resources, internet, telecommunication resources etc. in order to enhance their productivity and efficiency in the office. Since secretarial and ICT skills are those abilities that will enable the secretary to perform office duties most effectively, therefore, skills required of secretaries need regular evaluation for current update wherewithal to meet the changes of time.

Secretaries need to be trained on the new techniques in managing information using the latest information and communication technologies. This will go a long way

in improving their skills and efficiency. Secretaries' trainers in institution of higher learning need to be trained and retrained with the new technology to stay professionally above board and impact the much needed technology skills on prospective secretaries.

Secretaries are often the employees that hold an office or organization together by making sure staffers and customers are in the right place at the right time and have appropriate document and information needed. The type and size of company a secretary works with will often dictate what skills are required. However, these are some basic secretarial skills that secretaries should master in a modern office. These are discussed as follows: -

(i)   Technological skills

All secretaries need technological skills in order to allow them to perform some variety of computer-based tasks such as spreadsheet, preparing presentations, creating and typing of documents, advanced e-mail abilities, including working and attachment. Therefore, secretaries who are proficient in a variety of computer software applications will have the most career opportunities. Some of the most common technological skills that secretaries must master include word processing, spreadsheet, presentation, document management, desktop publishing and video conferencing.

(ii)   Interpersonal Skills

Secretaries must interact daily with their boss, co-workers and customers. Therefore, interpersonal skills and communication skills are essential. In addition to face to face contact, secretaries communicate by e-mail, telephone and teleconferencing system. It is important for secretaries to be able to clearly communicate and share information with customers and colleagues in variety of ways.

(iii)   Writing Skills

In an organization, secretaries are frequently responsible for drafting routine correspondence and filing documents as well as proof reading of document, such as pleading brief, discovery and transactional documents. Writing is an integral part of the secretary's job; those who develop strong writing skills will become indispensable to the boss or employer they assist.

(iv)   Transcriptional Skills

Transcriptional skills are foundational to secretarial practice. In addition to a fast typing speed (employer minutes), keen listening skills are required to comprehend voice dictation files, strong grammar, spelling, as well as understanding some terminologies. In addition, secretaries must be proficient in word processing applications and transcription equipment.

(v)   Multi-Tasking Skills

Most secretaries work for more than one person or more than one simultaneously. Performing multiple tasks is second nature to a competent secretary. They know how to juggle multiple assignment and competing priorities and how to manage growing workload in today's office where one person frequently performs the job of three.

(vi)   Teamwork Skills

A secretary must have a teamwork spirit because that is the most efficient way secretaries know how to get along with co-workers and collaborate with others in order to get things done.

(vii)   Research Skills

Secretaries perform internet research for multiple of tasks such as finding directions, gathering client information, researching the competition and locating expert wireless. Many secretaries especially those in small law offices, also perform paralegal duties, including legal research, cite checking and tracking down case law, learning legal research platform such as west law. To be relevant in today's office, computer and word processing skills is a must for all secretaries because computer has simplified through mechanization and all aspects of office functions and secretarial procedures. Every computer has word processing facilities. Today, many organizations in the world have resorted to the use of computers in processing documents. A secretary using a computer connected to a printer, telephone line, scanner and other electronic equipment can perform series of tasks just within a twinkle of an eye.

(viii)   ICT Skills

Secretaries rely on ICT in their day-to-day operations. Without the use of ICT, most business organizations in both the public and private sectors would neither be able to develop new markets nor expand existing ones. Ntukidem (2015) said that the aid of database, information can be inputted, accessed, sorted, extracted and stored in variety of ways by the office secretaries.

(ix)   Internet

The internet is a global connection of many different types of computers, computer operators and computer networks that are linked together through telephone

lines, satellites, microwaves and all other possible devices. Internet makes communication possible over the globe. Once you subscribe and connect to the internet service provider (ISP), you could access any information you need anywhere in the world. Ntukidem (2015) described internet as a vast information super highway that facilitates communication between computer users both nationally and internationally. In the view of Ohakwe (2015), internet is a major breakthrough in technology and revolution. The wonders of the millennium are indeed the most flexible medium currently available in a technological era.

(x)   Electronic Mail (E-mail)

Electronic mail popularly called E-mail is a resource that can be used on the internet which allows people to send and receive messages to and from any part of the world. A registered user types his/her message on the computer, specifies an e-mail address that identifies the receiver. The message travels via your modem which connects your computer to the internet through the telephone network. Ohakwe (2015) stated that, the purpose of the e-mail is to send data or messages electronically through the telephone network or data network and through a central computer without posting such pieces of paper or dispatch documents by courier services.

(xi)   World-Wide-Web

The world-wide-web is hypertext-based information that links multimedia data base in different parts of the world through the internet. It is a situation whereby a page is acquired by individual or organization on the internet. Individual or

organization that acquires the page stores information relating to the organization and thus gives license to people to have access to the site and this can be done when they browse the internet and log unto the site.

(xii)   Telecommuting/Tele-Working

This is a way by which the performance of office work is carried out at a site away from the office and communicating the results to the head office electronically by means of a telephone, computer, or e-mail using a modem. It involves applying information technology and communication techniques to the organization so that firms can have large amount of information. It enables secretaries or office workers working at a remote area and at the same time in premises provided by their employers.

(xiii)   Computer Aided Telephony

Telephone has been in operation over the years, but series of developmental improvement in technological advancement have enhanced the ability of telephone services for secretarial workers. Computer Aided Telephony involves using the computer to dial from directory without the need to dial from a separate telephone handset. This extension enables the software to scan a list of customers and select those who need to be connected, and each of them being dialed automatically coupled with the ability of the software to take appropriate action of continuous trying until a contact is made when such number is engaged.

(xiv)   Video or Tele-Conferencing

Teleconferencing is described as an activity where users converse with others in the real time, speaking through their screen. Calneck (2016) liked it to video conferencing system in which a number of users are simultaneously online, chatting and discussing. Chuke (2015) suggested the following advantages of teleconferencing as simplicity, satisfaction, empowerment, immediacy and cost effect. He further added that by typing into and reading from their personal computers, participants avoid the time and expenses of travel and the logistic problems of scheduling face to face meetings.

2.8   Problems of Secretary Training and Development in an Organization

Training and development is a work activity that can make significant contribution to all overall effectiveness and profitability of an organization. The effectiveness and success of an organization therefore lies on the people who form and work within the organization. However, not many organizations consider the necessity for a well-defined and sustain training and development programmes. The few organization that gives thought to this very important aspect do so with lack of seriousness, that is all around attention and continuity. The programmes are carried out not only once in a blue moon but are also lopsided in terms of content and staff participation in training programmes as a result of this lackadaisical attitude of management toward training and manpower development. There had been progressive decline in the ability of manpower to cope with the challenges that attend the over

unfolding new dispensation in organization, what we find is that the rise in industrial output is inconsequential in spite of the enormous wave of modern technology that new exist in industrial activities. It is seen that poor performance of the organization workers follows from their inability to keep abreast with new technological current as a result of the absence of appropriate and sufficient staff training.

2.9   Impact of Poor Training and Development of Productivity

Secretary training and development is an important programme that promotes work in an organization. The need for training and development go a long way to ensure effective productivity. Many secretaries have failed to meet up with organizational goal because of lack of basic training and development which was not identified and provided for as indispensable part of management function Nwachukwu (2015).

The success or failure of an organization depend on secretary's productivity therefore the impact of training and development in an organization are as follows:

1.   Low Morale: inadequate training and development brings about how confident in performance of task.

2.   Lower Turnover Rate: an employee who is incapable of producing is frustrated by failure and is more likely to abandon his work than those who are capable of producing.

3.   Poor training and development create ineffective working environment and also unhealthy human relations which affect productivity.

4.   Inadequate training produces unqualified personnel who are inefficient in attaining organizational goal i.e. cannot contribute to the growth of the organization.

5.   Poorly trained employee cannot lead others sufficiently because of lack of skills and knowledge to meet organizational goals.

2.10   Solution to the Problems of Secretary Training and Development in an Organization

The objectives of organization development is to improve the organization capacity to handle its internal and external functioning and relationship this would include such things as improved inter-personal and group processes, more effectives communication, enhance ability to cope with organizational problem of all kinds, more appropriate leadership style, improved skills in dealing with destructive conflict and higher level of trust and cooperation among organizational member. These objectives stem from view of the nature of man. Man in a supportive environment is capable of achieving higher level of development and accomplishment, essential organization development and effectiveness.

At the core of organization development is the concept of organization which defined as two or more people working together towards one or more shared goals. Development in this context, the notion that an organization may become more effective overtime at achieving the goals, organization development is a long range effort to improve organizations problem solving and renewal processes, particularly

through more effective and collaborative management of organization culture often with assistance of change agent or catalyst and the use of the theory and technology of applied behavioral science.

2.11 Effect of Poor Training and Development on Secretary in an Organization

Analysts are correct, the recent economic downtown may be showing and even changing direction, the recession's effect on operation gas begun to manifest.

Training budgets are typically hardest hit when economic times are tough or corporate purse more tightly. The effects of a reduced training budget might not be evident immediately but time will show up as cracks in product and service qualify. The result of poor training management is an interesting cause and effect relationship say Mark Jaime, president and CEO of in telex technologies, include a Toronto based company that provides training and environment healthy, safety and quality management software, "the cause is the decision to slash training budgets and neglect training programs". The effect is poorer employee performance, compromised product and service quality, and diminished employee retention.

However, sometimes these aren't realized until one, three even five years later, depending on the company's size and extent of neglect. Although the connection can see tenuous or indirect, proper training has an effect on quality just as it has on every aspect of business. Effects on quality directly relate to the integrity of training management systems.

CHAPTER THREE

METHODOLOGY

The research methodology for this study involved the collection of all necessary data and information that will make the research work, authentic and reliable.

3.1 Instrument Used

The questionnaire tagged, "Impact of Training and Development on effective performance of Secretary" (ITDPS) was used because the researcher believed that it would afford the researcher the opportunity to obtained facts from a large number of people which could facilitate analysis. The items in the questionnaire are placed in four rating scale of "SA – Strongly Agree 4, A = Agree 3, D = Disagree 2, and SD = Strongly Disagree 1" respectively.

3.2 Population of the Study

The population for this study was secretaries of Micheal Imoudu, National Institute for Labour Studies, Ilorin and Guaranty Trust Bank, Taiwo Branch, Ilorin. The number are of secretaries in Micheal Imoudu, National Institute for Labour Studies, Ilorin are 20 while the number of selected staff in Guaranty Trust Bank, Taiwo Branch, Ilorin were 10 in number.

3.3 Sample and Sampling Techniques

Sampling is made for the sample composition together with procedures. The researcher used all the total population as sample size. The total number of population is sizeable to manage for the study.

3.4   Distribution and Collection of Data

The researcher administrated the questionnaire to the respondents in Micheal Imoudu, National Institute for Labour Studies, Ilorin and Guaranty Trust Bank, Taiwo Branch, Ilorin; the researcher returned to collect them back after one week.

3.5   Reliability

The researcher first tested the instrument in order to make sure the instrument elicited the desired responses from the respondents. The instrument used in this research work is reliable, as the question method will reveal information from the case study.

3.6   Validity

Questionnaire is the main instrument for gathering information in this research work. The questionnaire was given to two lecturers in the department of Office Technology and Management Department who critically assesses the questionnaire to ensure that it measures what it purport to measure and fit for collection of data.

3.7   Method of Data Analysis

Questionnaire collected were manually analyze. The analysis comprises of tables in which the detailed information was presented. The table shows the percentage of responses indicated to make the analysis cleared to the reader. The consensus of the respondents was determined by the responses that carried the highest percentage.

CHAPTER FOUR

DATA ANALYSIS

4.1 Introduction

This chapter to enumerate data collection for the project. It should be noted that the data for this study is collected from the respondents through the distribution of questionnaires. The data collected will be presented in tables and figures will be converted to percentage.

4.2 Results

Table 4.1: **Training programme should be reflected on the job needs.**

Options	No. of Respondents	Percentage %
Strong Agree	15	50
Agree	10	33
Disagree	5	17
Strong Disagree	00	0.00
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.1, showed that 15 (50%) and 10 (33%) of the respondents are strongly agreed and agreed that Training programme should be reflected on the job needs while 5 (17%) of the respondents disagreed with the statement.

This statement agreed that training should be reflect on workers' performance in their job.

Table 4.2: **Training really enhanced the rate of development in an organization.**

Options	No. of Respondents	Percentage %
Strong Agree	13	43
Agree	11	37
Disagree	3	10
Strong Disagree	3	10
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.2, indicated that 13 (43%) and 11 (37%) of the respondents are strongly agreed and agreed with the perception that secretaries should be sent frequently on on-the job training while 3 (10%) and 3 (10%) of the respondents disagreed and strongly disagreed with this statement.

It is obvious that training improved and also increased an organization performance.

Table 4.3: **Many secretaries in institution have low educational qualification.**

Options	No. of Respondents	Percentage %
Strong Agree	12	40
Agree	8	27
Disagree	6	20
Strong Disagree	4	13
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.3, indicated that 12 (40%) and 8 (27%) of the respondents strongly agreed and agreed that many secretaries in institution have low educational qualification while 6 (20%) and 4 (13%) of the respondents disagreed and strongly disagreed with the statement respectively.

With this statement mean that many secretaries in tertiary institution go higher qualification.

Table 4.4:   **Adequate training programme can correct the imbalance between secretaries as professionals and other professionals**

Options	No. of Respondents	Percentage %
Strong Agree	14	47
Agree	9	30
Disagree	4	13
Strong Disagree	3	10
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.4 showed that 14 (47%) and 9 (30%) of the respondents strongly agreed and agreed that adequate training programme can correct the imbalance between secretaries as professionals and other professionals while 4 (13%) and 3 (10%) of the respondents disagreed and strongly disagreed with the statement respectively.

This implied that adequate training programme can correct the imbalance between secretaries and other professional.

Table 4.5: **Unsteady policy environmental/political instability militates against the effort of managements to grant training programme for secretaries.**

Options	No. of Respondents	Percentage %
Strong Agree	15	50
Agree	10	33
Disagree	3	10
Strong Disagree	2	7
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.5 above revealed that 15 (50%) and 10 (33%) of the respondents strongly agreed and agreed that Unsteady policy environmental/political instability militates against the effort of managements to grant training programme for secretaries while 3 (10%) and 2 (7%) of the respondents disagreed and strongly disagreed with the statement.

From the above table, this showed that unsteady policy environmental/political instability militates against the effort of managements to grant training programme for secretaries.

Table 4.6:   **Management has low perception of secretary's performance in an organization.**

Options	No. of Respondents	Percentage %
Strong Agree	10	33
Agree	10	33
Disagree	5	17
Strong Disagree	5	17
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.6, showed that 10 (33%) and 10 (33%) of the respondents strongly agreed and agreed that Management has low perception of secretary's performance in an organization while 5 (17%) and 5 (17%) of the respondents disagreed and strongly disagreed with the statement.

From the above table it is obvious that management has low conscious understanding of secretary's performance in an organization.

Table 4.7: **Many secretaries has low public esteem and professional pride because of lack of adequate training.**

Options	No. of Respondents	Percentage %
Strong Agree	13	43
Agree	9	30
Disagree	6	20
Strong Disagree	2	7
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.7, indicated that 13 (43%) and 9 (30%) of the respondents strongly agreed and agreed with many secretaries has low public esteem and professional pride because of lack of adequate training while 6 (30%) and 2 (7%) of the respondents disagreed and strongly disagreed with the statement.

With this statement mean that many secretaries have low public esteem and professional pride because of lack of adequate training.

Table 4.8: **Lack of funds make it difficult for management to adequately provide training for secretaries.**

Options	No. of Respondents	Percentage %
Strong Agree	12	40
Agree	10	33
Disagree	5	17
Strong Disagree	3	10
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.8, showed that 12 (40%) and 10 (33%) of the respondents strongly agreed and agreed that Lack of funds make it difficult for management to adequately provide training for secretaries while 5 (17%) and 3 (10%) of the respondents disagreed and strongly disagreed with this statement.

The table above implied that lack of funds makes it difficult for management to adequately provide training for secretaries.

Table 4.9:   **Most management lack manpower and expertise to offer in-out and on the job training programme for secretary.**

Options	No. of Respondents	Percentage %
'Strong Agree	13	43
Agree	11	37
Disagree	3	10
Strong Disagree	3	10
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.9, revealed that 13 (43%) and 11 (37%) of the respondents strongly agreed and agreed that most management lack manpower and expertise to offer in-out and on the job training programme for secretary while 3 (10%) and 3 (10%) of the respondents disagreed and strongly disagreed with this statement.

The table above implies that most management lack manpower and expertise to offer in-out and on the job training programme for secretary.

Table 4.10: **Training instructor should be in numbers of meaningful training program.**

Options	No. of Respondents	Percentage %
Strong Agree	12	40
Agree	9	30
Disagree	6	20
Strong Disagree	3	10
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.10, showed that 12 (50%) and 9 (30%) of the respondents strongly agreed and agreed that Training instructor should be in numbers of meaningful training programme while 6 (20%) and 3 (10%) of the respondents disagreed and strongly disagreed with statement.

This implied that training instructor are organize meaningful training program.

Table 4.11: **Adequate training materials and financial resource be offered to enable secretaries to undergo training**

Options	No. of Respondents	Percentage %
Strong Agree	16	53
Agree	10	33
Disagree	2	7
Strong Disagree	2	7
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.11, indicated that 16 (53%) and 10 (33%) of the respondents strongly agreed and agreed that should adequate training materials and financial resource be offered to enable secretaries to undergo training while 2 (7%) and 2 (7%) of the respondents disagreed and strongly disagreed with this statements.

The table above shows that adequate training materials and financial resource are offered to enable secretaries to undergo training.

Table 4.12: **Instructors should be rated in training and development programme.**

Options	No. of Respondents	Percentage %
Strong Agree	15	50
Agree	15	50
Disagree	00	0.00
Strong Disagree	00	0.00
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.12, indicated that 15 (50%) of the respondents strongly agreed that Instructors should be rated in training and development programme while 15 (50%) respondents agreed with the statements and none of the respondents for disagree and strongly disagreed respectively.

From the above table, this showed that the instruction should be highly rated in order to training others.

Table 4.13:   **Management provides necessary equipment for secretaries in order that they may be effective and efficient on their job.**

Options	No. of Respondents	Percentage %
Strong Agree	13	43
Agree	10	33
Disagree	5	17
Strong Disagree	2	7
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.13, indicated that 13 (43%) and 10 (33%) of the respondents strongly agreed and agreed that management provides necessary equipment's for secretaries in order that they may be effective and efficient on their job while 5 (17%) and 2 (7%) of the respondents disagreed and strongly disagreed with the statement.

This statement implied that management provides the necessary equipment for secretaries in their jobs.

Table 4.14: **Provision of modern equipment's for the use of secretaries can enhance their training and professionalism.**

Options	No. of Respondents	Percentage %
Strong Agree	12	40
Agree	12	40
Disagree	3	10
Strong Disagree	3	10
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.14, indicated that 12 (40%) and 12 (40%) of the respondents strongly agreed and agreed that Provision of modern equipment's for the use of secretaries can enhance their training and professionalism while 3 (10%) and 3 (10%) of the respondent disagreed and strongly disagreed with the statement.

This showed that provision of modern equipment helps secretaries in their training.

Table 4.15: **Management should attach importance to training and developments of secretaries in an organization.**

Options	No. of Respondents	Percentage %
Strong Agree	19	63
Agree	6	20
Disagree	3	10
Strong Disagree	2	7
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.15, showed that 19 (63%) and 6 (20%) of the respondent strongly agreed and agreed that management should attaches importance to training and developments of a secretaries in an organization, while 3 (10%) and 2 (7%) of the respondents disagree and strongly disagree respectively.

It is therefore save to concluded that management attaches importance training and developments to secretaries in an organization.

Table 4.16:   Training of the secretary is managerial responsibility.

Options	No. of Respondents	Percentage %
Strong Agree	17	57
Agree	6	20
Disagree	4	13
Strong Disagree	3	10
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.16, showed that 17 (57%) and 6 (20%) of the respondents strongly agreed and agreed that lack of recruitments and instructional material found in many organizations make it difficult for management to undertake meaningful training programmes for secretary while 4 (13%) and 3 (10%) of the respondents disagreed and strongly to the statement respectively.

It is obvious from the statement that lack of recruitments and instructional material found in many organizations make it difficult for management to undertake meaningful training programmes for secretary.

Table 4.17: **Training material should be cheap and affordable to a secretary in an organization.**

Options	No. of Respondents	Percentage %
Strong Agree	11	37
Agree	11	37
Disagree	4	13
Strong Disagree	4	13
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.17, showed that 11 (37%) and 11 (37%) of the respondent strongly agreed and agreed that training material should be cheap and affordable to a secretary in an organization while 4 (13%) and 4 (13%) of the respondents disagreed and strongly disagreed respectively.

It is obvious from the tables that training material were affordable for the secretary.

Table 4.18: **Training programme equip secretaries enough skills to be effective and efficient on the job.**

Options	No. of Respondents	Percentage %
Strong Agree	20	67
Agree	10	33
Disagree	00	0.00
Strong Disagree	00	0.00
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.18, revealed that 20 (67%) of the respondents strongly agreed that Training programme equip secretaries enough skills to be effective and efficient on the job while 10 (33%) respondents agreed with the statement and no respondents on disagreed and strongly disagreed respectively.

This implied that training programme equip secretaries to acquire additional skills to be effective and efficient on the job.

Table 4.19:   Management in an organization should consider the secretaries as a vital in an organizational objectives and goal

Options	No. of Respondents	Percentage %
Strong Agree	22	73
Agree	08	27
Disagree	00	0.00
Strong Disagree	00	0.00
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.19 indicated that 22 (73%) respondents strongly agreed that Management in an organization should consider the secretaries as a vital in achieving an organizational objectives and goal while 8 (27%) respondents agreed and no respondents for disagreed and strongly disagreed.

From the above table, it showed that management in an organization consider the secretaries as a vital in an organizational objectives and goal.

Table 4.20:   Secretaries should be sent frequently on-the job training.

Options	No. of Respondents	Percentage %
Strong Agree	15	50
Agree	10	33
Disagree	3	10
Strong Disagree	2	7
Total	**30**	**100**

Source: Researcher's fieldwork, 2025

Table 4.20, showed that 15 (50%) and 10 (33%) of the respondents are strongly agreed and agreed with the perception that Secretaries should be sent frequently on on-the job training while 3 (10%) and 2 (7%) of the respondents disagreed and strongly disagreed with this statement respectively.

The above table showed that secretaries acquire on the job training skills needed.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Summary

Training and development of staff is paramount in any establishment if the goals and objectives of such organization are to be met. Whatever money and other resources invested on training of staff, we can count some benefits to the trainee (staff) as well as the society.

The Micheal Imoudu, National Institute for Labour Studies, Ilorin and Guaranty Trust Bank, Ilorin should realize that training does not end initial orientation limited to retraining for new jobs or altered. Job should be constantly planned and people (workers) should also be trained to improve the performance of current and future jobs. Then aim is to develop, sharpen and change the worker's attitude as well as increasing their knowledge and skills.

However, employee can discuss various aspect of their job with confidence after receiving adequate training.

- Employee considers training as an opportunity for them to rise to higher level of hierarchy.

- Training and development enhance the efficiency and effectiveness of operation.

- Training and employee lead to decrease in absenteeism and complaints among employees.

5.2   Conclusion

The objectives of any organization are to serve the populaces in which in return make profit. The main mission of any organization is to maximize profit, even in the so called cooperative society. They intend is making surplus and not deficit. The roles staff training cannot be overemphasized since staff/employees are the make things happen at various level of the organization.

To achieve the goal set by an organization, and to ensure competent and efficient running of the organization, knowledge and experienced staff is required. Where there is failure in any organization it is as a result of incompetent workers.

Finally, the role of training and development cannot be put aside in any successful organization, since training enhances improvement of workers' performance. Management at this joint is thereby urge to get themselves highly involve in devising the kind of training methods that will further improve skills of the workers and increase productivity in the organization.

5.3   Recommendations

The relationship between training and productivity is so wide that each depends on each other. Therefore, the following recommendations would be suggested to improve productivity and maximize profit in the organization.

1.   Secretaries should be made to understand that training is not an opportunity to rise to higher level of hierarchy but to impact knowledge.

2.   Secretaries should not be aiming for the system of higher post after the training, rather he should now realize that many burden is now lay in his shoulder. "to whom much is given, much is required". Training ensures long durability of any business, be it large or small because if untrained staff dominate any organization the probability of the organization is survival is low.

3.   My opinion is that organization should not as much rely on external training but internal training reduces the cost also through work should be placed on the use of administration to help in impacting knowledge to these staff that are yet; to be trained.

4.   Training and development of the organization and its success should be measured by the extent to which it provides motivation for individuals to make their contribution to the organizational goals.

5.   Finally, in as much that there are new development and idea, there should be no end to training and development.

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APPENDIX 1

KWARA STATE POLYTECHNIC ILORIN
INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGY
DEPARTMENT OF OFFICE TECHNOLOGY AND MANAGEMENT

Dear respondent,

I am a student in the Department of Office Technology and Management, Institute of Information and Communication Technology, Kwara State Polytechnic, Ilorin. I am at present conducting a research and writing a project on **IMPACT OF TRAINING AND DEVELOPMENT ON EFFECTIVE PERFORMANCE OF SECRETARY.**

The exercise is important in partial fulfillment of the requirements for the award of Higher National Diploma in Office Technology and Management of the institution.

Rest assured that the researcher ethics of anonymity and confidentially will be strictly adhered to.

                                        Yours faithfully

                                        JIMOH AISHAT KEHINDE
                                        HND/23/OTM/FT/0026

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APPENDIX II

KWARA STATE POLYTECHNIC, ILORIN
INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGY
DEPARTMENT OF OFFICE TECHNOLOGY AND MANAGEMENT

</div>

Dear Sir/Madam

<div align="center">

RESEARCH QUESTIONNAIRE

</div>

This questionnaire is designed to solicit information from you on **"Impact of Training and Development on effective performance of Secretary**" kindly complete the questions below. Please you are assured that information supplied will be treated with utmost confidentiality.

Yours Faithfully

JIMOH AISHAT KEHINDE
HND/23/OTM/FT/0026

QUESTIONNAIRE

1.   Training programme should be reflected on the job needs.

(a) Strongly Agree (   )   (b) Agree (   )

(c) Disagree (   )   (d) Strongly Disagree (   )

2.   Training really enhanced the rate of development in an organization.

(a) Strongly Agree (   )   (b) Agree (   )

(c) Disagree (   )   (d) Strongly Disagree (   )

3.   Many secretaries in institution have low educational qualification.

(a) Strongly Agree (   )   (b) Agree (   )

(c) Disagree (   )   (d) Strongly Disagree (   )

4.   Adequate training programme can correct the imbalance between secretaries

as professionals and other professionals.

(a) Strongly Agree (   )   (b) Agree (   )

(c) Disagree (   )   (d) Strongly Disagree (   )

5.   Unsteady policy environment/political instability militates against the effort

of managements to grant training programme for secretaries.

(a) Strongly Agree (   )   (b) Agree (   )

(c) Disagree (   )   (d) Strongly Disagree (   )

6. Management has low perception of secretary's performance in an organization.

(a) Strongly Agree (   ) (b) Agree (   )

(c) Disagree (   ) (d) Strongly Disagree (   )

7. Many secretaries have low public esteem and professional pride because of lack of adequate training.

(a) Strongly Agree (   ) (b) Agree (   )

(c) Disagree (   ) (d) Strongly Disagree (   )

8 Lack of funds makes it difficult for management to adequately provide training for secretaries.

(a) Strongly Agree (   ) (b) Agree (   )

(c) Disagree (   ) (d) Strongly Disagree (   )

9. Most management lack manpower and expertise to offer in-out and on the job training programme for secretary.

(a) Strongly Agree (   ) (b) Agree (   )

(c) Disagree (   ) (d) Strongly Disagree (   )

10. Training instructor should be in number of meaningful training program.

(a) Strongly Agree (   ) (b) Agree (   )

(c) Disagree (   ) (d) Strongly Disagree (   )

11   Adequate training materials and financial resources be offered to enable secretaries to undergo training.

(a) Strongly Agree (   )   (b) Agree (   )

(c) Disagree (   )   (d) Strongly Disagree (   )

12.   Instruction should be rated in training and development programme.

(a) Strongly Agree (   )   (b) Agree (   )

(c) Disagree (   )   (d) Strongly Disagree (   )

13.   Management provides necessary equipment for secretaries in order that they may be effective and efficient on their job.

(a) Strongly Agree (   )   (b) Agree (   )

(c) Disagree (   )   (d) Strongly Disagree (   )

14.   Provision of modern equipment for the use of secretaries can enhance their training and professionalism.

(a) Strongly Agree (   )   (b) Agree (   )

(c) Disagree (   )   (d) Strongly Disagree (   )

15.   Management should attach importance to training and developments of a secretary in an organization.

(a) Strongly Agree (   )   (b) Agree (   )

(c) Disagree (   )   (d) Strongly Disagree (   )

16. Training of the secretary is managerial responsibility.

(a) Strongly Agree (   )   (b) Agree (   )

(c) Disagree (   )   (d) Strongly Disagree (   )

17. Training material should be cheap and affordable to a secretary in an organization.

(a) Strongly Agree (   )   (b) Agree (   )

(c) Disagree (   )   (d) Strongly Disagree (   )

18. Training programme equip secretaries enough skills to be effective and efficient on the job.

(a) Strongly Agree (   )   (b) Agree (   )

(c) Disagree (   )   (d) Strongly Disagree (   )

19. Management in an organization should consider the secretaries as a vital in an organizational objectives and goal.

(a) Strongly Agree (   )   (b) Agree (   )

(c) Disagree (   )   (d) Strongly Disagree (   )

20 Secretaries should be sent frequently on the job training.

(a) Strongly Agree (   )   (b) Agree (   )

(c) Disagree (   )   (d) Strongly Disagree (   )