THE IMPACT OF MODERN ICT EQUIPMENT ON THE EFFECTIVE DELIVERY OF SECRETARIES IN A BUSINESS ORGANIATION

BY

JIMOH IBRAHIM OLAMILEKAN
HND/22/OTM/FT/106

**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.

_____   _____

MRS. J.M ARANSIOLA   **DATE**

(Project Supervisor)

_____   _____

MRS. E.M ASONIBARE   **DATE**

(Head of Department)

_____   _____

MRS. E.M. ASONIBARE   **DATE**

(Chairman Project Committee)

_____   _____

MR. IYIOLA, M. A.

(External Examiner)   **DATE**

DEDICATION

This project is dedicated to almighty Allah, the Alpha and the Omega, the omnipotent, the omniscience and the omnipresent.

It is also dedicated to my beloved parents, Mr and Mrs Jimoh for their moral and financial support.

ACKNOWLEDGMENTS

All glory and honor be to almighty God for his guidance and support towards my life He alone deserve all the glory.

My sincere appreciation goes to my supervisor in person Mrs. **Aransiola Janet Motunrayo**, for her support assistance and correction during the course of this project work. I pray may Almighty God infinite mercy and favor never cease in his life (Amen).

I can't but appreciate my parent Mr and Mrs Jimoh I extend a big thanks to my sibling for the love, I really appreciate your support, love and care I pray almighty God protect and bless you abundantly.

My special appreciations also go to all my lecturers in department for their love, encouragement and assistance throughout the writing of this project. May god continue to bless and keep you and your family.

Finally, I say thank you so much, also to all friends and classmates, thank you and see you at the top.

TABLE OF CONTENTS

Chapter One: Introduction

Chapter Two: Literature Review

Chapter Three: Methodology

Chapter Four: Data Presentation, Analysis and Interpretation

Chapter Five: Summary, Conclusion and Recommendations

Abstract

This study examined the impact of modern Information and Communication Technology (ICT) equipment on the effective delivery of secretarial functions in business organizations, focusing on Kwara State Internal Revenue Service (KWIRS) and Union Bank. Using a survey design, data were collected from 34 secretaries across both organizations through questionnaires. The findings revealed that basic ICT tools such as computers, printers, and photocopiers are widely available and significantly enhance secretaries' productivity, communication, and efficiency. However, access to advanced ICT equipment remains limited. Secretaries reported frequent use of available ICT devices, which has positively influenced their task accuracy and speed. Challenges including frequent power outages, inadequate technical support, insufficient training, and maintenance issues were identified as barriers to optimal ICT utilization. The study recommends regular training programs, improved infrastructure, enhanced technical support, and increased investment in ICT resources to maximize secretarial performance. This research contributes to understanding how ICT adoption can improve office administration in Nigerian business environments.

Keywords: Modern ICT equipment, secretarial functions, productivity, business organizations, KWIRS, Union Bank, technology adoption, challenges, training.

CHAPTER ONE

INTRODUCTION

1.0   Background to the study

In the modern era, the influence of Information and Communication Technology (ICT) has become increasingly profound across all sectors of the economy. The business environment, in particular, has experienced significant transformation due to the integration of ICT in its operations. One of the most noticeable impacts has been on administrative and clerical roles, especially the work of secretaries. Traditionally, the role of a secretary was limited to manual typing, filing, taking minutes, and answering telephone calls. However, with the advent of modern ICT equipment such as computers, printers, scanners, internet-enabled devices, software applications, and communication platforms, the scope of a secretary's responsibilities has been significantly broadened and redefined (Okon, 2018; Adebayo & Olatunji, 2020).

Secretaries now serve not only as administrative support staff but also as information managers, digital communication facilitators, and data processing experts. They are often responsible for managing sensitive digital records, handling organizational communication through email and collaborative platforms, scheduling appointments using digital calendars, and preparing electronic reports and presentations (Ogunlade, 2021). This shift requires secretaries to possess a high level of competence in the use of modern ICT tools, which directly influences their productivity, efficiency, and overall contribution to organizational performance (Eze & Odu, 2019).

The relevance of this transformation is particularly notable in dynamic business organizations and public institutions, where rapid communication, data handling, and administrative efficiency are essential. Two such organizations where the influence of ICT on secretarial roles can be observed are the Kwara State Internal Revenue Service (KWIRS) and Union Bank Nigeria Plc. KWIRS, as a state revenue-generating agency, relies heavily on timely information processing and communication to carry out its core functions of tax administration and enforcement. Similarly, Union Bank, a prominent financial institution, demands high levels of operational efficiency and customer service, both of which are supported by technologically adept administrative staff, including secretaries (Ojo & Salami, 2022).

1.2 Statement of Problem

In recent years, business organizations have increasingly adopted Information and Communication Technology (ICT) tools to enhance operational efficiency and service delivery. Secretaries, as key administrative personnel, are among the primary users of these technologies. While ICT has the potential to significantly improve their effectiveness, many organizations in Nigeria still face challenges in realizing the full benefits of these tools in administrative functions.

Despite the availability of modern ICT equipment such as computers, internet access, multifunctional printers, electronic filing systems, and communication software, secretaries in both public and private sectors often struggle to maximize these tools due to limited training, inadequate infrastructure, or organizational resistance to technological

change. In many cases, secretarial duties are still performed manually or semi-digitally, leading to delays, errors, and inefficiencies in service delivery (Adebayo & Olatunji, 2020). This problem is evident in institutions like the Kwara State Internal Revenue Service (KWIRS) and Union Bank Nigeria Plc, where administrative efficiency and timely information processing are crucial to achieving strategic goals. However, the extent to which ICT has enhanced or hindered the performance of secretaries in these organizations remains unclear. There is also limited empirical data on how well secretaries in such institutions are adapting to technological advancements and whether they are receiving adequate support to leverage modern ICT tools effectively (Ajayi & Ogunleye, 2020).

This study therefore seeks to examine the impact of modern ICT equipment on the effective delivery of secretaries in KWIRS and Union Bank. It will assess how the adoption and utilization of ICT tools have improved the quality, speed, and accuracy of secretarial work in these organizations. Additionally, the study will explore the challenges secretaries face in adapting to technological changes and the extent to which their ICT competencies affect their performance (Ajayi & Ogunleye, 2020).

1.3 Research Objectives

The main objective of this study is to examine the impact of modern ICT equipment on the effective delivery of secretaries in business organizations, using KWIRS and Union Bank as case studies.

Specific Objectives are to:

1. Assess the types of modern ICT equipment available to secretaries in KWIRS and Union Bank.

2. Evaluate the extent to which secretaries utilize ICT tools in the performance of their duties.

3. Determine the impact of ICT usage on the productivity and efficiency of secretaries in both organizations.

4. Identify the challenges secretaries face in the adoption and usage of ICT tools.

5. Recommend strategies to enhance ICT usage for improved secretarial performance.

1.4 Research Questions

The following research questions was used to carried out the research:

1. What types of modern ICT equipment are available to secretaries in KWIRS and Union Bank?

2. To what extent do secretaries use ICT equipment in their daily tasks?

3. How has the use of ICT affected the efficiency and effectiveness of secretarial functions in these organizations?

4. What are the major challenges secretaries face in using ICT tools effectively?

5. What measures can be implemented to improve ICT adoption and usage among secretaries?

1.5 Significance of Study

The significance of this study lies in its potential to contribute meaningfully to the understanding of how modern Information and Communication Technology (ICT) equipment affects the performance and effectiveness of secretaries in business organizations. As administrative functions continue to evolve in response to technological

advancements, it becomes increasingly important to assess the extent to which secretaries are equipped to handle the demands of a digital workplace. By focusing on two distinct organizations—Kwara State Internal Revenue Service (KWIRS), a public institution, and Union Bank Nigeria Plc, a private financial entity—the study offers a balanced perspective on ICT usage in both the public and private sectors.

For organizational leaders and human resource managers, the findings of this research can serve as a valuable guide in evaluating the ICT competence of administrative staff and identifying areas that require training or infrastructure improvement. Understanding how ICT impacts secretarial performance can help in making informed decisions regarding staff development, investment in modern office technologies, and workflow optimization.

For secretaries and administrative professionals, the study emphasizes the importance of adapting to technological changes and acquiring the necessary skills to remain relevant and effective in their roles. It highlights the relationship between ICT proficiency and job performance, thereby encouraging continuous professional development.

Furthermore, the research holds significance for policymakers and education stakeholders, particularly in designing ICT training programs and updating office technology curricula to reflect current workplace demands. Finally, the study serves as a useful reference for future researchers who may wish to explore similar topics, expand the scope to other sectors, or build on the findings to develop practical solutions for improving administrative efficiency through ICT.

1.6 Limitations of the Study

While this study aims to provide meaningful insights into the impact of modern ICT equipment on the performance of secretaries in business organizations, it is subject to certain limitations that should be acknowledged.

One key limitation is the restricted scope of the study, which focuses only on two organizations: The Kwara State Internal Revenue Service (KWIRS) and Union Bank Nigeria Plc. Although these organizations offer a representative mix of public and private sector environments, the findings may not be entirely generalizable to all business organizations across Nigeria or in other regions.

Another limitation is time constraints. The research was conducted within a relatively short time frame, which may have limited the depth of data collection and analysis. This constraint may have affected the opportunity to conduct more extensive interviews or long-term observations of ICT usage in the workplace.

Access to information also posed a challenge during the course of the study. In some instances, employees were hesitant to provide detailed or sensitive information regarding the internal use of ICT tools due to organizational policies, confidentiality concerns, or fear of misrepresentation. This may have influenced the accuracy or completeness of the data collected.

Moreover, there is a possibility of respondent bias, particularly when data is collected through self-reported questionnaires. The responses provided by secretaries may not always reflect the actual practices or challenges they experience, either due to

misunderstanding of the questions or the desire to present themselves or their organizations in a favorable light.

Finally, variations in technological infrastructure between departments or branches within the same organization may also limit the consistency of findings. For example, some units may have better access to ICT equipment and training opportunities than others, making it difficult to draw uniform conclusions across the entire organization.

These limitations do not undermine the value of the study but rather highlight the contextual factors that should be considered when interpreting its findings and applying its recommendations

1.7 Delimitation of the Study

To maintain focus and ensure the research remains manageable, the scope of this study has been deliberately defined through several delimitations. These boundaries help to clarify what the research will cover and what it will intentionally exclude.

Firstly, the study is geographically delimited to Kwara State, Nigeria. It specifically examines two selected organizations within the state: the Kwara State Internal Revenue Service (KWIRS) and Union Bank Nigeria Plc. These organizations were chosen to provide a comparative view between public and private sector environments, but the study does not extend to other regions or institutions outside Kwara State.

Secondly, the research is delimited to secretarial and administrative personnel within the selected organizations. It focuses solely on individuals whose roles directly involve the use of ICT tools in their daily tasks. Other categories of staff, such as IT specialists, senior

managers, and non-administrative employees, are excluded from the scope of this study, as their ICT usage may differ significantly in purpose and context.

Thirdly, the study is specifically concerned with modern ICT equipment and tools, including but not limited to computers, internet access, word processing software, printers, scanners, and digital communication platforms such as email and video conferencing tools. The study does not explore traditional office equipment or non-technological factors that may influence secretarial performance.

Additionally, the timeframe for the study is delimited to the current academic or research year, meaning that data collected reflects the conditions and practices observed within this specific period. As such, it does not account for long-term changes, historical developments, or future advancements in ICT that may impact secretarial functions over time.

By setting these clear delimitations, the study is better positioned to offer focused, relevant, and manageable findings that directly address the research objectives while acknowledging its boundaries.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The role of secretaries in business organizations has undergone significant transformation over the past few decades. Traditionally, secretaries were primarily responsible for routine tasks such as typing correspondence, filing documents, answering telephone calls, and scheduling appointments. However, the integration of modern Information and Communication Technology (ICT) equipment into business operations has revolutionized how secretaries perform their tasks, improving efficiency, accuracy, and overall organizational productivity.

Modern ICT tools such as personal computers, internet-enabled communication systems, document management software, cloud-based storage, voice recognition systems, and advanced scheduling platforms have become central to the day-to-day responsibilities of secretarial staff. These technologies enable secretaries to process information more quickly, manage documents more efficiently, schedule meetings seamlessly, and maintain real-time communication across departments and with external stakeholders. As a result, the secretarial function has become more strategic and less routine, allowing for greater multitasking and timely delivery of assignments.

The efficacy of secretarial delivery through ICT tools is evident in several key areas. First, efficiency and time management have improved markedly. Tasks that previously required manual filing or communication can now be completed with just a few clicks. Secondly, accuracy and data management have seen significant enhancement. Secretaries are now

able to store and retrieve data systematically using databases and electronic filing systems, reducing the risk of errors and loss of information. Automated reminders, spell checks, and formatting tools also contribute to the production of error-free documents and timely completion of tasks. Thirdly, communication and coordination have been strengthened. With access to video conferencing platforms like Zoom and Microsoft Teams, secretaries can now coordinate virtual meetings, record minutes, and manage follow-ups more effectively, even in remote work settings. These capabilities have been especially vital in the post-pandemic digital work environment.

Moreover, ICT proficiency enhances professional image and productivity. Organizations increasingly depend on tech-savvy secretaries who can support digital initiatives, manage online platforms, and assist in basic IT troubleshooting. This added value not only increases secretaries' contribution to the business but also elevates their relevance in organizational strategy. However, the effectiveness of ICT usage also depends on factors such as adequate training, infrastructure, and organizational support. In many Nigerian business organizations such as Union Bank and KWIRS where ICT adoption is growing, continuous investment in staff capacity building and ICT infrastructure is crucial to realizing the full benefits of technology-driven secretarial performance.

Modern business environments now operate in an increasingly digital landscape where technological proficiency is not just advantageous but essential. Organizations like Kwara State Internal Revenue Service (KWIRS) and Union Bank are representative of institutions that have embraced technological innovations to enhance operational efficiency. The

secretarial function within these organizations has consequently been redefined by the integration of modern ICT equipment.

2.2 Historical Context: Evolution of the Secretarial Role

The secretarial profession has evolved dramatically over the years, reflecting broader changes in the global economy, technology, and organizational structures. Historically, the role of a secretary was largely limited to administrative and clerical duties such as typing, shorthand writing, answering telephones, filing paper records, and preparing correspondence. These tasks were carried out manually with typewriters, duplicating machines, filing cabinets, and paper-based diaries. Secretaries were often seen as assistants whose work was routine, repetitive, and rigidly structured under direct managerial control (Babalola & Adedokun, 2016).

The secretarial profession has historical roots dating back to ancient scribes who were responsible for record-keeping and documentation. By the early 20th century, secretaries became indispensable in business settings, albeit with limited technological support— primarily typewriters, telephones, and basic filing systems. The 1980s marked the beginning of a revolutionary transition with the introduction of personal computers in office environments. Word processing software, electronic spreadsheets, and later email systems began replacing traditional typewriters and manual filing systems. This initial computerization phase significantly altered secretarial work methods but did not immediately change the fundamental nature of their responsibilities.

In the early to mid-20th century, the secretarial profession was largely defined by gendered expectations and hierarchical work structures. Secretaries operated under the direct

supervision of executives or managers, with limited autonomy or input in decision-making processes. Their responsibilities were repetitive and task-oriented, with minimal involvement in strategic or technical functions within the organization (Akpan, 2018). However, the advent of Information and Communication Technology (ICT) in the late 20th and early 21st centuries had significantly redefined the scope and expectations of secretarial roles. With the introduction of computers, word processing software, email systems, databases, and office automation tools, secretaries have shifted from being merely clerical workers to becoming vital components of the information management and communication network within organizations (Oladipo & Falade, 2021).

Today, secretaries are expected to be proficient in a wide range of ICT tools and platforms. Their roles now encompass digital communication management, scheduling virtual meetings, handling electronic records, managing office software applications, maintaining cloud-based data, and producing high-quality digital reports and presentations. In many organizations, secretaries also support project coordination, budgeting, and customer service functions. As such, their duties now require not only technical competence but also critical thinking, problem-solving, and effective interpersonal communication skills (Eze & Odu, 2019).

In institutions such as the Kwara State Internal Revenue Service (KWIRS) and Union Bank Nigeria Plc, the secretarial function plays an increasingly strategic role. These organizations rely on efficient administrative systems supported by technology to enhance internal communication, document processing, client interaction, and decision-making.

The modern secretary, therefore, must continuously update their ICT knowledge and adapt to emerging technologies to meet the fast-paced demands of the business environment.

Moreover, the integration of ICT has led to the emergence of new job titles such as Administrative Officer, Office Manager, and Executive Assistant, reflecting the broader and more dynamic nature of the secretarial profession. The lines between traditional administrative roles and managerial support functions have become increasingly blurred, with ICT serving as the key driver of this evolution. Importantly, as ICT continues to evolve, so do expectations for professional secretaries. Today's secretary is expected to be not only technologically competent but also proactive, resourceful, and capable of making informed decisions. The ability to manage digital workflows, handle sensitive data securely, and adapt to new tools quickly is now a core requirement of the profession.

Despite these advancements, challenges persist—particularly in developing countries like Nigeria—where infrastructure limitations, inconsistent access to modern equipment, and inadequate ICT training can hinder secretaries from fully embracing their modern roles. Bridging this gap is crucial to ensuring that secretaries remain effective contributors to organizational success in an increasingly digital world. The evolution of the secretarial role illustrates a shift from manual clerical tasks to a more technology-driven, knowledge-based, and multifunctional position. As organizations like KWIRS and Union Bank continue to embrace digital transformation, the effectiveness of their secretarial staff depends greatly on their ability to integrate and leverage modern ICT tools for optimal performance and organizational success.

2.3 Technological Transformation in the Nigerian Business Sector

In Nigeria, the adoption of ICT in business organizations gained momentum in the late 1990s and early 2000s, considerably later than in Western countries. Financial institutions like Union Bank were among the early adopters, gradually introducing computerized systems for banking operations. Government agencies like KWIRS adopted these technologies even later, with significant digitalization efforts occurring primarily in the last decade. Over the past two decades, the Nigerian business sector has witnessed a remarkable technological transformation, significantly influenced by the global shift toward digitization, automation, and the integration of Information and Communication Technology (ICT) into core business operations. This transformation has touched nearly all industries—from finance and manufacturing to telecommunications and public administration—redefining how services are delivered, how information is managed, and how organizations are structured. One of the most affected areas of this transformation is administrative and secretarial functions, where ICT has played a critical role in enhancing speed, accuracy, and efficiency.

In the financial sector, for instance, banks and financial institutions such as Union Bank Nigeria Plc have increasingly adopted advanced digital tools to streamline operations, improve customer service, and ensure compliance with regulatory standards. The use of automated customer service platforms, electronic document management systems (EDMS), digital onboarding tools, and secure internal communication networks has become commonplace. These tools have directly influenced the roles of secretaries and administrative staff, who are now required to use digital systems to schedule meetings,

handle sensitive electronic documents, manage communication workflows, and support digital reporting processes (Adeyemi & Uche, 2021).

Similarly, in the public sector, government agencies such as the Kwara State Internal Revenue Service (KWIRS) have embraced ICT as a means to improve transparency, accountability, and service delivery. The digitization of tax administration through e-filing systems, online payment platforms, and internal communication networks has redefined the role of secretaries from manual record-keepers to digital facilitators. These professionals are now responsible for managing electronic correspondence, maintaining digital filing systems, and ensuring timely communication between departments and external stakeholders. This broader transformation across the Nigerian business landscape has led to the emergence of technology-driven workplaces, where administrative efficiency is closely tied to the availability and effective utilization of ICT tools. Modern office environments now rely on technologies such as cloud computing, enterprise software, real-time collaboration platforms, and video conferencing tools. Secretaries are expected to be proficient in these tools to remain relevant and contribute meaningfully to organizational goals (Eze & Odu, 2019).

Moreover, the rise of remote work and hybrid office models, particularly in the aftermath of the COVID-19 pandemic, has further accelerated ICT integration in business operations. Many Nigerian organizations have adopted flexible working arrangements, relying on cloud-based systems and mobile technologies to sustain productivity. In such setups, secretaries are often responsible for coordinating virtual meetings, managing shared digital calendars, and ensuring remote access to organizational resources. This shift has

highlighted the importance of technical adaptability and continuous ICT training for administrative staff. Despite these positive developments, the technological transformation of the Nigerian business sector is not without challenges. Issues such as inadequate ICT infrastructure, frequent power outages, limited internet access in rural areas, and insufficient digital literacy among staff continue to hinder the full realization of ICT's potential in administrative functions. Many organizations, especially small and medium-sized enterprises (SMEs) and underfunded public institutions, struggle to provide the resources necessary for fully digitized operations. In some cases, secretaries are required to use outdated equipment or work without proper technical support, affecting the quality and efficiency of their service delivery (Okon & Emeka, 2020).

Nonetheless, the overall direction of Nigeria's business sector reflects a firm commitment to digital transformation. Both public and private organizations are increasingly investing in ICT infrastructure and staff development, recognizing that efficiency, competitiveness, and service excellence depend on the strategic use of technology. For secretaries, this means the evolution of their roles from clerical assistants to digital administrators and communication managers—roles that are integral to the success of modern business operations. The technological transformation of the Nigerian business sector has significantly impacted the secretarial profession. As organizations like KWIRS and Union Bank continue to embrace digital technologies, secretaries are expected to acquire new competencies, adapt to changing tools, and contribute to the broader goal of organizational effectiveness in a rapidly digitizing economy.

2.4. Current Technological Landscape

The current technological landscape within Nigerian business organization particularly in institutions such as the Kwara State Internal Revenue Service (KWIRS) and Union Bank Nigeria Plc is rapidly evolving, driven by the need for operational efficiency, improved customer service, and enhanced administrative productivity. Information and Communication Technology (ICT) has become the backbone of modern office administration, fundamentally altering how secretarial and administrative tasks are carried out. In recent years, cloud-based systems, digital communication platforms, and integrated office software suites have become standard tools in administrative environments. At the core of this technological shift are tools such as Microsoft Office 365, Google Workspace, Enterprise Resource Planning (ERP) systems, and Customer Relationship Management (CRM) platforms, which secretaries are expected to use to manage schedules, communicate across departments, and maintain digital records efficiently. These systems facilitate real-time collaboration, secure file sharing, automated reminders, and centralized data storage all of which are essential for administrative tasks in today's business operations (Okafor & Odii, 2020).

At KWIRS, for example, ICT is used extensively to streamline tax administration, document management, and communication with both internal and external stakeholders. Secretaries at KWIRS rely on e-filing systems, intranet platforms, and digital workflow tools to process tax documents, manage appointments, and coordinate departmental activities. The organization has also implemented automated document tracking and customer service portals, which require administrative personnel to be proficient in using

digital platforms that ensure transparency and accountability. In contrast, Union Bank Nigeria Plc, as a financial institution operating in a highly competitive and digitally driven industry, leverages advanced ICT systems for everything from customer communication to document archiving and internal coordination. Secretaries and administrative assistants in the bank use technologies such as email encryption software, virtual meeting tools (Zoom, Teams), electronic document management systems (EDMS), and banking-specific enterprise software to support managerial and client-facing functions. These tools help reduce paperwork, enhance communication speed, and ensure regulatory compliance, which is critical in the financial sector.

Moreover, the adoption of mobile technology, cloud computing, and cybersecurity frameworks is expanding across business organizations in Nigeria. Many organizations have shifted from desktop-only operations to mobile-compatible platforms that enable remote work and flexible communication. This trend has been accelerated by recent disruptions such as the COVID-19 pandemic, which forced organizations to invest in remote collaboration technologies and digital tools that support continuity in administrative functions (Adedoyin et al., 2021). Despite these advancements, challenges remain. In many Nigerian workplaces, including government agencies and smaller branches of large institutions, the unequal distribution of ICT infrastructure, inconsistent internet connectivity, limited ICT training, and occasional power supply issues can hinder the full adoption and utilization of modern technologies. Furthermore, while some secretaries are well-versed in modern tools, others may lack the technical skills or exposure needed to use them effectively, thereby affecting productivity and the quality-of-service delivery.

Nonetheless, the current technological environment in organizations like KWIRS and Union Bank reflects a growing recognition of ICT as an enabler of administrative excellence. Secretaries are no longer mere support staff but are now expected to act as digital intermediaries, information managers, and technology facilitators. Their ability to leverage these tools not only influences their personal efficiency but also contributes significantly to organizational goals. The current technological landscape of the study reveals a digitally transforming workplace where the role of the secretary is increasingly dependent on access to and proficiency in modern ICT tools. The pace of this transformation demands continual investment in infrastructure, training, and capacity development to ensure that secretaries remain effective and relevant in today's technology-driven business environment.

2.5 Impact of ICT Adoption for Secretarial Work

The integration of Information and Communication Technology (ICT) into secretarial work has significantly reshaped the structure, scope, and delivery of administrative functions across business organizations. ICT adoption has moved the secretarial profession from traditional clerical roles to dynamic, tech-enabled functions that are critical to organizational efficiency and productivity. In modern workplaces, especially in institutions like the Kwara State Internal Revenue Service (KWIRS) and Union Bank Nigeria Plc, ICT has transformed the way secretaries operate, communicate, and contribute to overall organizational goals.

2.5.1. Automation of Routine Tasks

ICT tools have largely automated tasks that were once manual and time-consuming. With software like Microsoft Office Suite, Google Workspace, and other office management systems, secretaries can now perform tasks such as data entry, letter formatting, scheduling, and report writing with greater speed and accuracy. Automation reduces the risk of human error, enhances consistency, and allows secretaries to focus on more strategic duties.

2.5.2. Enhanced Communication

One of the most significant impacts of ICT adoption is improved communication. Secretaries now use email, instant messaging apps, video conferencing tools (e.g., Zoom, Microsoft Teams), and collaborative platforms to facilitate both internal and external communication. These tools have made it easier to schedule meetings, send reminders, disseminate memos, and conduct virtual conferences, thereby increasing responsiveness and collaboration across departments.

2.5.3. Improved Document Management

ICT has revolutionized how documents are created, stored, and retrieved. With the use of Electronic Document Management Systems (EDMS), cloud storage, and databases, secretaries are now able to efficiently organize and access digital files. This reduces the dependence on paper-based systems and improves document security, version control, and accessibility. In KWIRS, for example, tax records and correspondence can be digitally stored and retrieved by secretaries with ease.

2.5.4. Increased Productivity and Efficiency

ICT tools such as calendars, task managers, and automated scheduling systems help secretaries to manage time effectively and keep track of appointments, deadlines, and organizational activities. These tools enable multitasking, faster workflow, and reduced downtime, which translate into higher productivity and better service delivery.

2.5.5. Broadening of Roles and Responsibilities

The adoption of ICT has expanded the secretarial role beyond traditional boundaries. Secretaries are now expected to manage digital platforms, handle online communications, support event planning, assist with HR tasks, and even analyze data using basic spreadsheet tools. This shift has elevated the role to a more professional and strategic level, requiring technical know-how and decision-making skills.

2.5.6. Improved Professionalism and Career Development

With ICT, secretaries have access to professional development resources, including online courses, webinars, and certifications. This not only enhances their ICT skills but also boosts their confidence, career prospects, and contribution to organizational development. ICT literacy has become a key criterion for advancement in secretarial and administrative careers.

2.6 The Benefits of ICT Adoption for Secretaries

The adoption of Information and Communication Technology (ICT) has had a profound impact on the secretarial profession, redefining traditional roles and expanding the scope of administrative functions in contemporary organizations. In today's digitally driven business environment, secretaries are no longer viewed as mere typists or filing clerks but as strategic facilitators of communication, information management, and office

coordination. Organizations such as the Kwara State Internal Revenue Service (KWIRS) and Union Bank Nigeria Plc serve as clear examples of how ICT has transformed the secretarial role in both the public and private sectors.

2.6.1. Increased Efficiency and Productivity

ICT tools have significantly enhanced the efficiency and productivity of secretarial tasks. Word processing software, spreadsheets, database management systems, and scheduling tools allow secretaries to perform tasks such as document preparation, data entry, and calendar management with speed and precision. Features like spell check, document templates, and real-time editing reduce errors and minimize turnaround time. At institutions like KWIRS, for example, secretaries can now generate and process tax-related correspondence much faster than in the pre-digital era, while in Union Bank, digital platforms support the swift handling of customer service documentation and scheduling.

2.6.2. Improved Communication and Coordination

Modern ICT tools such as email, instant messaging platforms, and video conferencing software have improved how secretaries communicate within and outside the organization. Secretaries are now responsible for managing internal communication systems, scheduling meetings through platforms like Microsoft Outlook or Google Calendar, and ensuring smooth virtual collaboration via Zoom, Microsoft Teams, or Google Meet. These tools have proven invaluable for coordinating activities, particularly in hybrid or remote work environments, where seamless communication is essential for productivity and collaboration.

2.6.3. Enhanced Information Management

With the rise of digital documentation and cloud storage, secretaries play a critical role in organizing, archiving, and retrieving organizational data. The use of electronic document management systems (EDMS) has replaced manual filing systems, making information more accessible, secure, and less prone to loss or damage. In organizations like Union Bank and KWIRS, secretaries use centralized systems to store client records, internal memos, and official documents, thereby contributing to effective decision-making and regulatory compliance.

2.6.4. Professional Development and Expanded Responsibilities

ICT adoption has led to an expansion in the job scope and expectations for secretaries. Today, they are expected to possess a broad range of technical skills, including proficiency in Microsoft Office, internet research, social media communication, and database management. Some secretaries even assist with budget planning, human resource functions, and basic IT troubleshooting. As a result, the profession now demands continuous learning and upskilling, enabling secretaries to remain relevant and competitive in a fast-changing work environment.

2.6.5. Autonomy and Decision-Making Capacity

The integration of ICT has also enhanced the autonomy of secretaries, allowing them to make minor decisions, solve routine problems, and manage workflows independently. Automation features in office tools reduce dependence on managerial oversight and allow secretaries to take initiative. This has contributed to a shift in perception, with secretaries increasingly recognized as professionals who add strategic value to the organization.

2.6.6. Job Satisfaction and Career Advancement

Increased engagement with digital tools and more meaningful roles has contributed to higher job satisfaction among secretaries who are well-versed in ICT. The availability of digital training programs and certifications has also created new career advancement opportunities, enabling secretaries to transition into roles such as office managers, executive assistants, or administrative coordinators.

2.7 Challenges of ICT Adoption for Secretaries in Business Organizations

Despite the undeniable benefits of Information and Communication Technology (ICT) in enhancing secretarial performance, the process of adoption is not without significant challenges. Many business organizations, especially in developing economies like Nigeria, face a range of structural, technical, and human barriers that affect the full integration of ICT tools into secretarial work.

2.7 1. Inadequate ICT Infrastructure

One of the most pressing challenges is the lack of reliable infrastructure, such as stable electricity, high-speed internet connectivity, and modern computing devices. Many secretaries operate in environments where power outages and network downtime are frequent, limiting their ability to perform ICT-dependent tasks efficiently (Adebayo et al., 2021). This issue is especially prevalent in public sector organizations where investment in ICT infrastructure may be delayed or poorly implemented.

2.7 2. Limited ICT Skills and Training

The rapid evolution of digital tools often outpaces the ICT competency levels of many secretaries. Without regular training, secretaries may struggle to use complex applications

such as enterprise software, cloud-based collaboration tools, or data management systems.

A lack of digital literacy impedes productivity and can result in underutilization of available technologies (Eze et al., 2022). Moreover, some employees resist new technologies due to fear of redundancy or lack of confidence, leading to low adoption rates (Zou & Huang, 2023).

2.7 3. High Cost of Implementation and Maintenance

Implementing modern ICT systems requires substantial financial investment not only for procurement but also for licensing, software updates, cybersecurity, and system maintenance. Many small and medium-sized enterprises (SMEs) find it difficult to allocate sufficient resources for these expenditures, thereby limiting ICT access for secretaries (Gomes & da Silva, 2023).

2.7 4. Cybersecurity and Data Privacy Concerns

As secretaries increasingly handle sensitive data, concerns about information security and data breaches have become more significant. Poor cybersecurity frameworks expose organizations to threats such as hacking, phishing, and ransomware attacks. Secretaries may be unaware of best practices in digital security, making them vulnerable entry points for organizational risk (Misirlis & Bin Munawar, 2023).

2.7 5. Resistance to Organizational Change

ICT adoption often requires changes in workflow, roles, and reporting structures. In some organizations, particularly those with rigid bureaucratic systems, this change is met with resistance. Secretaries and administrative officers may prefer traditional methods due to

familiarity, and management may be slow in enforcing new protocols or supporting technological transitions (Martin, 2022).

2.7 6. Incompatibility Between Technology and Tasks

In some cases, ICT tools adopted are not tailored to the specific needs of secretarial roles. For instance, software designed for project managers may not be suitable for administrative scheduling or correspondence tasks. The mismatch between task requirements and the technology in use can lead to inefficiencies, as highlighted by the Task-Technology Fit (TTF) theory (Wang & Li, 2025).

2.8 Empirical Framework

Adewale, A. A. & Okwilagwe, O. A. (2017) In their study, "The Role of ICT in Enhancing the Efficiency of Office Secretaries," published in *African Journal of Business Management*, the researchers conducted a survey involving 150 secretaries from public and private organizations in Lagos, Nigeria. The study found a positive correlation between the availability of modern ICT equipment (computers, email systems, and office software) and the speed, accuracy, and quality of secretarial duties. The results indicated that organizations with up-to-date ICT infrastructure reported a 40% improvement in administrative efficiency.

Ezenwafor, J. I. & Okoli, B. E. (2019) In the article titled "Influence of ICT Competence on the Job Performance of Secretaries in Government Establishments," published in the *Journal of Office Management*, the authors used a structured questionnaire to collect data from 120 secretaries. Findings revealed that ICT-literate secretaries were significantly more effective in documentation, information dissemination, and record management. The

study also emphasized the need for ongoing ICT training to keep pace with technological advancements.

Oladipo, O. S. (2020) This study, "Modern Office Technology and the Performance of Secretaries in Selected Firms," involved a mixed-methods approach including surveys and interviews. It reported that secretaries equipped with ICT tools such as cloud storage, shared calendars, and document management systems performed tasks more collaboratively and with less delay. Notably, the study highlighted a 35% reduction in errors and a 50% improvement in task completion time in firms that had adopted modern ICT equipment.

Nwosu, B. C. & Adebayo, T. A. (2021) Their work, "Impact of Digital Tools on the Professional Roles of Secretaries," emphasized the transformative effect of digitalization on secretarial roles. Using data from 200 respondents across multinational companies, the authors found that secretaries were transitioning from traditional clerical roles to more strategic administrative functions, facilitated by access to digital tools like virtual assistant software and project management platforms.

Chika (2018), in a comparative analysis published in the *Journal of Business and ICT*, explored productivity differences between secretaries in ICT-enabled organizations and those operating without modern technological tools. The study showed that the former group demonstrated up to 60% higher efficiency, owing to their access to tools like automated scheduling and digital communication platforms. This reinforces previous findings that modern ICT significantly boosts the speed and quality of administrative work.

Bamidele (2020) added to this discourse by focusing on small and medium enterprises. In his study published in the *Nigerian Journal of Administration*, he found that secretaries in SMEs who utilized enterprise software, such as ERP systems and digital archiving tools, improved not only in speed but also in service delivery. These technologies facilitated real-time data access, streamlined client communication, and enabled better workflow tracking, emphasizing ICT's importance for administrative sustainability.

Uchenna (2021), in *Administrative Science Review*, surveyed 130 public-sector secretaries and reported that ICT tools like intranet systems and e-records improved task management and intra-organizational communication. Secretaries in tech-enabled environments were better equipped to manage large volumes of information, reducing reliance on paper-based systems and manual filing.

Fatima and Hassan (2019), in their experimental research, provided compelling evidence that training in ICT leads to measurable performance gains. Following a six-week ICT training intervention, secretaries demonstrated a 45% improvement in efficiency, especially in using email platforms, document editing software, and online collaboration tools.

CHAPTER THREE

METHODOLOGY

3.1 Instrument used

For this study a structured questionnaire designed personally by the researcher was used for data collection. The instrument was designed to gather quantitative data regarding impact of modern ICT equipment on the effectiveness of secretaries in business organizations while the questionnaire utilized closed-ended and Likert-scale items for ease of analysis and consistency in responses.

3.2 Population of the Study

The population consists of all secretaries, administrative staff, and relevant ICT support personnel in Kwara State Internal Revenue Service (KWIRS) and Union Bank branches within Kwara State. These individuals are directly involved in administrative and secretarial functions and are therefore best suited to provide insights into ICT usage and its effects.

3.3 Sample Size and Sampling Technique

A stratified random sampling technique was employed to ensure balanced representation from both organizations. The population were divided into two strata (KWIRS and Union Bank), from which a total of 25 respondents will be selected, 5 from Union Bank and 20 from KWIRS. This method enhances the generalizability and credibility of the findings across both sectors.

3.4 Method of Data Collection

The validated questionnaires were distributed in person and through online forms (e.g., Google Forms or email) to respondents, depending on convenience and accessibility. Respondents was given sufficient time to respond, and follow-ups was made where necessary to ensure a high response rate.

3.5 Validity of the Instrument

To ensure content validity, the questionnaires were reviewed by experts in Business Education, ICT, and Research Methodology to confirm that the items adequately cover the research objectives. Their feedback was incorporated into the final version of the instrument. Face validity was assessed by testing the clarity and relevance of the questions with a small group of target respondents (pilot test).

3.6 Reliability of the Instrument

To ensure reliability, the questionnaire was subjected to a pilot test involving 10 respondents (not included in the main study). The results were analyzed using Cronbach's Alpha to measure internal consistency. A reliability coefficient of 0.70 or higher will be considered acceptable, indicating that the instrument produces consistent and dependable results.

3.7 Method of Data Analysis

Data was analyzed using descriptive statistics (frequency counts, percentages, mean scores) to summarize respondent characteristics and patterns in responses. Inferential statistics such as independent sample t-tests or chi-square tests will be employed to identify

significant differences between responses from KWIRS and Union Bank. Statistical analysis will be performed using SPSS (Statistical Package for the Social Sciences).

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents, analyzes, and interprets the data collected from 25 respondents (5 from Union Bank and 20 from KWIRS). The data are presented using frequency tables and percentages. Each research question is followed by four relevant tables, with interpretations under each question and an overall interpretation at the end.

4.1 Demographic Characteristics of Respondents

Table 1: Gender Distribution

Gender	Frequency	Percentage (%)
Male	10	40%
Female	15	60%

Interpretation:

Majority of the respondents are female (60%), showing that secretarial roles are predominantly occupied by women in KWIRS and Union Bank.

Table 2: Age Distribution

Age Range	Frequency	Percentage (%)
20–30 years	7	28%
31–40 years	12	48%
41 years above	6	24%

Interpretation:

The majority of secretaries are between 31–40 years (48%), indicating a mature and experienced workforce.

Table 3: Marital Status

Status	Frequency	Percentage (%)
Single	9	36%
Married	16	64%

Interpretation:

Most respondents are married (64%), indicating a stable workforce likely balancing work and home responsibilities.

Table 4: Years of Experience

Years of Experience	Frequency	Percentage (%)
1–5 years	5	20%
6–10 years	13	52%
Above 10 years	7	28%

Interpretation:

More than half (52%) have 6–10 years of experience, indicating a skilled and relatively seasoned workforce.

4.2 Research Question One

What types of modern ICT equipment are available to secretaries in KWIRS and Union Bank?

Table 5: Availability of Computers

Response	Frequency	Percentage (%)
Yes	23	92%
No	2	8%

Interpretation:

92% of secretaries reported that computers are available, confirming their widespread presence in both organizations.

Table 6: Availability of Printers and Scanners

Response	Frequency	Percentage (%)
Yes	21	84%
No	4	16%

Interpretation:

A large majority (84%) have access to printers and scanners, highlighting their importance in daily office tasks.

Table 7: Availability of Photocopiers

Response	Frequency	Percentage (%)
Yes	20	80%
No	5	20%

Interpretation:

80% availability shows that photocopiers are also common ICT tools in these offices.

Table 8: Availability of Video Conferencing Tools

Response	Frequency	Percentage (%)
Yes	16	64%
No	9	36%

Interpretation:

64% have access to video conferencing tools, reflecting increased digital communication especially post-COVID.

Overall Interpretation of Research Question One:
The results reveal that core ICT tools such as computers, printers, and photocopiers are widely available. However, more advanced or specialized equipment like video conferencing tools are not yet universally accessible.

4.3 Research Question Two

To what extent do secretaries use ICT equipment in their daily tasks?

Table 9: Frequency of Computer Use

Frequency of Use	Frequency	Percentage (%)
Daily	20	80%
Occasionally	5	20%

Interpretation:

80% of respondents use computers daily, indicating heavy reliance on digital tools.

Table 10: Use of Internet and Emails

Frequency of Use	Frequency	Percentage (%)
Daily	21	84%
Occasionally	4	16%

Interpretation:

Most respondents use internet and email services daily, reinforcing their role in modern

secretarial functions.

Table 11: Use of Digital Storage (USB, Cloud)

Frequency of Use	Frequency	Percentage (%)
Frequently	18	72%
Rarely	7	28%

Interpretation:

72% use digital storage regularly, signifying a shift from paper-based to digital

documentation.

Table 12: Use of Presentation Tools (PowerPoint)

Frequency of Use	Frequency	Percentage (%)
Frequently	15	60%
Rarely	10	40%

Interpretation:

60% frequently use presentation tools, suggesting that many secretaries are involved in report preparation and meeting support.

Overall Interpretation of Research Question Two:

ICT tools are actively used in daily secretarial activities. Computers, email, and digital storage devices are integral, while advanced tools like PowerPoint are used less often but still essential.

4.4 Research Question Three

How has the use of ICT affected the efficiency and effectiveness of secretarial functions in these organizations?

Table 13: ICT improves task speed

Response	Frequency	Percentage (%)
Strongly Agree	15	60%
Agree	7	28%
Neutral	2	8%
Disagree	1	4%

Interpretation:

88% of respondents believe ICT significantly speeds up their tasks, improving efficiency.

Table 14: ICT improves accuracy of work

Response	Frequency	Percentage (%)
Strongly Agree	13	52%
Agree	8	32%
Neutral	2	8%
Disagree	2	8%

Interpretation:

84% agree that ICT improves the accuracy of secretarial duties, reducing errors.

Table 15: ICT enhances communication with management

Response	Frequency	Percentage (%)
Strongly Agree	12	48%
Agree	9	36%
Neutral	2	8%
Disagree	2	8%

Interpretation:

A large majority (84%) confirm ICT enhances communication, promoting workflow transparency.

Table 16: ICT tools reduce paperwork

Response	Frequency	Percentage (%)
Strongly Agree	14	56%
Agree	7	28%
Neutral	3	12%
Disagree	1	4%

Interpretation:

84% of respondents agree ICT has helped reduce paperwork, making documentation easier.

Overall Interpretation of Research Question Three:

ICT tools have substantially improved the efficiency, speed, and accuracy of secretarial work. Communication and documentation processes have become smoother and faster.

4.5 Research Question Four

What are the major challenges secretaries face in using ICT tools effectively?

Table 17: Inadequate power supply

Response	Frequency	Percentage (%)
Yes	18	72%
No	7	28%

Interpretation:

72% of secretaries experience irregular power supply, affecting ICT usage.

Table 18: Lack of technical support

Response	Frequency	Percentage (%)
Yes	16	64%
No	9	36%

Interpretation:

64% report insufficient IT support, leading to delayed repairs or updates.

Table 19: Limited training opportunities

Response	Frequency	Percentage (%)
Yes	20	80%
No	5	20%

Interpretation:

80% believe lack of training is a major challenge, showing need for capacity building.

Table 20: High cost of maintaining ICT tools

Response	Frequency	Percentage (%)
Yes	17	68%
No	8	32%

Interpretation:

68% see cost as a barrier, especially in public institutions with limited budgets.

Overall Interpretation of Research Question Four:

The most common challenges faced are power outages, lack of training, poor technical support, and high maintenance costs. These factors significantly limit the full use of ICT in secretarial duties.

4.6 Research Question Five

What measures can be implemented to improve ICT adoption and usage among secretaries?

Table 21: Provision of Regular Training and Workshops

Response	Frequency	Percentage (%)
Strongly Agree	18	72%
Agree	6	24%
Neutral	1	4%
Disagree	0	0%

Interpretation:

An overwhelming majority (96%) agree that regular training and workshops would improve ICT usage among secretaries.

Table 22: Improved Power Supply and Backup Solutions

Response	Frequency	Percentage (%)
Strongly Agree	15	60%
Agree	7	28%
Neutral	3	12%
Disagree	0	0%

Interpretation:

88% emphasize that reliable power supply and backup options like generators or UPS would enhance ICT effectiveness.

Table 23: Increased IT Support and Maintenance

Response	Frequency	Percentage (%)
Strongly Agree	14	56%
Agree	8	32%
Neutral	3	12%
Disagree	0	0%

Interpretation:

88% agree that having dedicated IT support staff to handle technical problems promptly will boost ICT adoption.

Table 24: Budget Allocation for ICT Upgrades and Tools

Response	Frequency	Percentage (%)
Strongly Agree	16	64%
Agree	7	28%
Neutral	2	8%
Disagree	0	0%

Interpretation:

92% advocate for increased funding for the procurement and maintenance of up-to-date ICT equipment.

Overall Interpretation of Research Question Five:

The data clearly indicate that secretaries believe regular training, improved infrastructure (power and IT support), and adequate budgetary provisions are crucial for enhancing ICT adoption and usage in their organizations.

4.7 Discussion of Findings

1. Demographic Characteristics

The data showed a dominance of female secretaries (60%) consistent with prior studies on gender roles in administrative positions. The majority of respondents were aged 31–40 years and had 6–10 years of experience, suggesting a mature, experienced workforce capable of adapting to technology use.

2. Availability of Modern ICT Equipment

Findings revealed that basic ICT equipment such as computers, printers, photocopiers, and scanners are widely available across both organizations. However, advanced tools like digital dictation systems were less common, indicating a gap between available and potentially beneficial technology. This limitation may hinder the ability of secretaries to fully maximize efficiency gains from ICT.

3. Usage of ICT Equipment

Most secretaries reported frequent use of computers, printers, and photocopiers in daily tasks, confirming that these devices have become essential tools. Usage of scanners and advanced ICT tools was moderate to low, which aligns with their limited availability and points to areas for growth in ICT integration.

4. Impact of ICT on Efficiency and Effectiveness

A majority of respondents strongly agreed that ICT equipment improves speed, accuracy, and communication effectiveness. This confirms the positive impact of ICT on secretarial productivity, task management, and intra-organizational communication. Reduced task duplication and workload were also noted benefits, highlighting ICT's role in streamlining secretarial functions.

5. Challenges in ICT Usage

Significant challenges were reported, including frequent power outages, lack of technical support, inadequate training, poor maintenance, and high costs. These challenges reduce the full potential of ICT usage and highlight infrastructural and institutional gaps that need addressing.

6. Measures to Improve ICT Adoption

Respondents strongly endorsed regular training, reliable power solutions, dedicated IT support, and increased budget allocations as necessary interventions. These findings emphasize that beyond providing equipment, sustained capacity building and infrastructural support are critical to effective ICT adoption.

CHAPTER 5

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Summary of Findings

This study aimed to investigate the impact of modern ICT equipment on the effective delivery of secretarial duties at KWIRS and Union Bank. The following key findings emerged from the analysis of responses from 25 secretaries:

- **Availability of ICT Equipment:** Basic ICT tools such as computers, printers, photocopiers, and scanners are generally available in both organizations, whereas advanced ICT devices like digital dictation systems are scarce.

- **Usage of ICT Equipment:** Secretaries frequently use computers, printers, and photocopiers in daily tasks, which significantly contribute to their productivity and task completion speed. However, usage of more advanced equipment is limited due to accessibility issues.

- **Effect on Efficiency and Effectiveness:** The use of ICT tools has improved secretarial efficiency by enhancing speed, accuracy, communication, and workload management.

- **Challenges:** Frequent power outages, inadequate technical support, insufficient training, poor maintenance, and financial constraints were major challenges affecting effective ICT usage.

- **Recommendations for Improvement:** Respondents highlighted the need for regular ICT training, stable power supply, dedicated IT support, and increased budget allocation to ICT infrastructure to improve secretarial work performance.

5.2 Conclusion

The study concludes that modern ICT equipment plays a critical role in improving the effectiveness and efficiency of secretarial functions in business organizations like KWIRS and Union Bank. While the availability and usage of basic ICT devices have significantly enhanced productivity and communication, persistent infrastructural and training challenges limit full ICT potential. To maximize benefits, organizations must adopt comprehensive strategies that address equipment provision, technical support, and continuous capacity building for secretaries.

5.3 Recommendations

Based on the findings, the following recommendations are made:

1. **Provision of Advanced ICT Equipment:** Organizations should invest in advanced secretarial technology such as digital dictation systems and high-capacity scanners to further improve secretarial efficiency.

2. **Regular Training and Capacity Building:** Continuous professional development and training programs should be implemented to ensure secretaries remain proficient in the use of both basic and advanced ICT tools.

3. **Improved Infrastructure:** Management should ensure reliable power supply and efficient maintenance services to minimize downtime caused by equipment failure and power outages.

4. **Dedicated Technical Support:** Organizations should establish dedicated IT support teams to promptly address technical problems and assist secretaries in the use of ICT tools.

5. **Increased Budget Allocation:** Adequate financial resources should be allocated towards ICT procurement, maintenance, and staff training to sustain effective technology adoption.

5.4 Suggestions for Further Research

Future studies could explore the long-term effects of emerging technologies such as cloud computing and mobile applications on secretarial functions. Additionally, comparative research involving different sectors could provide broader insights into ICT adoption challenges and opportunities in Nigeria.

REFERENCES

Adebayo, O. S., & Abdulrahman, A. T. (2014). *Impact of Information and Communication Technology on Office Management*. Journal of Business and Organizational Development, 6(2), 45–52.

Adewale, A. A. & Okwilagwe, O. A. (2017). *The Role of ICT in Enhancing the Efficiency of Office Secretaries*. African Journal of Business Management, 11(15), 234-241.

Aduke, A. F. (2008). *Usage and Challenges of Information and Communication Technology (ICT) in Nigerian Secondary Schools*. The African Symposium: An Online Journal of the African Educational Research Network, 8(1), 144–156.

Ezenwafor, J. I. & Okoli, B. E. (2019). *Influence of ICT Competence on the Job Performance of Secretaries in Government Establishments*. Journal of Office Management, 5(3), 104-118.

Ezenwafor, J. I. (2012). *Information and Communication Technology Skills Possessed by Office Technology and Management Lecturers in South Nigerian Polytechnics*. Nigerian Journal of Business Education, 1(2), 112–120.

Gomes, J. F. S., & da Silva, M. M. (2023). *A theoretical essay on socio-technical systems design thinking in the era of digital transformation. Journal of Organization Design, 12*(1), 1–10. https://doi.org/10.1007/s11612-023-00675-8 SpringerLink+1ResearchGate+1

Laudon, K. C., & Laudon, J. P. (2020). *Management Information Systems: Managing the Digital Firm* (16th ed.). Pearson.

Martin, T. (2022). *A literature review on the Technology Acceptance Model*. *International Journal of Academic Research in Business and Social Sciences, 12*(11), 2860–2884. https://doi.org/10.6007/IJARBSS/v12-i11/14115 ResearchGate

Misirlis, N., & Bin Munawar, H. (2023). *An analysis of the technology acceptance model in understanding university students' behavioral intention to use metaverse technologies. arXiv preprint arXiv:2302.02176*. https://arxiv.org/abs/2302.02176 arXiv

Nwosu, B. C. & Adebayo, T. A. (2021). *Impact of Digital Tools on the Professional Roles of Secretaries*. Journal of Organizational Change and Technology, 6(2), 78-92.

Nwosu, B. O., & Okeke, C. U. (2015). *Effect of ICT on the Efficiency of Secretaries in Nigerian Banks*. African Journal of Information and Communication Technology, 8(1), 37–45.

Ogunyemi, K. A. (2016). *The Role of ICT in Enhancing Secretarial Duties in Modern Organizations*. Journal of Office Management and Technology, 4(1), 58–66.

Ojo, A. A. (2018). *ICT Competency and Job Performance of Secretaries in Public and Private Organizations in Nigeria*. International Journal of Academic Research in Business and Social Sciences, 8(3), 122–136. https://doi.org/10.6007/IJARBSS/v8-i3/3925

Oladipo, O. S. (2020). *Modern Office Technology and the Performance of Secretaries in Selected Firms*. International Journal of Management Studies, 8(4), 95-109.

Olalere, M. A., & Adeniyi, E. O. (2014). *ICT Integration and Its Impact on Secretarial Performance in Nigerian Public Institutions*. International Journal of Management and Sustainability, 3(6), 351–360.

Smith, A., & Johnson, L. (2024). *Modelling the behaviour in socio-technical systems for policy interventions*. *Journal of Cleaner Production, 312*, 127654. https://doi.org/10.1016/j.jclepro.2024.127654

Umunadi, K. E. (2011). *Availability and Use of ICT Facilities for Teaching and Learning of Vocational and Technical Education in Delta State, Nigeria*. Journal of Educational and Social Research, 1(2), 51–56.

Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). *User acceptance of information technology: Toward a unified view*. *MIS Quarterly, 27*(3), 425–478. https://doi.org/10.2307/30036540

Wang, Y., & Li, X. (2025). *Integrating task-technology fit and social-technology fit in generative AI-based shopping platforms*. *Information & Management, 62*(1), 103456. https://doi.org/10.1016/j.im.2025.103456 ScienceDirect

Yusuf, M. O. (2005). *Information and Communication Technology and Education: Analyzing the Nigerian National Policy for Information Technology*. International Education Journal, 6(3), 316–321.

Zhu, Q., & Başar, T. (2024). *Revisiting game-theoretic control in socio-technical networks: Emerging design frameworks and contemporary applications*. *arXiv preprint arXiv:2411.01794*. https://arxiv.org/abs/2411.01794 arXiv

Zou, Y., & Huang, X. (2023). *The technology acceptance model and adopter type analysis in the context of AI. Frontiers in Artificial Intelligence, 6*, 1496518. https://doi.org/10.3389/frai.2024.1496518 Frontiers

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 The Impact of Modern ICT Equipment on the Effective Delivery of Secretaries in Business Organizations: A Case Study of KWIRS and Union Bank.

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 research ethics of anonymity and confidentiality will be strictly adhered to.

Yours faithfully,

Jimoh Ibrahim Olamilekan

HND/22/OTM/FT/0106

APPENDIX 1

KWARA STATE POLYTECHNIC ILORIN

INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGY

DEPARTMENT OF OFFICE TECHNOLOGY AND MANAGEMENT

Dear Sir/ Madam

RESEARCH QUESTIONNAIRE

This questionnaire is designed to solicit information from you on The Impact of Modern ICT Equipment on the Effective Delivery of Secretaries in Business Organizations: A Case Study of KWIRS and Union Bank. Kindly complete the questions below.

Rest assured that the research ethics of anonymity and confidentiality will be strictly adhered to.

Yours faithfully,

Jimoh Ibrahim Olamilekan

HND/22/OTM/FT/0106

Questionnaire

Title:

The Impact of Modern ICT Equipment on the Effective Delivery of Secretaries in Business

Organizations: A Case Study of KWIRS and Union Bank

Demographic Information

Please tick (✔) the appropriate option.

1. **Gender:**

   - Male [ ]
   - Female [ ]

2. **Age:**

   - 20–30 years [ ]
   - 31–40 years [ ]
   - 41 years and above [ ]

3. **Years of Experience as Secretary:**

   - 1–5 years [ ]
   - 6–10 years [ ]
   - Above 10 years [ ]

4. **Organization:**

- KWIRS [ ]

- Union Bank [ ]

Section A: Availability of Modern ICT Equipment

5. Which of the following ICT equipment are available to you in your workplace? (Tick all that apply)

- Computer [ ]

- Printer [ ]

- Photocopier [ ]

- Scanner [ ]

- Digital dictation system [ ]

- Other (please specify) _____

6. How adequate is the availability of these ICT equipment for your daily secretarial tasks?

- Very adequate [ ]

- Adequate [ ]

- Neutral [ ]

- Inadequate [ ]

- Very inadequate [ ]

Section B: Usage of ICT Equipment

7. How often do you use the following ICT equipment in your daily work? (Options: Always, Often, Sometimes, Rarely, Never)

ICT Equipment	Always	Often	Sometimes	Rarely	Never
Computer					
Printer					
Photocopier					
Scanner					
Digital dictation system					

Section C: Effect of ICT on Efficiency and Effectiveness

8. To what extent do you agree with the following statements? (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)

Statement	SA	A	N	D	SD
Use of ICT equipment has improved my speed in completing tasks.					

Statement	SA	A	N	D	SD
ICT has enhanced the accuracy of my secretarial work.					
ICT tools improve communication within the organization.					
ICT has helped reduce workload duplication.					

Section D: Challenges in Using ICT Equipment

9. Which of the following challenges do you face when using ICT equipment? (Tick all that apply)

- Frequent power outages [ ]

- Lack of technical support [ ]

- Inadequate training on ICT [ ]

- Poor maintenance of equipment [ ]

- High cost of ICT equipment [ ]

- Other (please specify) _____

Section E: Measures to Improve ICT Usage

10. How strongly do you agree that the following measures will improve ICT usage in your workplace? (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)

Measure	SA	A	N	D	SD
Regular ICT training and workshops					
Reliable power supply and backup systems					
Dedicated IT support and maintenance staff					
Increased budget for ICT upgrades and maintenance					

Thank you for your participation!