

IMPACT OF TRAINING AND DEVELOPMENT ON THE EFFECTIVE PERFORMANCE OF SECRETARY

BY

ONIFADE ABIDEMI REBECCA

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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. E.M. ASONIBARE
(Project Supervisor)

DATE

MRS. E.M. ASONIBARE
(Head of Department)

DATE

MRS. E.M. ASONIBARE
(Chairman Project Committee)

DATE

MR. M.A. IYIOLA
(External Examiner)

DATE

DEDICATION

I dedicate this project to God Almighty, my creator, my source of inspiration, my strong pillar, my source of wisdom and understanding. He has been the source of my strength throughout the programme and through every aspect of my life. I also dedicate this project (research) work to my family who encouraged me all the way and whose commitment has given me all it takes to finish what I have started.

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LIST OF TABLES

Table 1:	Training and development programme should provide for Secretary in an organization.	43
Table 2:	Secretaries acquire skills and competences through training and development programme.	44
Table 3:	Training and development programme are relevant to the performances of secretarial duties.	45
Table 4:	Training and development enhance communication skills among staff and visitors of the organization.	46
Table 5:	Training acquired as secretaries contributed to high degree of effectiveness, efficiency.	47
Table 6:	Training and development programme, increase the productivity of secretaries.	48
Table 7:	Training and development programme expose secretaries to interpersonal skills needed for effective relationship and performance of office job.	49
Table 8:	Training and development programme enhances strong writing skills that will make secretaries to become indispensable to his/her boss or employer.	50
Table 9:	Through the training secretaries can be proficient in word processing applications and transcription equipment.	51
Table 10:	Secretaries should acquire multi-tasking skills of how to juggle multiple assignment and competing priorities and manage growing workload in today's office.	52

Table 11:	Teamwork skill or spirit developed through training and development programme is essential for secretaries to enable them to get along with co-workers and collaborate with others in order to get things done.	53
Table 12:	Training enhance research skills for secretaries by using the internet for multiple of tasks such as finding directions, gathering client information, surf the net etc.	54
Table 13:	Training and development programme afford the secretary the opportunity to acquire competencies in the use of internet for so many other tasks.	55
Table 14:	Organization cannot survive without appropriate training and development programme for secretaries especially in this era of ICT.	56
Table 15:	Secretaries should have access to the internet in the course of performances of their duties.	57
Table 16:	Training and development programme helps secretaries to compete with other contemporaries worldwide.	58
Table 17:	Training and development programme enable secretaries to communicate between and among management staff, client, co-workers and others with the use of E-mail.	59
Table 18:	ICT skills acquired during the training reduces procurement and overhead cost of stationeries, storage cabinet and management of record in organization etc.	60
Table 19:	Adequate training programme can correct the imbalance between secretaries as professionals and other professionals	61
Table 20:	Unsteady policy environmental/political instability militates against the effort of managements to grant training programme for secretaries.	62

TABLE OF CONTENTS

Title Page	i
Approval page	ii
Dedication	iii
Acknowledgement	iv
List of Tables	v
Table of Contents	vii
Abstract	ix
CHAPTER ONE: INTRODUCTION	
1.1 Background to the Study	1
1.2 Statement of the Problem	6
1.3 Objectives of the Study	7
1.4 Research Questions	7
1.5 Significance of the Study	8
1.6 Delimitation	9
1.7 Limitations	9
CHAPTER TWO: LITERATURE REVIEW	
2.1 Definition of Secretary	10
2.2 Definition of Training and Development	13
2.3 Types of Training and Development Programme for Secretary	16
2.4 Benefit of Training and Development	21
2.5 Importance of Training and Development for Secretaries	22
2.7 Various Training and Development Skills Required of Secretaries	26

2.7	Challenges of Training and Development Programme of Secretary	30
2.8	Solution to the Challenges facing Training and Development Programme of Secretary	34

CHAPTER THREE: METHODOLOGY

3.1	Instrument Used	41
3.2	Population for the Study	41
3.3	Sample and Sampling Technique	41
3.4	Distribution and Collection of Data	42
3.5	Reliability	42
3.6	Validity	42
3.7	Method of Data Analysis	42

CHAPTER FOUR: DATA ANALYSIS

4.1	Introduction	43
4.2	Results	43

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1	Summary	63
5.2	Conclusion	64
5.3	Recommendations	65
	References	66
	Appendix	68

ABSTRACT

This study on Impact of Training and Development on effective performance of Secretary. Through a meticulous examination of existing literature and empirical research, this study explores the intricate relationship between training initiatives, development opportunities, and secretarial performance. The research reveals that well-structured training programs, tailored to the specific needs of secretaries, significantly enhance their technical, administrative, and interpersonal skills. Moreover, development opportunities, such as mentorship, coaching, and career advancement pathways, foster a culture of continuous learning, leading to improved job satisfaction, reduced turnover rates, and increased productivity. The findings of this study underscore the importance of investing in the growth and development of secretaries, demonstrating that organizations that prioritize training and development initiatives reap substantial benefits, including enhanced efficiency, improved customer satisfaction, and increased competitiveness. This study's results provide valuable insights for organizations, human resource professionals, and secretaries, informing strategies for optimizing secretarial performance through targeted training and development interventions. By shedding light on the critical role of training and development in secretarial effectiveness, this research contributes to the existing body of knowledge on human resource development, organizational behavior, and secretarial studies.

Keywords: **Training and Development, Effective Performance, Secretaries**

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The secretary is said to be the life blood of an organization, this is because he/she is the custodian of records, the representative of the organization as well as the implementer of the decisions of management. Every transaction carried out by an organization is documented and the secretary handles all correspondence, hence the success or failure of the organization lies in the hands of the secretary. This is to say that the roles of the secretary are necessary to the success of any organization.

However, to buttress this fact, no organization can function without somebody who records and that is the secretary. All these characteristics and duties are also the function of the personal secretary who works under a superior officer called the boss who may be the manager, director or head of department as the case may be. Training and development makes a secretary to be more efficient at a job and capable of facing different responsibilities and challenges, training helps the secretary to perform their work better.

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 2014) 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).

It is worth noting that training and development has an impact on the performance of secretary. Training will help the secretary meet up the challenges that may arise in course of carrying out their duties, thus, there must be planned process to modify attitude, knowledge or skill behavior through learning and experience to achieve effective performance in a range of activities. The purpose of the work situation is to develop the ability of the secretary and to satisfy the current and future needs of the organization. A properly trained secretary becomes more informed about procedures for various tasks. The secretary confidence is boosted by training and development; this confidence comes from the fact that secretary is fully aware of his/her responsibilities.

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.

Solomon (2015) 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.

Training literally means a planned process aimed at modifying behavior, skill or knowledge to improve performance. Development is a change from particular level to a more advanced form, while impact is the influence of the automation system of an individual in a workplace or it is an automation technology on the society. Secretary is a person who is employed to handle correspondence, keep files and other clerical work for another or organization, and also take records, keep records and minutes of meetings.

Moreover, all organization either private or public are set up to achieve certain aims and objectives and to do so within minimum cost and available resources and the personal secretary is expected is expected to live up to expectation in course of discharging her duties. This is necessary to determine the effect of training on the job performance of secretary. It has been observed over the years that secretary is very important in an organization. The issue of secretary training was not taken seriously by many organizations, this is because of the failure to acknowledge the fact that business environment has become very dynamic and only those organizations with the right manpower to meet the modern technological and informational need in the business times can succeed in the globalized business world.

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 effective performance of a secretaries.

1.2 Statement of the Problem

Despite the crucial role secretaries play in organizational efficiency and effectiveness, many secretaries often lack access to adequate training and development opportunities, hindering their ability to perform optimally. This limitation can lead to:

- (i) **Inadequate skills:** Secretaries may not possess the necessary technical, administrative, or interpersonal skills to excel in their roles.
- (ii) **Reduced productivity:** Insufficient training can result in inefficiencies, errors, and decreased productivity, ultimately affecting organizational performance.
- (iii) **Job dissatisfaction:** Limited opportunities for growth and development can lead to job dissatisfaction, demotivation, and increased turnover rates among secretaries.
- (iv) **Inability to adapt:** Secretaries may struggle to adapt to changing organizational needs, technological advancements, or new expectations, further exacerbating performance issues.

This study seeks to investigate the impact of training and development on the performance of secretaries, aiming to identify effective strategies for enhancing their skills, productivity, and job satisfaction. By exploring this issue, the research aims to provide insights that can inform organizational policies and practices, ultimately improving secretarial performance and contributing to overall organizational success.

1.3 Objectives of the Study

The objective of the study is to determine the relevance of training and development to secretaries in various organization, and this has led to the study of this research. Specifically, this study will be confined to the following aims and objectives.

- i. To identify the extent to which training programmes have help to improve the job satisfaction of secretaries.
- ii. To find out the adverse effect of not giving secretary adequate training
- iii. To determine the various way in which organization can train its employees.
- iv. To know whether training affect secretary's performance in any way
- v. Examine the relevance of training and development program on the behavior, attitudes, belief, opinion and performance of secretaries.

1.4 Research Questions

The following questions are the questions to address in this study.

1. What extent does training help to improve job satisfaction of secretaries?
2. What are the adverse effects of not giving the secretary training and development in an organization?
3. How does organization train secretary in various ways?
4. Does training affects secretaries performance?
5. To what extent are training and development program changes the behavior, attitudes, belief, opinion and performance of secretaries?

1.5 Significance of the Study

The study on the impact of training and development on the effective performance of a secretary can benefit various stakeholders, including:

Secretaries: By identifying the training needs and development opportunities, secretaries can enhance their skills, knowledge, and performance, leading to increased job satisfaction and career advancement.

Organizations: Employers can benefit from improved secretarial performance, increased productivity, and better utilization of resources. Effective training and development programs can also lead to reduced turnover rates and improved employee retention.

Human Resource Managers: HR professionals can use the study's findings to design and implement targeted training programs, performance evaluation frameworks, and career development pathways for secretaries.

Training and Development Professionals: The study can inform the design and delivery of training programs, ensuring they meet the specific needs of secretaries and contribute to their professional growth.

Academics and Researchers: The study can contribute to the existing body of knowledge on secretarial studies, human resource development, and organizational performance, providing insights for future research and theory development.

Policy-Makers: The findings can inform policy decisions related to vocational training, professional development, and workforce development, ultimately contributing to a more skilled and productive workforce.

1.6 Delimitation of the Study

The study is delimited to impact of training and development on the effective performance of a secretary, which will facilitate the achievement of the organization aims and objectives as well as appraising the secretary efficiency relating to training and development. (A case study of Kwara state Polytechnic and Office of Head of Service Ilorin, Kwara state)

1.7 Limitation of the Study

Every research project naturally has its hindrance. These hindrances could be related to limited time devoted in carrying out the research, cost i.e money spent in carrying out the project, unwilling of the respondents to give their response or opinions on the questionnaire for fear of intimidation. However, all efforts were made to ensure that all these do not impact negatively on an indepth research.

CHAPTER TWO

LITERATURE REVIEW

This chapter provides a review of the literature on the impact of training and development on the effective performance of secretaries. The chapter begins by defining training and development, and then explores the importance of training and development for secretaries. The chapter also examines the different types of training and development programs available for secretaries, and discusses the benefits and challenges of these programs.

2.1 Definition of Secretary

Secretaries are image makers of every organization, their contributions and effectiveness can be used or tarnish the image of an organization. A secretary is an indispensable element in achieving organizational goals. She serves as a memory bank in her organization, scrutinizes visitors so as to give the executives enough time to do other office activities, keep records so as to prevent embracement and loss of important documents which could consequently have a negative effect to the organization.

A secretary is a person, whose should work consists of supporting management, including executives, using a variety of professional ethics and communication skills. WordNet (2014) defines a secretary as a person who assists a member of staff or top management level and who undertakes a lot of administrative tasks for the smooth running of the office. This definition was confirmed by Wikipedia (2015) where a secretary is seen as a person employed to write orders, letters, dispatch public or private papers, records etc, one who attends to correspondence and transacts other business activities for an association a public body or an individual.

According to Hornby (2017), a secretary is an employee in an office who deals with correspondence, keep record, make arrangement and appointment for a particular member of the staff. She is the one who combines the mastery skills of shorthand and typewriting and with a sound knowledge of secretarial duties. Whenever paperwork, records, and mostly written communication are needed in an organization, the secretaries are likely to be involved. The role secretary plays in an organization are very vital and there is no way an organization can function well without their aid; the fast production of better work is assumed that they are well trained in that field.

The impression secretaries create influences public attitude the organization just as accountant, engineer and other professional have contributed towards the achievement the national economic objectives, secretaries have also contributed immensely in different angles and projecting the image of the organization to the outside world. If the public impression portrays the organization in a shabby way, the secretary helps to uplift the image of the organization Monkhood (2014). The way the secretary receives visitors, their politeness and the respects are added to the status of secretaries as indispensable tools of an organization.

In spite of all these roles of secretaries they have been misplaced and neglected to the background, but today we have modern secretaries who now hold managerial and decision-making position in the organization and has office automation is quick developing, the formal referred as type is undergoes formal training which enables her to handle more extensive duties and responsibilities in the organization Allen (2015). A present day executive depend on their secretaries for the smooth and efficient handling of the activities Monkhood (2014).

In the past a person who is employed as a secretary must possess typewriting skills, shorthand and good communication skills with moral conduct and character. Today, a secretarial practice has been revolutionary to the use of computers and internet which are in abundance and are available in the offices. Evans (2015) recounted that secretarial profession has come a long way from change in gender dominance (female) to technologies that have improved work out put and increased job opportunities. Administrative roles have remained an integral part of business operations, and all signs indicated that the secretarial profession is here to stay

According to Akinola (2016), 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 (2015), 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.

2.2 Definition of Training and Development

Development, on the other hand, refers to the process of improving the overall abilities and competencies of employees to prepare them for future roles and responsibilities. Development focuses on enhancing the employee's potential for growth and advancement within the organization.

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.

However, development refers to activities leading to the acquisition of new knowledge or skills for purposes of personal growth. It deals with the activities undertaken to expose an employee to perform additional duties and assume position of importance in the organizational hierarchy.

Training refers to the process of teaching employee's specific skills, knowledge, and attitudes to improve their performance in their current job. The primary goal of training is to enhance the employee's ability to perform their job tasks efficiently and effectively. 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 behavior.

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.

Training and Development, when used together, refer to the overall process of enhancing the knowledge, skills, and abilities of employees to improve their performance, prepare them for future roles, and contribute to the achievement of organizational goals.

Training and development refer to the process of improving the knowledge, skills, and abilities of employees to enhance their performance and contribute to the achievement of organizational goals (Noe, 2017). Training focuses on imparting specific skills and knowledge to employees, while development focuses on improving the overall abilities and competencies of employees (Katz, 2018).

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.

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.

Solomon (2015) 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.

2.3 Types of Training and Development Programme for Secretary

The following are the types of training and development programs for secretaries:

1. On-the-Job Training

On-the-job training is a type of training where secretaries learn by doing. This type of training is usually provided by experienced colleagues or supervisors. The following are the types of on-the-job training:

- (i) Job shadowing: Job shadowing is a type of on-the-job training where secretaries learn by observing experienced colleagues. This type of training is usually used to introduce new secretaries to the organization's policies, procedures, and culture.

- (ii) **Mentorship:** Mentorship is a type of on-the-job training where experienced secretaries guide and support new secretaries. This type of training is usually used to provide new secretaries with the skills and knowledge needed to perform their job tasks effectively.
- (iii) **Cross-Training:** Cross-training is a type of on-the-job training where secretaries learn new skills by working in different departments. This type of training is usually used to provide secretaries with a broader understanding of the organization's operations and to develop their skills and knowledge in different areas.

2. Classroom Training

Classroom training is a type of training where secretaries learn in a traditional classroom setting. This type of training is usually provided by trainers or instructors who have expertise in the subject matter. The following are the types of classroom training:

- (i) **Software Applications:** Software applications training is a type of classroom training that focuses on teaching secretaries how to use specific software applications, such as Microsoft Office or Google Suite.
- (ii) **Administrative Procedures:** Administrative procedures training is a type of classroom training that focuses on teaching secretaries about the organization's policies, procedures, and protocols.

- (iii) **Communication Skills:** Communication skills training is a type of classroom training that focuses on teaching secretaries how to communicate effectively with colleagues, managers, and clients.

3. Online Training

Online training is a type of training that is delivered through the internet. This type of training is usually self-paced and can be accessed at any time. The following are the types of online training:

- (i) **Webinars:** Webinars are a type of online training that is delivered through live or recorded video conferencing. This type of training is usually used to provide secretaries with information on specific topics, such as time management or customer service.
- (ii) **Online Courses:** Online courses are a type of online training that is delivered through self-paced online modules. This type of training is usually used to provide secretaries with in-depth information on specific topics, such as software applications or administrative procedures.
- (iii) **E-Learning Platforms:** E-learning platforms are a type of online training that provides secretaries with access to a range of online courses and training programs. This type of training is usually used to provide secretaries with the skills and knowledge needed to perform their job tasks effectively.

4. Soft Skills Training

Soft skills training is a type of training that focuses on teaching secretaries the skills and knowledge needed to interact effectively with colleagues, managers, and clients. The following are the types of soft skill training:

- (i) Time Management: Time management training is a type of soft skills training that focuses on teaching secretaries how to prioritize tasks, manage their time, and increase their productivity.
- (ii) Leadership Skills: Leadership skills training is a type of soft skills training that focuses on teaching secretaries how to lead and motivate others, make decisions, and solve problems.
- (iii) Customer Service: Customer service training is a type of soft skills training that focuses on teaching secretaries how to provide excellent customer service, handle complaints, and resolve conflicts.

5. Technical Skills Training

Technical skills training is a type of training that focuses on teaching secretaries the technical skills needed to perform their job tasks effectively. The following are the types of technical skills training;

- (i) Microsoft Office Certification: Microsoft Office certification training is a type of technical skills training that focuses on teaching secretaries how to use Microsoft Office applications, such as Word, Excel, and PowerPoint.

- (ii) Data Entry and Management: Data entry and management training is a type of technical skills training that focuses on teaching secretaries how to enter and manage data effectively.
- (iii) Email Management: Email management training is a type of technical skills training that focuses on teaching secretaries how to manage their email effectively, including how to prioritize messages, use folders and labels, and avoid spam.

6. Professional Certification Programs

Professional certification programs are a type of training that provides secretaries with the skills and knowledge needed to obtain a professional certification.

The following are the types of professional certification programs:

- (i) Certified Administrative Professional (CAP): The Certified Administrative Professional (CAP) certification program is a professional certification program that provides secretaries with the skills and knowledge needed to perform their job tasks effectively.
- (ii) Certified Professional Secretary (CPS): The Certified Professional Secretary (CPS) certification program is a professional certification program that provides secretaries with the skills and knowledge needed to perform their job tasks effectively.
- (iii) Certified Executive Secretary (CES): The Certified Executive Secretary (CES) certification program is a professional certification program that provides secretaries with the skills and knowledge needed to perform their job tasks effectively.

2.4 Benefit of Training and Development

The benefits of training to an organization are stated below:

(i) Improved Job Performance

Improved job performance is a critical outcome of training and development programs for secretaries. By acquiring new skills and knowledge, secretaries can perform their tasks more efficiently and effectively, leading to increased productivity and better work quality.

(ii) Enhanced Career Prospects

Enhanced career prospects are a significant benefit of training and development programs for secretaries. By acquiring new skills and knowledge, secretaries can advance in their careers, leading to increased job satisfaction and career fulfillment.

(iii) Increased Job Satisfaction

Increased job satisfaction is a critical outcome of training and development programs for secretaries. By acquiring new skills and knowledge, secretaries can feel more confident and competent in their roles, leading to increased job satisfaction and reduced stress.

(iv) Improved Communication Skills

Improved communication skills are a critical component of training and development programs for secretaries. By acquiring new skills and knowledge, secretaries can develop effective communication skills, including verbal and written communication, leading to improved relationships with colleagues, managers, and clients.

(v) Technical Skills Enhancement

Technical skills enhancement is a critical component of training and development programs for secretaries. By acquiring new skills and knowledge, secretaries can develop technical skills, including proficiency in software applications, leading to increased efficiency and productivity.

(vi) Adaptability and Flexibility

Adaptability and flexibility are critical components of training and development programs for secretaries. By acquiring new skills and knowledge, secretaries can adapt to changing circumstances, including new technologies and procedures, leading to increased flexibility and resilience.

(vii) Professional Certification

Professional certification is a critical component of training and development programs for secretaries. By acquiring new skills and knowledge, secretaries can obtain professional certifications, leading to increased credibility and career advancement opportunities.

2.5 Importance of Training and Development for Secretaries

The following are the importance of training and development program for secretaries:

- (i) Improved Job Performance:** Training and development programs help secretaries improve their knowledge, skills, and abilities, leading to improved job performance and increased productivity. By acquiring new skills and knowledge, secretaries can perform their tasks more efficiently and effectively, leading to improved job satisfaction and reduced turnover.

- (ii) **Enhanced Career Prospects:** Training and development programs provide secretaries with the skills and knowledge needed to advance in their careers, making them more competitive in the job market. By acquiring new skills and knowledge, secretaries can take on more responsibilities, seek promotions, and pursue new career opportunities.
- (iii) **Increased Job Satisfaction:** Training and development programs help secretaries feel more confident and competent in their roles, leading to increased job satisfaction and reduced turnover. By acquiring new skills and knowledge, secretaries can feel more empowered and motivated, leading to improved job satisfaction and reduced stress.
- (iv) **Better Time Management:** Training and development programs teach secretaries effective time management skills, enabling them to prioritize tasks, meet deadlines, and maintain productivity. By learning how to manage their time more effectively, secretaries can reduce stress, improve their work-life balance, and increase their overall productivity.
- (v) **Improved Communication Skills:** Training and development programs help secretaries develop effective communication skills, enabling them to communicate effectively with managers, executives, and other stakeholders. By acquiring strong communication skills, secretaries can build stronger relationships, resolve conflicts more effectively, and improve their overall communication.

- (vi) **Technical Skills Enhancement:** Training and development programs provide secretaries with the technical skills needed to perform their jobs effectively, such as proficiency in Microsoft Office, email management, and data entry. By acquiring technical skills, secretaries can perform their tasks more efficiently, reduce errors, and improve their overall productivity.
- (vii) **Adaptability to Change:** Training and development programs help secretaries adapt to changing technology, processes, and procedures, ensuring they remain competent and effective in their roles. By learning how to adapt to change, secretaries can reduce stress, improve their resilience, and increase their overall flexibility.
- (viii) **Enhanced Professionalism:** Training and development programs promote professionalism among secretaries, enabling them to maintain a positive image and reputation for themselves and their organization. By acquiring professional skills and knowledge, secretaries can demonstrate their expertise, build trust with stakeholders, and enhance their overall professionalism.
- (ix) **Increased Efficiency:** Training and development programs help secretaries work more efficiently, reducing errors and improving overall performance. By streamlining processes, eliminating unnecessary tasks, and improving workflows, secretaries can increase their productivity, reduce waste, and improve their overall efficiency.

- (x) **Better Decision-Making:** Training and development programs provide secretaries with the skills and knowledge needed to make informed decisions, reducing the risk of errors and improving overall performance. By acquiring decision-making skills, secretaries can analyze data, evaluate options, and make informed decisions that support the organization's goals and objectives.
- (xi) **Improved Customer Service:** Training and development programs help secretaries develop the skills and knowledge needed to provide excellent customer service, leading to improved customer satisfaction and loyalty. By acquiring customer service skills, secretaries can respond to customer inquiries, resolve customer complaints, and provide personalized service that meets customer needs.
- (xi) **Increased Employee Engagement:** Training and development programs help secretaries feel more engaged and motivated, leading to improved job satisfaction and reduced turnover. By acquiring new skills and knowledge, secretaries can feel more empowered and motivated, leading to improved employee engagement and reduced absenteeism.
- (xii) **Better Work-Life Balance:** Training and development programs help secretaries develop the skills and knowledge needed to maintain a healthy work-life balance, leading to improved overall well-being and reduced stress. By acquiring time management skills, secretaries can prioritize tasks, manage their workload, and maintain a healthy balance between work and personal life.

- (xiii) **Improved Leadership Skills:** Training and development programs provide secretaries with the skills and knowledge needed to develop leadership skills, leading to improved leadership abilities and increased confidence. By acquiring leadership skills, secretaries can motivate and inspire others, build effective teams, and lead projects and initiatives that support the organization's goals and objectives.
- (xiv) **Increased Innovation and Creativity:** Training and development programs help secretaries develop the skills and knowledge needed to think creatively and innovate, leading to improved problem-solving and increased innovation. By acquiring creative thinking skills, secretaries can generate new ideas, develop innovative solutions, and improve overall performance.
- (xv) **Better Collaboration and Teamwork:** Training and development programs help secretaries develop the skills and knowledge needed to collaborate and work effectively with others, leading to improved teamwork and increased productivity. By acquiring teamwork skills, secretaries can build effective relationships, communicate effectively, and work collaboratively to achieve shared goals and objectives.

2.6 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) 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 (2014) said that the aid of database, information can be inputted, accessed, sorted, extracted and stored in variety of ways by the office secretaries.

(viii) 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 (2014) 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.

2.7 Challenges of Training and Development Programme of Secretary

Training and development programs for secretaries face numerous challenges that can hinder their effectiveness. Here are some of the key challenges:

1. Organizational Challenges

Organizational challenges refer to the obstacles that arise within an organization that can hinder the effectiveness of training and development programs for secretaries. These challenges can include:

- (i) **Limited Funding:** Inadequate budget allocation can hinder the quality of training programs, leading to outdated equipment, inadequate facilities, and limited access to learning resources.
- (ii) **Dealing with Change:** Secretaries must adapt to organizational changes, such as mergers, acquisitions, and technological advancements, which can be challenging and require additional training and support.
- (iii) **Outdated Curriculum:** Secretarial education curricula often lag behind industry requirements, failing to incorporate modern technologies and evolving administrative practices.
- (iv) **Lack of Support from Leadership:** Training and development programs may not be prioritized by leadership, leading to limited resources and support.
- (v) **Inadequate Infrastructure:** Training programs may be hindered by inadequate infrastructure, such as outdated equipment and limited access to learning resources.

2. Training and Development Challenges

Training and development challenges refer to the obstacles that arise during the training process that can hinder the effectiveness of training programs for secretaries. These challenges can include:

- (i) **Engaging Learners:** Secretaries may struggle to stay motivated and engaged in training programs, especially if they are not relevant to their job roles.
- (ii) **Delivering Consistent Training:** Providing consistent training across different locations and departments can be challenging, especially with limited resources.
- (iii) **Tracking Skills Application:** Measuring the effectiveness of training programs and ensuring that secretaries apply their new skills in the workplace can be difficult.
- (iv) **Limited Training Opportunities:** Secretaries may have limited opportunities for training and development, making it difficult for them to acquire new skills and knowledge.
- (v) **Inadequate Training Materials:** Training materials may be outdated, inadequate, or irrelevant to the needs of secretaries, making it difficult for them to learn and apply new skills.

3. Human Resource Challenges

Human resource challenges refer to the obstacles that arise related to the management of human resources that can hinder the effectiveness of training and development programs for secretaries. These challenges can include:

- (i) **Shortage of Qualified Instructors:** Attracting and retaining qualified instructors can be challenging, leading to a lack of mentorship and guidance for secretaries.
- (ii) **Lack of Mentorship:** Secretaries may not have access to mentors or coaches who can provide guidance and support.
- (iii) **Limited Career Advancement Opportunities:** Secretaries may have limited opportunities for career advancement, making it difficult for them to acquire new skills and knowledge.
- (iv) **High Turnover Rates:** High turnover rates among secretaries can make it challenging to provide training and development opportunities.
- (v) **Inadequate Performance Feedback:** Secretaries may not receive adequate performance feedback to help them improve their skills and knowledge.

4. Evaluation and Measurement Challenges

Evaluation and measurement challenges refer to the obstacles that arise when trying to evaluate and measure the effectiveness of training and development programs for secretaries. These challenges can include:

- (i) Quantifying Training Effectiveness: Measuring the return on investment (ROI) of training programs can be challenging.
- (ii) Demonstrating Value to Leadership: Training and development programs may not be aligned with organizational goals, making it difficult to demonstrate their value to leadership.
- (iii) Limited Evaluation Methods: Evaluation methods may be limited, making it difficult to measure the effectiveness of training programs.
- (iv) Inadequate Data Collection: Data collection methods may be inadequate, making it difficult to evaluate the effectiveness of training programs.
- (v) Lack of Follow-up Evaluation: Follow-up evaluation may not be conducted to determine the long-term effectiveness of training programs.

2.8 Solution to the Challenges facing Training and Development Programme of Secretary

The following are some solutions to the challenges of training and development programs for secretaries:

1. Organizational Solutions

Organizational solutions refer to the strategies and approaches that organizations can implement to support the training and development of secretaries. These solutions are designed to address the organizational challenges that can hinder the effectiveness of training and development programs. Organization solution can be address through this following:

- (i) **Allocate Adequate Budget:** Allocating adequate budget for training and development programs is essential to ensure quality and effectiveness. This includes budgeting for training materials, instructor fees, travel, and accommodations. A sufficient budget enables organizations to provide comprehensive training programs that address the needs and goals of secretaries.
- (ii) **Provide Ongoing Support:** Providing ongoing support and resources to secretaries is crucial to help them apply new skills and knowledge on the job. This includes providing access to mentors, coaches, and online resources. Ongoing support enables secretaries to reinforce their learning, address challenges, and continue to develop their skills and knowledge.
- (iii) **Encourage Collaboration:** Encouraging collaboration and knowledge-sharing among secretaries is essential to promote a culture of continuous learning. This includes creating opportunities for secretaries to share best practices, attend conferences, and participate in online forums. Collaboration enables secretaries to learn from each other, share experiences, and develop a sense of community.
- (iv) **Develop a Training Policy:** Developing a training policy that outlines the organization's commitment to training and development is essential. This policy should include goals, objectives, and strategies

for training and development. A training policy provides a framework for training and development initiatives, ensures consistency, and communicates the organization's commitment to employee development.

- (v) **Establish a Training Department:** Establishing a training department or designating a training officer is essential to oversee training and development programs. This includes developing training programs, evaluating training effectiveness, and providing ongoing support. A training department or officer ensures that training programs are well-planned, executed, and evaluated.

2. Training and Development Solutions

Training and development solutions refer to the strategies and approaches that organizations can implement to provide effective training and development programs for secretaries. Training and development solution can be address through this following:

- (i) **Needs Assessment:** Conducting a needs assessment is essential to identify the training needs of secretaries. This includes analyzing job requirements, identifying skill gaps, and gathering feedback from secretaries and supervisors. A needs assessment ensures that training programs address the specific needs and goals of secretaries.

- (ii) Customized Training: Providing customized training programs that cater to the specific needs and goals of individual secretaries is essential. This includes developing training programs that address specific skill gaps and provide opportunities for secretaries to practice new skills. Customized training enables secretaries to develop the skills and knowledge they need to perform their jobs effectively.
- (iii) Blended Learning: Using blended learning approaches that combine traditional classroom training with online learning and on-the-job training is essential. This includes providing opportunities for secretaries to learn through lectures, discussions, hands-on practice, and online tutorials. Blended learning enables secretaries to learn in a variety of ways, reinforces learning, and provides flexibility.
- (iv) Mentorship Programs: Establishing mentorship programs that pair experienced secretaries with new or junior secretaries is essential. This includes providing opportunities for secretaries to learn from experienced mentors and receive feedback and guidance. Mentorship programs enable secretaries to develop their skills and knowledge, build confidence, and learn from experienced professionals.
- (v) Evaluation and Feedback: Providing regular evaluation and feedback to secretaries on their performance and progress is essential. This includes evaluating training effectiveness, providing feedback on

performance, and identifying areas for improvement. Regular evaluation and feedback enable secretaries to reinforce their learning, address challenges, and continue to develop their skills and knowledge.

3. Human Resource Solutions

Human resource solutions refer to the strategies and approaches that organizations can implement to support the training and development of secretaries.

Human resources solution can be address through this following means:

- (i) **Recruitment and Selection:** Recruiting and selecting secretaries who have the potential to learn and grow with the organization is essential. This includes developing job descriptions, interviewing candidates, and selecting candidates who have the required skills and qualifications. Effective recruitment and selection ensure that secretaries have the potential to develop the skills and knowledge they need to perform their jobs effectively.
- (ii) **Performance Management:** Implementing performance management systems that provide regular feedback and coaching to secretaries is essential. This includes setting performance goals, providing regular feedback, and evaluating performance. Performance management enables secretaries to develop their skills and knowledge, build confidence, and address challenges.

- (iii) **Career Development:** Providing career development opportunities that help secretaries advance in their careers is essential. This includes providing opportunities for secretaries to attend conferences, participate in training programs, and take on new challenges. Career development enables secretaries to develop their skills and knowledge, build confidence, and advance in their careers.
- (iv) **Succession Planning:** Developing succession plans that identify and develop future leaders among secretaries is essential. This includes identifying potential leaders, providing development opportunities, and creating a succession plan. Succession planning enables organizations to develop future leaders.
- (v) **Diversity and Inclusion:** Promoting diversity and inclusion in the workplace by providing training and development opportunities that cater to the needs of diverse secretaries is essential. This includes providing training on diversity and inclusion, creating a diverse and inclusive work environment, and providing opportunities for secretaries to share their perspectives and experiences.

4. Technology Solutions

Technology solutions refers to the various digital tools and platforms that can be used to support the training and development of secretaries this includes:

- (i) E-Learning Platforms: Using e-learning platforms to provide online training and development programs that are accessible and convenient is essential. This includes providing opportunities for secretaries to learn through online tutorials, videos, and interactive simulations.
- (ii) Virtual Classrooms: Using virtual classrooms to provide remote training and development programs that are interactive and engaging is essential. This includes providing opportunities for secretaries to participate in virtual lectures, discussions, and hands-on practice.
- (iii) Mobile Learning: Using mobile learning apps to provide training and development programs that are accessible on-the-go is essential. This includes providing opportunities for secretaries to learn through mobile apps, podcasts, and videos.
- (iv) Artificial Intelligence: Using artificial intelligence to provide personalized training and development recommendations that cater to the needs and goals of individual secretaries is essential. This includes using AI-powered tools to analyze learning data, identify skill gaps, and provide personalized recommendations.
- (v) Data Analytics: Using data analytics to track the progress and performance of secretaries and provide insights that inform training and development programs is essential. This includes using data analytics tools to track learning data, evaluate training effectiveness, and identify areas for improvement.

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” was used because the researcher believed that it would afford the researcher the opportunity to obtain 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 Office of Head of Service, G.R.A., Ilorin, and Kwara State Polytechnic, Ilorin. The number of secretaries in Office of Head of Service, G.R.A., Ilorin are 10 while the number of selected staff in Kwara State Polytechnic, Ilorin were 20 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 Office of Head of Service, G.R.A., Ilorin and Kwara State Polytechnic, 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 and development programme should be provided for secretary in an organization

Options	No. of Respondents	Percentages (%)
Strongly Agree	15	50
Agree	08	27
Disagree	04	13
Strongly Disagree	03	10
Total	30	100

Source: Researcher's fieldwork, 2025

Table 4.1 above showed that, 15 (50%) and 8 (27%) respondents strongly agreed and agreed respectively that there were training and development programme provided by their organization, while 4 (13%) and 3 (10%) each disagreed and strongly disagreed the statement.

This implied that training and development programme were available in their organisation.

Table 4.2: Secretaries acquire skills and competences through training and development programme.

Options	No. of Respondents	Percentages (%)
Strongly Agree	18	60
Agree	09	30
Disagree	02	7
Strongly Disagree	01	3
Total	30	100

Source: Researcher's fieldwork, 2025

Table 4.2 above showed that, 18 (60%) and 9 (30%) respondents strongly agreed and agreed respectively that majority of them had acquired skills and competences through training and development programme conducted by their organisation, while 2 (7%) and 1 (3%) each disagreed and strongly disagreed with the statement.

This implied that many of the respondents had acquired skills and competences through training and development programme conducted by their organisation.

Table 4.3: Training and development programme are relevant to the performances of secretarial duties

Options	No. of Respondents	Percentages (%)
Strongly Agree	12	40
Agree	10	33
Disagree	06	20
Strongly Disagree	02	7
Total	30	100

Source: Researcher's fieldwork, 2025

Table 4.3 above revealed that, 12 (40%) and 10 (33%) respondents strongly agreed and agreed respectively that training and development programme acquired were relevant to the performances of their secretarial duties, while 6 (20%) and 2 (7%) respectively disagreed and strongly disagreed with the statement.

This implied that many of the respondents have acquired skills that are relevant to the performances of their secretarial duties

Table 4.4: Training and development enhance communication skills of secretary among staff and visitors of the organization

Options	No. of Respondents	Percentages (%)
Strongly Agree	18	60
Agree	07	33
Disagree	03	10
Strongly Disagree	02	7
Total	30	100

Source: Researcher's fieldwork, 2025

Table 4.4 above showed that, 18 (60%) and 7 (33%) respondents strongly agreed and agreed respectively that training and development enhance communication skills of secretary among staff and visitors of the organisation, while 3 (10%) and 2 (7%) each disagreed and strongly disagreed with the statement.

This implied that many of the respondent's communication skills were enhanced as a result of training and development among staff and visitors.

Table 4.5: Training acquired as secretaries contributed to high degree of effectiveness, efficiency

Options	No. of Respondents	Percentages (%)
Strongly Agree	15	50
Agree	10	33
Disagree	03	10
Strongly Disagree	02	7
Total	30	100

Source: Researcher's fieldwork, 2025

Table 4.5 above showed that, 15 (50%) and 10 (33%) respondents strongly agreed and agreed respectively that the training acquired as secretaries contributed to high degree of effectiveness, efficiency, while 3 (10%) and 2 (7%) each disagreed and strongly disagreed with the statement.

This implied that many of the respondents were of the opinion that, the training acquired as secretaries contributed to high degree of effectiveness, efficiency.

Table 4.6: Training and development programme, increase the productivity of secretaries

Options	No. of Respondents	Percentages (%)
Strongly Agree	13	43
Agree	11	37
Disagree	04	13
Strongly Disagree	02	7
Total	30	100

Source: Researcher's fieldwork, 2025

Table 4.6 above showed that, 13 (43%) and 11 (37%) respondents strongly agreed and agreed respectively that the training and development programme increase the productivity of secretary, while 4 (13%) and 2 (7%) each disagreed and strongly disagreed with the statement.

This implied that many of the respondents were of the opinion that, the Training and development programme, increase the productivity of secretaries

Table 4.7: Training and development programme expose secretaries to interpersonal skills needed for effective relationship and performance of office job

Options	No. of Respondents	Percentages (%)
Strongly Agree	13	43
Agree	11	37
Disagree	03	10
Strongly Disagree	03	10
Total	30	100

Source: Researcher's fieldwork, 2025

Table 4.7 above revealed that, 13 (43%) and 11 (37%) respondents strongly agreed and agreed respectively that the training programme really exposed them to how they can enhance their interpersonal skills between and among staff, superior officers and others within and outside of the organization for effective relationship and job performance, while 3 (10%) and 3 (10%) each disagreed and strongly disagreed with the statement.

This implied that majority of the respondents were of the opinion that, the training programme enhance their interpersonal skills for effective relationship and job performance.

Table 4.8: Training and development programme enhances strong writing skills that will make secretaries to become indispensable to his/her boss or employer.

Options	No. of Respondents	Percentages (%)
Strongly Agree	12	40
Agree	08	27
Disagree	06	20
Strongly Disagree	04	13
Total	30	100

Source: Researcher's fieldwork, 2025

Table 4.8 above showed that, 12 (40%) and 8 (27%) respondents strongly agreed and agreed respectively that the training has develop strong writing skills in them better than before to the extent that now they become indispensable to their boss for preparation of any mailable documents in their office, while 6 (20%) and 4 (12%) disagreed and strongly disagreed with the statement.

This implied that many of the respondent's concord that, the training enhances their writing skills, that has made them to become indispensable in the hand of their boss for preparation of any document in the office.

Table 4.9: Through the training secretaries can be proficient in word processing applications and transcription equipment

Options	No. of Respondents	Percentages (%)
Strongly Agree	14	47
Agree	09	30
Disagree	04	13
Strongly Disagree	03	10
Total	30	100

Source: Researcher's fieldwork, 2025

Table 4.9 above revealed that, 14 (47%) and 9 (30%) respondents strongly agreed and agreed respectively that the training enhanced their proficiency in word processing applications and transcription equipment, while 4 (13%) and 3 (10%) each disagreed and strongly disagreed with the statement.

The submission above implied that many of the respondents were of the opinion that, the training enhanced their proficiency in word processing applications and transcription equipment.

Table 4.10: Secretaries should acquire multi-tasking skills of how to juggle multiple assignment and competing priorities and manage growing workload in today's office

Options	No. of Respondents	Percentages (%)
Strongly Agree	15	50
Agree	10	33
Disagree	03	10
Strongly Disagree	02	7
Total	30	100

Source: Researcher's fieldwork, 2025

The table 4.10 above showed that, 15 (50%) and 10 (33%) respondents strongly agreed and agreed respectively that they have acquire multi-tasking skills of how to juggle multiple assignment and competing priorities and manage growing workload in today's office where one person frequently perform the job of three, while 3 (10%) and 2 (7%) each disagreed and strongly disagreed with the statement.

From the table above it implied that majority of the respondents were of the opinion that, secretaries acquire multi-tasking skills of how to juggle multiple assignment and competing priorities and manage growing workload in today's office.

Table 4.11: Teamwork skill or spirit developed through training and development programme is essential for secretaries to enable them to get along with co-workers and collaborate with others in order to get things done.

Options	No. of Respondents	Percentages (%)
Strongly Agree	10	33
Agree	10	33
Disagree	05	17
Strongly Disagree	05	17
Total	30	100

Source: Researcher's fieldwork, 2025

Table 4.11 above showed that, 10 (33%) and 10 (33%) respondents strongly agreed and agreed respectively that their teamwork skills or spirit has developed through training and development programme and that they get along with co-workers, collaborate with others and easily get things done while 5 (17%) and 3 (17%) each disagreed and strongly disagreed with the statement.

Therefore, they find it difficult to get along with co-workers and collaborate with others in order to get things done. Since the majority of the respondents above agreed to the assertion it implied that, the teamwork skills or spirit of the secretaries were developed through training and development programme to get along with co-workers and collaborate with others in order to get things done easily.

Table 4.12: Training enhance research skills for secretaries by using the internet for multiple of tasks such as finding directions, gathering client information, surf the net etc

Options	No. of Respondents	Percentages (%)
Strongly Agree	13	43
Agree	09	30
Disagree	06	20
Strongly Disagree	02	10
Total	30	100

Source: Researcher's fieldwork, 2025

Table 4.12 above showed that, 13 (43%) and 9 (30%) respondents strongly agreed and agreed respectively that the training enhance their research skills by using the internet for multiple of tasks such as finding directions, gathering client information, surf the net etc. while 6 (20%) and 2 (10%) respondents each disagreed and strongly disagreed with the statement.

This implied that many of the respondents were of the opinion that, the training enhances their research skills by using internet for multiple of tasks such as finding directions, gathering client information, surf the net etc.

Table 4.13: Training and development programme afford the secretary the opportunity to acquire competencies in the use of internet for so many other tasks.

Options	No. of Respondents	Percentages (%)
Strongly Agree	12	40
Agree	10	33
Disagree	05	17
Strongly Disagree	03	10
Total	21	100

Source: Researcher's fieldwork, 2025

Table 4.13 above revealed that, 12 (40%) and 10 (33%) respondents strongly agreed and agreed respectively that training and development programme afford the secretary the opportunity to acquire competencies in the use of internet for so many other tasks such as connecting with colleagues online, sharing ideas in a group etc. while 5 (17%) and 3 (10%) each disagreed and strongly disagreed.

It implied that many of the respondents agreed that training and development programme afford secretaries the opportunity to acquire competencies in the use of internet for so many other tasks.

Table 4.14: Organization cannot survive without appropriate training and development programme for secretaries especially in this era of ICT.

Options	No. of Respondents	Percentages (%)
Strongly Agree	05	17
Agree	05	17
Disagree	10	33
Strongly Disagree	10	33
Total	30	100

Source: Researcher's fieldwork, 2025

Table 4.14 above showed that, 5 (17%) and 5 (17%) respondents strongly agreed and agreed respectively that it is possible for organization to survive without appropriate training and development programme for secretaries especially in this era of ICT, while 10 (33%) and 10 (33%) each disagreed and strongly disagreed that with the statement.

This implied that there is no organization that can survive without appropriate training and development programme for secretaries especially in this era of ICT.

Table 4.15: Secretaries should have access to the internet in the course of performances of their duties

Options	No. of Respondents	Percentages (%)
Strongly Agree	13	43
Agree	11	37
Disagree	03	10
Strongly Disagree	03	10
Total	30	100

Source: Researcher's fieldwork, 2025

Table 4.15 above showed that, 13 (43%) and 11 (37%) respondents strongly agreed and agreed respectively that secretaries do have access to the internet in the course of performances of their duties, while 3 (10%) and 4 (10%) each disagreed and strongly disagreed with the statement.

This implied that majority of the respondents from the above table have access to the internet in the course of the performances of their duties.

Table 4.16: Training and development programme helps secretaries to compete with other contemporaries worldwide

Options	No. of Respondents	Percentages (%)
Strongly Agree	12	40
Agree	09	30
Disagree	06	20
Strongly Disagree	03	10
Total	30	100

Source: Researcher's fieldwork, 2025

Table 4.16 above revealed that, 12 (40%) and 6 (30%) respondents strongly agreed and agreed respectively that the training and development programme helps secretaries to compete with other contemporaries worldwide, while 6 (20%) and 3 (10%) each disagreed and strongly disagreed with the statement.

Since majority supported the above assertion it implied that many of the respondents were of the opinion that, the training and development programme helps secretaries to compete with other contemporaries worldwide.

Table 4.17: Training and development programme enable secretaries to communicate between and among management staff, client, co-workers and others with the use of E-mail

Options	No. of Respondents	Percentages (%)
Strongly Agree	16	53
Agree	10	33
Disagree	02	7
Strongly Disagree	02	7
Total	30	100

Source: Researcher's fieldwork, 2025

The above Table 4.17 revealed that, 16 (53%) and 10 (33%) respondents strongly agreed and agreed respectively that the training and development programme enable secretaries to communicate between and among management staff, client, co-workers and others with the use of E-mail, while 2 (7%) and 2 (7%) each disagreed and strongly disagreed with the statement.

This implied that many of the respondents were of the opinion that, the training and development programme enable secretaries to communicate between and among management, staff, client, co-workers and others with the use of E-mail.

Table 4.18: ICT skills acquired during the training reduces procurement and overhead cost of stationeries, storage cabinet and management of record in organization etc

Options	No. of Respondents	Percentages (%)
Strongly Agree	13	43
Agree	10	33
Disagree	05	17
Strongly Disagree	03	7
Total	30	100

Source: Researcher's fieldwork, 2025

Table 4.18 above revealed that, 13 (43%) and 10 (33%) respondents strongly agreed and agreed respectively that ICT skills acquired during the training has reduces procurement and overhead cost of stationeries, storage cabinet and management of record in organization etc. while 5 (17%) and 3 (7%) each disagreed and strongly disagreed with the statement.

This implied that many of the respondents were of the opinion that, ICT skills acquired during the training has reduces procurement and overhead cost of stationeries, storage cabinet and management of record in organization etc.

Table 4.19: Adequate training programme can correct the imbalance between secretaries as professionals and other professionals

Options	No. of Respondents	Percentage (%)
Strong Agree	15	50
Agree	12	40
Disagree	03	10
Strong Disagree	00	0.00
Total	30	100

Source: Researcher's fieldwork, 2025

Table 4.19 showed that 15 (50%) of the respondents strongly agreed that adequate training programme can correct the imbalance between secretaries as professionals and other professionals, while 12 (40%) respondents agreed with the statement and 3 (10%) of the respondents disagreed with the statement.

This implied that adequate training programme correct imbalance of secretaries as professionals and other professionals.

Table 4.20: 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	15	50
Disagree	00	0.00
Strong Disagree	00	0.00
Total	30	100

Source: Researcher's fieldwork, 2025

Table 4.20 above revealed that 15 (50%) of the respondents strongly agreed that unsteady policy environmental/political instability militates against the effort of managements to grant training programme for secretaries while 15 (50%) respondents agreed with the statement none of the respondents disagreed and strongly disagreed respectively.

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

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study was carried out to examine the impact of training and development on the effective performance of secretaries. In order to achieve the objective of the study, four specific objectives were raised which included, to determine whether the habit of using manual methods in the performances of secretary's jobs was as a result of lack of training and development; examine secretary competencies and skills in operating modern office technology. In line with these objectives, five research questions were raised to guide the study which included; to what extent is lack of training and development affect secretary's habit of using manual methods for the performances of her jobs in the era of modern office technology; what is the extent of secretary competencies and skills in operating modern office technology? Descriptive survey research design was used for the study. The total population for the study was thirty (30) secretaries from Office of Head of Service, G.R.A., Ilorin and Kwara State Polytechnic, Ilorin Metropolis. There was no sampling for the study as the number of respondents was sizeable. Structured questionnaire tagged impact of training and development on the effective performance of secretaries was designed by the researcher which was used as tool for data gathering for the study from the respondents. The data collected were presented in tables and research questions were analysed using simple percentages. The summary of the findings includes among others that:

- The training and development programme enhance the secretary's interpersonal skills for effective relationship and job performance.
- The training and development programme helps secretaries to compete with other contemporaries worldwide.
- The training enhances secretaries research skills by using internet for multiple of tasks such as finding directions, gathering client information, surf the net etc.

5.2 Conclusion

Based on the findings of this study, it was concluded that training and development programme is very important for secretary to equip them with series of technological skills such as internet skills which is significant in enhancing the competitiveness of secretaries and business enterprise. This implied that if secretaries want to stay competitive in the 21st century, then internet technology is a must skills and use in business enterprises. It is a common belief that secretaries that do not embrace the use of internet technology, would certainly not be competing in a globalized 21st century economy. Since this is the case, it means that secretaries need internet for their survival. No nation, business, organizations, or individuals seriously striving for success can afford to ignore the importance of training and development which internet technology is inclusive since it is the main plank for business competitiveness in this century.

5.3 Recommendations

Based on the findings and conclusion of the study, the following recommendations are made;

1. There is the need for business organizations to embrace training and development of their employees as it is significant for their competitiveness.
2. Managers of business organizations at various levels should use training and development programme as a platform for inculcating and developing in their employee's new skills, competences and ability required to perform challenging task.
3. Business enterprises should endeavour provide internet to aid management, and all staff in the course of performances of their respective duties as this will help to reduce human cost, enhance productivity and global business competitiveness.
4. Secretarial staff should at any time be ready to go for training not minding the inconveniences it might cause them.
5. Secretarial staff training schools should be established, well furnished with adequate modern machines and equipment with qualified personnel for the retraining of the secretaries in both private and public establishments.

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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 THE 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 confidentiality will be strictly adhered to.

Yours faithfully

**ONIFADE ABIDEMI REBECCA
HND/23/OTM/FT/0005**

APPENDIX II

**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 **“Impact of Training and Development on the effective performance of Secretary”** kindly complete the questions below. Please you are assured that information supplied will be treated with utmost confidentiality.

Yours Faithfully

**ONIFADE ABIDEMI REBECCA
HND/23/OTM/FT/0005**

QUESTIONNAIRE

1. Training and development programme should provide for secretary in an organization.

(a) Strongly Agree ()	(b) Agree ()
(c) Disagree ()	(d) Strongly Disagree ()

2. Secretaries acquire skills and competences through training and development programme.

(a) Strongly Agree ()	(b) Agree ()
(c) Disagree ()	(d) Strongly Disagree ()

3. Training and development programme are relevant to the performances of secretarial duties.

(a) Strongly Agree ()	(b) Agree ()
(c) Disagree ()	(d) Strongly Disagree ()

4. Training and development enhance communication skills of secretary among staff and visitors of the organization.

(a) Strongly Agree ()	(b) Agree ()
(c) Disagree ()	(d) Strongly Disagree ()

5. Training acquired as secretaries contributed to high degree of effectiveness, efficiency.

(a) Strongly Agree ()	(b) Agree ()
(c) Disagree ()	(d) Strongly Disagree ()

11. Teamwork skill or spirit developed through training and development programme is essential for secretaries to enable them to get along with co-workers and collaborate with others in order to get things done.
- (a) Strongly Agree ()
- (b) Agree ()
- (c) Disagree ()
- (d) Strongly Disagree ()
12. Training enhance research skills for secretaries by using the internet for multiple of tasks such as finding directions, gathering client information, surf the net etc.
- (a) Strongly Agree ()
- (b) Agree ()
- (c) Disagree ()
- (d) Strongly Disagree ()
13. Training and development programme afford the secretary the opportunity to acquire competencies in the use of internet for so many other tasks.
- (a) Strongly Agree ()
- (b) Agree ()
- (c) Disagree ()
- (d) Strongly Disagree ()
14. Organization cannot survive without appropriate training and development programme for secretaries especially in this era of ICT.
- (a) Strongly Agree ()
- (b) Agree ()
- (c) Disagree ()
- (d) Strongly Disagree ()
15. Secretaries should have access to the internet in the course of performances of their duties.
- (a) Strongly Agree ()
- (b) Agree ()
- (c) Disagree ()
- (d) Strongly Disagree ()

- [illegible]