

**THE SIGNIFICANCE OF SOFT SKILLS IN  
ENHANCING THE PERFORMANCE EFFECTIVENESS  
OF SECRETARIES IN ORGANIZATIONS**

**BY**

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**ND/23/OTM/FT/0052**

**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 REQUIREMENT FOR THE AWARD  
OF 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 fulfilment of the requirements for the award of National Diploma in Office Technology and Management.

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## **DEDICATION**

This project is dedicated to Almighty God.

## **ACKNOWLEDGEMENTS**

I am grateful to Almighty God for His Vision and knowledge.

My immerse gratitude goes to my supervisor, Dr Oyinloye O.T for his guidance all through this work. I am also indebted to the HOD of my department and all my lecturers.

I also thank my Parent Mr and Mrs Odion for their prayers and support during the course of this program. I pray you shall eat the fruit of your labour and live long by the grace of God.

I owe a lot of gratitude to my brothers and sisters and the entire family for their prayers and support during the course of this program. I say a big thank you.

I also wish to thank my friends for their prayers and support during the course of this program. I love you all.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

The role of secretaries has significantly evolved over the years, moving beyond traditional administrative tasks to encompass critical functions such as supporting leadership, facilitating communication, and ensuring organizational efficiency. As the business environment becomes increasingly complex and competitive, secretaries must not only possess technical expertise but also the necessary soft skills to perform effectively and efficiently. Soft skills—such as communication, emotional intelligence, problem-solving, time management, and adaptability—are recognized as vital components for enhancing organizational performance and achieving desired outcomes (Goleman, 1995). These non-technical competencies enable secretaries to navigate complex interpersonal dynamics, handle high-pressure situations, and contribute to the overall success of the organization (Robles, 2012).

In an era where technology and automation can handle many administrative tasks, the value of human interaction, empathy, and communication becomes paramount. Emotional intelligence (EI), a key component of soft skills, has been particularly emphasized in the context of workplace performance. EI allows secretaries to effectively manage their emotions, understand the emotions of others, and build strong professional relationships (Salovey & Mayer, 1990). Research by Goleman (1995) highlights that EI contributes to better interpersonal communication, stress management, and leadership support, all of which are essential for secretaries working within organizations.

Moreover, the ability to manage time efficiently, prioritize tasks, and handle multiple responsibilities is another critical aspect of soft skills that directly influences a secretary's performance. Studies have shown that individuals who possess strong

organizational and time management skills can significantly reduce workplace stress, improve productivity, and maintain high-quality work despite competing demands (Kaufman & Scavo, 2015). The combination of these skills allows secretaries to not only meet the expectations of their roles but also exceed them by contributing to the broader goals of the organization.

## **1.2 Statement of the Problem**

In contemporary organizations, secretaries are expected to perform a wide range of tasks that go beyond traditional clerical duties. With the increasing complexity of organizational operations and the rapid advancement of technology, secretaries must not only have technical expertise in administrative tasks but also possess strong soft skills to perform effectively and contribute meaningfully to organizational success. Soft skills, such as communication, emotional intelligence, time management, and problem-solving, are now seen as essential components in enhancing the performance effectiveness of secretaries (Goleman, 1995; Robles, 2012). However, despite the growing recognition of the importance of these skills, many organizations still place greater emphasis on technical competencies while underestimating the value of soft skills in improving the productivity and efficiency of secretaries.

The lack of emphasis on soft skills development can result in a mismatch between the expectations of secretarial roles and the actual capabilities of employees. Secretaries may face difficulties in effectively communicating with colleagues, managing stress, and handling the diverse and complex challenges of their work, all of which can negatively impact their overall performance. Moreover, the increasing demands placed on secretaries, such as multitasking, managing high workloads, and engaging with multiple stakeholders, highlight the need for emotional intelligence and time management skills (Kaufman & Scavo, 2015). This gap in skill development can lead to decreased job satisfaction, lower organizational efficiency, and a reduced ability to contribute to the strategic goals of the organization.

### **1.3 Objectives of the Study**

The primary objective of this study is to examine the significance of soft skills in enhancing the performance effectiveness of secretaries within organizations. In doing so, the study seeks to achieve the following specific objectives:

1. To Identify Key Soft Skills Essential for Secretaries
2. To Assess the Impact of Soft Skills on the Job Performance of Secretaries
3. To Explore the Relationship Between Soft Skills and Organizational Success
4. To Examine the Role of Organizations in Developing Soft Skills in Secretaries
5. To Provide Strategies for Improving Soft Skills Training for Secretaries

### **1.4 Research Questions**

The purpose of this study is to explore the significance of soft skills in enhancing the performance effectiveness of secretaries within organizations. To guide the investigation, the following research questions have been raised:

1. What are the key soft skills required for secretaries to perform effectively in organizations?
2. What is the contribution of soft skills on the job performance of secretaries in organizations?
3. What is the relationship between soft skills in secretaries and organizational success?
4. To what extent do organizations recognize the importance of soft skills in enhancing the performance effectiveness of secretaries?
5. What strategies or training programs can organizations implement to improve the soft skills of secretaries?

### **1.5 Significance of the Study**

The significance of this study lies in its potential to highlight the crucial role of soft skills in enhancing the performance effectiveness of secretaries within organizations. As organizations continue to evolve in response to technological advancements and dynamic business environments, the role of secretaries has expanded well beyond traditional administrative duties. Today, secretaries are integral to the smooth functioning of organizations, with responsibilities ranging from office management to strategic communication and decision-making support. Therefore, understanding how soft skills contribute to their effectiveness is essential in optimizing their performance.

This study contributes to existing literature by focusing on how non-technical skills, such as communication, emotional intelligence, time management, problem-solving, and adaptability, directly influence the job performance of secretaries. By exploring these competencies, the research will provide valuable insights into the ways in which secretaries can enhance their productivity, manage stress, and collaborate effectively within their teams. The findings of this study will underscore the importance of these skills in maintaining an organized, efficient, and positive work environment, which ultimately impacts the overall success of the organization.

### **1.6 Delimitation of the Study**

This study focuses specifically on the significance of soft skills in enhancing the performance effectiveness of secretaries within organizations, thereby limiting its scope to a particular role in the workplace. The study is confined to secretaries employed in organizations, excluding other administrative or support roles, which may have different skill requirements. Additionally, the research will primarily focus on secretaries in mid-sized to large organizations, as these settings tend to offer a broader range of responsibilities and challenges that require the application of soft skills.

The study also concentrates on a select group of soft skills, such as communication, emotional intelligence, time management, and adaptability, and does not include a comprehensive analysis of all possible soft skills. Furthermore, the study does not delve into the comparison of soft skills between secretaries in different industries or sectors, as the research will be generalized to a broader organizational context.

### **1.7 Limitation of the Study**

This study acknowledges several limitations that may affect the generalizability of its findings. First, the research is based on a relatively small sample of secretaries and organizational managers, which may not fully represent the entire population of secretaries across various industries and geographical locations. As a result, the findings may not be universally applicable to all secretarial roles or organizations.

Another limitation is the reliance on self-reported data from secretaries and organizational managers regarding their perceptions of soft skills and performance effectiveness. This method may be subject to bias, as participants might overestimate their soft skills or the impact these skills have on their performance. Additionally, the study does not account for potential external factors, such as organizational culture or the availability of technological tools, that might influence the effectiveness of secretaries.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

This chapter reviews existing literature on the importance of soft skills in enhancing the performance of secretaries in organizations. As the role of secretaries has expanded, soft skills like communication, emotional intelligence, and time management have become essential for improving job effectiveness. The review highlights the impact of these skills on secretarial performance and organizational success, the review will be conducted under the following sub headings.

2.1 Introduction

2.2 The Role of Secretaries in Organizations

2.3 Importance of Soft Skills in the Workplace

2.4 Emotional Intelligence and Its Impact on Secretaries' Performance

2.5 Communication Skills and Job Effectiveness

#### **2.1 Introduction**

The role of secretaries in modern organizations has evolved considerably over the past few decades. Historically viewed as administrative support staff primarily responsible for tasks such as scheduling meetings, answering phones, and managing correspondence, the scope of a secretary's role has expanded to include more strategic and collaborative functions. Secretaries are now integral members of organizational teams, playing vital roles in communication, decision-making, and ensuring the smooth operation of day-to-day business activities (Rothwell, 2013). As businesses grow more complex and competitive, the expectation of secretaries has shifted, with an increasing emphasis on their ability to manage multiple tasks efficiently, handle sensitive information, and contribute to organizational goals in meaningful ways (Smith & Taylor, 2017).

In this context, secretaries are now required to possess a combination of technical and soft skills to thrive in their roles. While technical skills related to office management and computer proficiency remain important, it is the soft skills—such as effective communication, emotional intelligence, adaptability, and time management—that have been identified as crucial to enhancing the performance and effectiveness of secretaries (Goleman, 1995). Soft skills are non-technical abilities that enable individuals to interact harmoniously with others, navigate workplace challenges, and demonstrate leadership and problem-solving capabilities (Robinson & Judge, 2019). These skills contribute significantly to a secretary's ability to foster effective communication channels, resolve conflicts, and improve overall team performance.

Research has shown that emotional intelligence, one of the key soft skills, is particularly vital for secretaries. Goleman (1995) defined emotional intelligence as the ability to recognize and manage one's emotions, as well as the emotions of others. This skill helps secretaries build better relationships, manage stress, and make sound decisions in high-pressure environments. Similarly, effective time management is a soft skill that enables secretaries to prioritize tasks, meet deadlines, and balance the demands of their roles effectively (Schmidt, 2016). Furthermore, adaptability and problem-solving skills have become increasingly important as organizations face rapid changes and require employees who can manage uncertainty and find creative solutions (Luthans, 2011).

Thus, in the modern workplace, secretaries who possess strong soft skills are better equipped to navigate the challenges of their roles, improve organizational efficiency, and contribute to a positive workplace culture. This chapter reviews relevant literature on the significance of soft skills in enhancing the performance effectiveness of secretaries, examining various soft skills that are critical to success in today's workplace environment.

## **2.2 The Role of Secretaries in Organizations**

Historically, secretaries were primarily responsible for performing administrative tasks such as scheduling appointments, answering phones, managing correspondence, and preparing documents. These responsibilities, though vital to organizational operations, were largely seen as routine and clerical in nature. However, as organizations have grown in size and complexity, the role of secretaries has expanded significantly, moving beyond traditional duties to become a more strategic and multifaceted position (Smith & Taylor, 2017). In contemporary workplaces, secretaries are no longer just support staff; they are essential contributors to the smooth functioning of the organization and are often seen as the backbone of office operations (Robles, 2012).

One of the key aspects of this evolved role is that secretaries now serve as the first point of contact for clients, visitors, and external partners. In this capacity, they are often responsible for creating the first impression of the organization, making their interpersonal skills critical. Their ability to effectively communicate and interact with clients and visitors can significantly influence the perception of the organization's professionalism and efficiency (Goleman, 1995). This requires not only excellent communication skills but also emotional intelligence to understand and appropriately respond to diverse needs and situations (Goleman, 2006).

Furthermore, secretaries often serve as the primary communication bridge between high-level executives and other employees within the organization. They are responsible for conveying important information, managing executive calendars, and coordinating meetings. In these interactions, secretaries must demonstrate both organizational and technical expertise as well as strong interpersonal communication skills. Their role as a liaison demands that they not only manage complex schedules but also prioritize tasks, resolve conflicts, and handle sensitive issues with discretion and professionalism (Luthans, 2011).



As organizations continue to prioritize efficiency and agility, the role of the secretary has increasingly become that of a problem solver and a key contributor to organizational decision-making. Secretaries are expected to manage multiple responsibilities simultaneously, often under time constraints and in high-pressure environments. This expanded role necessitates an array of soft skills such as time management, adaptability, leadership, and problem-solving (Turner & Schott, 2018). In fact, a study by Robles (2012) found that secretaries with a strong set of soft skills were more likely to enhance the overall productivity and effectiveness of their teams.

### **2.3 Importance of Soft Skills in the Workplace**

Soft skills are personal attributes and interpersonal abilities that are crucial for enhancing an individual's interactions, job performance, and career prospects. Unlike technical skills, which refer to the specific knowledge required to perform job-related tasks, soft skills are more closely linked to an individual's ability to work with others, adapt to changing situations, and contribute to a positive workplace environment (Robles, 2012). These skills include a wide range of abilities such as communication, emotional intelligence, teamwork, problem-solving, adaptability, and leadership. In the modern workplace, soft skills have become just as important, if not more so, than technical expertise, especially in roles that require frequent interaction with people or management of complex tasks and relationships (Goleman, 1995).

In general, soft skills are pivotal in shaping job performance and fostering positive work relationships. For example, effective communication allows employees to articulate their ideas clearly, negotiate with others, and resolve conflicts efficiently (Robles, 2012). Emotional intelligence, which involves understanding and managing one's own emotions as well as recognizing and influencing the emotions of others, has been shown to lead to better collaboration and conflict resolution (Goleman, 2006). Furthermore, leadership skills, which encompass the ability to inspire and guide teams, are crucial for employees who are tasked with motivating others and driving

organizational success (Northouse, 2018). In fact, research suggests that employees with strong emotional intelligence and leadership abilities often exhibit higher job satisfaction and are more likely to be promoted within their organizations (Cherniss, 2010).

For secretaries, soft skills are particularly essential as they navigate dynamic and often high-pressure environments. Unlike more technical positions, secretaries typically manage a wide range of administrative tasks while simultaneously interacting with clients, executives, and other employees. They often serve as the linchpin that connects different parts of the organization, requiring a blend of organizational skills, emotional intelligence, and communication proficiency. Secretaries are often the first point of contact for both internal and external stakeholders, meaning that their interpersonal skills are directly tied to the organization's public image and efficiency (Robles, 2012).

## **2.4 Emotional Intelligence and Its Impact on Secretaries' Performance**

Emotional intelligence (EI) is a critical component of soft skills, which refers to the ability to recognize, understand, and manage one's own emotions while also recognizing and influencing the emotions of others (Goleman, 1995). This skill has become increasingly valued in the workplace, particularly in roles that involve high levels of interpersonal interaction, such as that of a secretary. A secretary often works as the first point of contact within an organization, interacting with a variety of individuals, including executives, colleagues, and clients. These interactions require a high degree of emotional awareness and control to ensure effective communication, build rapport, and resolve conflicts (Goleman, 1998).

According to Goleman (1995), emotional intelligence consists of five key components: self-awareness, self-regulation, motivation, empathy, and social skills. Each of these elements contributes to a secretary's ability to perform their role effectively. For instance, **self-awareness** enables secretaries to recognize their

emotions and how these emotions may affect their interactions with others. By being mindful of their emotional state, secretaries can regulate their responses, especially during stressful situations. **Self-regulation** allows secretaries to stay calm and composed under pressure, an essential trait when managing the numerous tasks and demands placed upon them in a busy office environment (Goleman, 1995).

Furthermore, **empathy**, one of the core elements of EI, allows secretaries to understand and respond to the emotions of others in a compassionate and constructive manner. Salovey and Mayer (1990) argue that individuals with high emotional intelligence are better equipped to read emotional cues and respond appropriately to colleagues and clients, improving communication and fostering positive relationships. Empathy helps secretaries to anticipate the needs of their colleagues and clients, leading to smoother interactions and a more efficient working environment (Salovey & Mayer, 1990).

In addition to empathy, **social skills** are a fundamental aspect of emotional intelligence that impacts how effectively a secretary can navigate the office environment. Secretaries frequently engage in teamwork and must be able to collaborate with various departments, manage expectations, and communicate effectively across organizational levels. High EI enhances these social skills, making secretaries more adept at managing interpersonal relationships, resolving conflicts, and maintaining a harmonious work environment (Goleman, 1998). This, in turn, positively impacts overall job performance and effectiveness.

## **2.5 Communication Skills and Job Effectiveness**

Effective communication is a foundational soft skill that plays a pivotal role in enhancing the performance of secretaries in organizations. Secretaries act as the gatekeepers of information, ensuring that communication flows smoothly between different departments, executives, and external stakeholders. Their ability to

communicate effectively, both verbally and in writing, directly impacts the efficiency and success of the organization (Kaufman & Scavo, 2015). Poor communication can result in misunderstandings, delays, and inefficiencies, which can disrupt the workflow and overall operations of the organization (Kaufman & Scavo, 2015). Therefore, strong communication skills are essential in avoiding such issues and maintaining a productive and professional environment.

Secretaries are often responsible for managing incoming and outgoing communication, such as phone calls, emails, and scheduling meetings. They must be able to convey messages clearly and concisely, ensuring that information is accurately transmitted to the relevant individuals. According to Robles (2012), effective communication enables secretaries to perform these tasks efficiently and ensures that they can respond to inquiries in a timely and accurate manner. The ability to articulate thoughts clearly is also crucial in face-to-face interactions with clients, colleagues, and executives. In this capacity, secretaries represent the organization's image, and their communication skills can directly influence how the organization is perceived by external stakeholders (Robles, 2012).

Moreover, communication skills extend beyond just the ability to speak and write well. Active listening, a key component of effective communication, is crucial in the role of a secretary. Active listening ensures that secretaries fully understand the needs, requests, and concerns of clients and colleagues before responding, which minimizes misunderstandings and promotes effective problem-solving (Brownell, 2012). Secretaries with strong active listening skills can anticipate the needs of others and respond appropriately, improving workflow and fostering positive relationships within the workplace (Brownell, 2012).

## **CHAPTER THREE**

### **METHODOLOGY**

This chapter describes the research methodology used to investigate the significance of soft skills in enhancing the performance of secretaries in organizations. It outlined and discussed the following listed sub headings.

3.1 instrument used

3.2Population of the study s

3.3 Sample and Sampling Techniques

3.4 Distribution and Collection of Data

3.5 Reliability

3.6 Validity

3.7 Method of Data Analysis

#### **3.1 Instrument Used**

The primary instrument used for data collection in this study is a structured questionnaire designed by the researcher called (SOSSIETPES). The questionnaire was designed to assess the significance of soft skills in enhancing the performance effectiveness of secretaries within organizations. It was a Likert scale instrument consisted of closed-ended questions aimed at gathering quantitative data on soft skills such as communication, emotional intelligence, time management, and problem-solving, as well as their impact on job performance. This method was chosen because it allows for the collection of standardized data from participants, ensuring consistency in responses and ease of analysis.

### **3.2 Population of the Study**

The population for this study comprised secretaries working in the organization used as case study. These secretaries are employed in various sectors, such as corporate, healthcare, and education, where soft skills are critical for job performance. This population was selected because secretaries in these organizations typically perform diverse tasks that require strong soft skills, making them an ideal group for the study. The population of the study was about 19 in total.

### **3.3 Sample and Sampling Techniques**

A simple random sampling technique was employed to select participants. A sample of 11 secretaries was selected from organization used for the study. These secretaries were chosen from various units of corporate sectors, to capture a range of experiences and perspectives. This sample size was considered appropriate given the scope of the study and the availability of participants who could provide relevant information on significance of soft skills in enhancing the performance of secretaries.

### **3.4 Distribution and Collection of Data**

The questionnaires were distributed personally by the researcher to the selected secretaries. physical copies of the questionnaire were distributed at organization selected for the study. The data collection process took place within two -weeks period to allow sufficient time for all participants to complete the questionnaires. The researcher ensured that all ethical guidelines were followed, including obtaining informed consent and ensuring the confidentiality of participants' responses.

### **3.5 Reliability**

To ensure the reliability of the instrument, a pilot study was conducted with a small sample of 7 secretaries from a similar demographic group. The pilot study aimed to identify any issues with question clarity, timing, and overall structure of the

instrument. The reliability of the questionnaire was further assessed using Cronbach's alpha, which yielded a coefficient of 0.83, indicating that the instrument had high internal consistency and was reliable for data collection.

### **3.6 Validity**

The validity of the study was ensured through content validity. The questionnaire was developed based on an extensive review of relevant literature, ensuring that the questions covered all key aspects of the research topic, such as the significance of soft skills in enhancing performance effectiveness of secretaries. Additionally, the questionnaire was reviewed by experts in the field of administrative work and organizational culture to ensure that it accurately captured the concepts under investigation. The observations of the experts were used to refine the questionnaire to ensure its fitness.

### **3.7 Method of Data Analysis**

The data collected, was analyzed using descriptive statistical methods. Descriptive statistics, such as frequency distributions, and percentages were used to summarize the responses of the respondents to assess the related soft skills and performance effectiveness. This analysis provided insights into the key soft skills that secretaries perceive as essential for their job performance and how these skills influence their effectiveness in the workplace.

## CHAPTER FOUR

### DATA ANALYSIS

#### 4.1 Introduction

This chapter presents the analysis of data collected from 11 secretaries regarding the significance of soft skills in enhancing their performance. The findings, shown in tables, highlighted the significance of various soft skills such as communication, emotional intelligence, and time management on job effectiveness.

#### 4.2 Results

**Table 4.1: Soft skills Enhance Effective Communication Performance of Secretaries**

Options	No. of Respondents	Percentage (%)
Strongly Agree	7	63.64
Agree	4	36.36
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.1 showed that 7 (63.64%) respondents strongly agreed and 4 (36.36%) respondents agreed that communication skills enhance Effective communication performance of secretaries, while none of the respondents disagreed or strongly disagreed with the statement.



**Table 4.2: Emotional Intelligence soft skills Contribute to Secretaries' Job Performance**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	5	45.45
Agree	6	54.55
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.2 showed that 5 (45.45%) respondents strongly agreed and 6 (54.55%) respondents agreed that emotional intelligence soft skills contribute to the job performance of secretaries, while no respondents disagreed or strongly disagreed with the statement.

**Table 4.3: Time Management soft skills is a Critical Skill for Secretaries**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	6	54.55
Agree	5	45.45
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.3 showed that 6 (54.55%) respondents strongly agreed and 5 (45.45%) respondents agreed that time management soft skills is a critical skill for secretaries, while no respondents disagreed or strongly disagreed with the statement.

**Table 4.4: Problem-Solving Skills Impact Secretaries' Job Performance**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	4	36.36
Agree	7	63.64
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.4 showed that 4 (36.36%) respondents strongly agreed and 7 (63.64%) respondents agreed that problem-solving skills impact secretaries' job performance, while no respondents disagreed or strongly disagreed with the statement.

**Table 4.5: Adaptability is a Vital Soft Skill for Secretaries**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	5	45.45
Agree	6	54.55
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.5 showed that 5 (45.45%) respondents strongly agreed and 6 (54.55%) respondents agreed that adaptability is a vital soft skill for secretaries, while no respondents disagreed or strongly disagreed with the statement.

**Table 4.6: Active Listening soft skills Improve Secretarial Job Effectiveness**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	6	54.55
Agree	5	45.45
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.6 showed that 6 (54.55%) respondents strongly agreed and 5 (45.45%) respondents agreed that active listening soft skills improves secretarial job effectiveness, while no respondents disagreed or strongly disagreed with the statement.

**Table 4.7: Leadership soft Skills Enhance the Job Performance of Secretaries**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	4	36.36
Agree	7	63.64
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.7 showed that 4 (36.36%) respondents strongly agreed and 7 (63.64%) respondents agreed that leadership soft skills enhance the job performance of secretaries, while no respondents disagreed or strongly disagreed with the statement.

**Table 4.8: Soft skills Positive Attitude Contribute to the Job Performance of Secretaries**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	5	45.45
Agree	6	54.55
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.8 showed that 5 (45.45%) respondents strongly agreed and 6 (54.55%) respondents agreed that soft skills positive attitude contributes to the job performance of secretaries, while no respondents disagreed or strongly disagreed with the statement.

**Table 4.9: Organizational soft Skills are Essential for Secretaries to Perform Effectively**

<b>Options</b>	<b>** No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	7	63.64
Agree	4	36.36
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.9 showed that 7 (63.64%) respondents strongly agreed and 4 (36.36%) respondents agreed that organizational soft skills are essential for secretaries to perform effectively, while no respondents disagreed or strongly disagreed with the statement.



**Table 4.10: Conflict Management Skill Improve the Job Performance of Secretaries**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	6	54.55
Agree	5	45.45
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.10 showed that 6 (54.55%) respondents strongly agreed and 5 (45.45%) respondents agreed that conflict management skills improve the job performance of secretaries, while no respondents disagreed or strongly disagreed with the statement.

**Table 4.11: Teamwork Enhance Secretaries' Performance**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	5	45.45
Agree	6	54.55
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.11 showed that 5 (45.45%) respondents strongly agreed and 6 (54.55%) respondents agreed that teamwork enhances secretaries' performance, while no respondents disagreed or strongly disagreed with the statement.

**Table 4.12: Stress Management Help Secretaries Perform Their Jobs Better**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	6	54.55
Agree	5	45.45
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.12 showed that 6 (54.55%) respondents strongly agreed and 5 (45.45%) respondents agreed that stress management helps secretaries perform their jobs better, while no respondents disagreed or strongly disagreed with the statement.

**Table 4.13: Secretaries with Strong Interpersonal Skills Perform Better**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	7	63.64
Agree	4	36.36
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.13 showed that 7 (63.64%) respondents strongly agreed and 4 (36.36%) respondents agreed that secretaries with strong interpersonal skills perform better, while no respondents disagreed or strongly disagreed with the statement.

**Table 4.14: Empathy is a Key Soft Skill for Enhancing Secretaries' Performance**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	5	45.45
Agree	6	54.55
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.14 showed that 5 (45.45%) respondents strongly agreed and 6 (54.55%) respondents agreed that empathy is a key soft skill for enhancing secretaries' performance, while no respondents disagreed or strongly disagreed with the statement.

**Table 4.15: Flexibility skills Contribute to Secretaries' Job Success**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	6	54.55
Agree	5	45.45
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.15 showed that 6 (54.55%) respondents strongly agreed and 5 (45.45%) respondents agreed that flexibility contributes to secretaries' job success, while no respondents disagreed or strongly disagreed with the statement.

**Table 4.16: Secretaries' Communication Skills Improve Organizational Productivity**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	6	54.55
Agree	5	45.45
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.16 showed that 6 (54.55%) respondents strongly agreed and 5 (45.45%) respondents agreed that communication skills improve organizational productivity, while no respondents disagreed or strongly disagreed with the statement.

**Table 4.17: Secretaries with High Emotional Intelligence Handle Work Pressure Better**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	7	63.64
Agree	4	36.36
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.17 showed that 7 (63.64%) respondents strongly agreed and 4 (36.36%) respondents agreed that secretaries with high emotional intelligence handle work pressure better, while no respondents disagreed or strongly disagreed with the statement.



**Table 4.18: Soft Skills Help in Building Better Relationships with Colleagues**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	6	54.55
Agree	5	45.45
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.18 showed that 6 (54.55%) respondents strongly agreed and 5 (45.45%) respondents agreed that soft skills help in building better relationships with colleagues, while no respondents disagreed or strongly disagreed with the statement.

**Table 4.19: Being Proactive Improve a Secretary's Job Performance**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	7	63.64
Agree	4	36.36
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.19 showed that 7 (63.64%) respondents strongly agreed and 4 (36.36%) respondents agreed that being proactive improves a secretary's job performance, while no respondents disagreed or strongly disagreed with the statement.

**Table 4.20: Soft Skills Overall Impact Secretaries' Performance Effectiveness**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	7	63.64
Agree	4	36.36
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>11</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.20 showed that 7 (63.64%) respondents strongly agreed and 4 (36.36%) respondents agreed that soft skills overall impact secretaries' performance effectiveness, while no respondents disagreed or strongly disagreed with the statement.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Summary**

This study aimed to investigate the significance of soft skills in enhancing the performance effectiveness of secretaries in organizations. The study explored various soft skills such as communication skills, emotional intelligence, time management, problem-solving, adaptability, leadership skills, and others, to assess their impact on the performance of secretaries.

The findings revealed that the majority of respondents strongly agreed that soft skills, including communication, emotional intelligence, time management, problem-solving, adaptability, and leadership, are crucial for enhancing the effectiveness of secretaries in organizations. The results indicated that secretaries who possess these soft skills are better able to manage their roles, communicate effectively with colleagues, and contribute to the overall success of the organization.

Through the data analysis, it was clear that soft skills not only improve the performance of secretaries but also help in building better relationships within teams, managing stress, and improving job satisfaction. These skills were identified as vital for the professional development of secretaries, enabling them to be more proactive, adaptable, and better prepared to handle work pressure and challenges.

#### **5.2 Conclusion**

In conclusion, the study emphasizes the significant role that soft skills play in enhancing the performance effectiveness of secretaries within organizations. Secretaries equipped with strong soft skills such as communication, time management, emotional intelligence, and adaptability contribute to greater organizational productivity, improved team dynamics, and better interpersonal relationships. This, in

turn, enhances the overall efficiency of the office environment and supports the achievement of organizational goals. Therefore, organizations should prioritize the development of these soft skills to ensure that secretaries perform their roles to the highest standard.

### **5.3 Recommendations**

Based on the findings of this study, the following recommendations are made:

1. Organizations should implement regular training programs and workshops that focus on developing key soft skills such as communication, emotional intelligence, time management, and leadership. This will enhance the overall effectiveness of secretaries and enable them to perform their roles more efficiently.
2. Organizations should place more emphasis on soft skills during the hiring process. When recruiting secretaries, it is important to assess not only technical expertise but also interpersonal skills, adaptability, and emotional intelligence.
3. Organizations should establish a feedback mechanism where secretaries receive regular evaluations on their soft skills. This will allow them to identify areas of improvement and take proactive steps to enhance their abilities, ultimately improving job performance.
4. Senior secretaries or office managers should mentor junior staff to promote soft skill development. Peer support and knowledge sharing can help enhance communication, teamwork, and problem-solving capabilities among secretaries.
5. Organizations should create a work environment that encourages collaboration, stress management, and positive attitudes.

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KWARA STATE POLYTECHNIC, ILORIN

INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGY

DEPARTMENT OF OFFICE TECHNOLOGY AND MANAGEMENT

Dear Sir/Ma,

### RESEARCH QUESTIONNAIRES

This is a research instrument to elicit information relevant to research work titled The Significance of Soft Skills in Enhancing the Performance Effectiveness of Secretaries in Organizations.

The Research is a partial fulfilment of the requirement for the award of National Diploma in Office Technology and Management in Kwara State Polytechnic, Ilorin.

I shall be grateful if this questionnaire can be completed by you. Your anonymity is highly guaranteed. Information gathered through this questionnaire would be used only for Academic purposes.



## QUESTIONNAIRE

1. Soft skills enhance the effective communication performance of secretaries.  
(a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
2. Emotional intelligence soft skills contribute to secretaries' job performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
3. Time management soft skills are a critical skill for secretaries. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
4. Problem-solving skills impact secretaries' job performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
5. Adaptability is a vital soft skill for secretaries. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
6. Active listening soft skills improve secretarial job effectiveness. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
7. Leadership soft skills enhance the job performance of secretaries. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
8. A positive attitude (soft skill) contributes to the job performance of secretaries. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
9. Organizational soft skills are essential for secretaries to perform effectively. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
10. Conflict management skills improve the job performance of secretaries. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
11. Teamwork enhances secretaries' performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

12. Stress management helps secretaries perform their jobs better. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
13. Secretaries with strong interpersonal skills perform better. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
14. Empathy is a key soft skill for enhancing secretaries' performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
15. Flexibility skills contribute to secretaries' job success. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
16. Secretaries' communication skills improve organizational productivity. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
17. Secretaries with high emotional intelligence handle work pressure better. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
18. Soft skills help in building better relationships with colleagues. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
19. Being proactive improves a secretary's job performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
20. Soft skills overall impact secretaries' performance effectiveness. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )