

## CAPACITY BUILDING AS A PREDICTOR OF PROFESSIONALLY-TRAINED SECRETARIES' JOB EFFECTIVENESS

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### ABSTRACT

*The study examined capacity building as a predictor of professionally-trained secretaries' job effectiveness in Ogun State Public Services. Two research questions guided the study. The study used a quantitative research design of survey type. The population of this study comprised all professionally-trained secretaries in Government Ministries in Oke-Mosan, Abeokuta, Ogun State. A total of 75 secretaries from Government ministries in Oke-Mosan, Abeokuta, Ogun State were selected as sample size using purposive sampling technique. Also, stratified sampling technique was also adopted to ensure gender sensitivity is attained. Researcher developed instrument tagged: Capacity Building and Professionally-Trained Secretaries' Job Effectiveness Questionnaire was used for data collection with a reliability coefficient value of 0.85. Research question 1 was analyzed using mean and standard deviation. Research question 2 was answered using Pearson's correlation. The findings revealed that training, workshop, seminar, ICT training and conferences were among the needed capacity building for professionally-trained secretaries' job effectiveness in Ogun State Public Services. There was relationship between capacity building and professionally-trained secretaries' job effectiveness in Ogun State Public Services ( $r = 0.830, P < .05$ ). Conferences, seminars and workshops should be organized from time to time for training and re-training of professionally-trained secretaries on online networking technologies. Confidential secretaries should endeavor to make personal efforts to update their online skills in order to be professionally relevant and be up-to-date.*

*Keywords: Capacity Building, Government Ministries, Job Effectiveness, Ogun State Public Services, Professionally-Trained Secretaries.*

### Introduction

The role play by today professionally-trained secretaries in an organization cannot be overemphasize. They are assistant manager and information keeper. The effectiveness of a secretary in every business organization depends on the availability of office technologies as well as the skills and competencies of the secretary. A professionally-trained secretary is an assistant to a manager. Apart from the traditional responsibilities, such as typing, taking dictation and transcribing, managing records, receiving, storing and retrieving information or operating the computer, attending meetings, answering telephone calls, he now prepares the manager's itinerary, makes travel bookings and hotel reservations, supervises the junior workers, and makes some decisions using his initiatives (Dosunmu, Bukki & Akintola, 2017). Professionally-trained secretary should be able to answer some questions on behalf of the boss. For example, a client who wants the price of a product should not wait to see the boss. A

professionally-trained secretary should be familiar with the company's policies, price list and handbooks in order to relieve the boss burden by providing accurate information.

Igbinedion (2016) identifies the professionally-trained secretaries' responsibilities to include; taking dictation and transcribing it into correspondence which is at once dispatched to its business destination. He highlights some forms of these correspondences to include: letters, memos, circulars, orders, quotations, acceptances, contractual terms, and conditions, invitations, among others. As described by Iyanda (2017), the word professionally-trained secretary means the chief administrator of an organization or a person who performs the functions of organizing and recording the proceedings of meetings, skilled in shorthand and keyboarding; responsible to an executive; as such a Secretary has been regarded to be the brain box of the organization. Job effectiveness is the extent to which an activity fulfils its intended purpose or function. Ayelotan (2014) defined effectiveness as a measure of the match between stated goals and achievements, which is doing the right thing. Job effectiveness in context of this research work is the secretaries' ability to use appropriately and available office machinery/automation/tools to carry out the assigned duties or tasks in an efficient manner in line with the employer's expectations. It is a known fact that employees are the key elements of any organization and secretaries are integral part (Buseni, 2013).

Capacity building is a long-term process in which all stakeholders participate (ministries, local authorities, non-governmental organizations, professional associations, etc.). This creates enabling environment with appropriate policy and legal frameworks, institutional development, including community participation (of women), human resources development and strengthening of managerial systems. In every organization manpower represents key decision areas and as such occupies an ever-increasing significance in modern day organizations. This is primarily due to the fact that manpower is an extremely valuable asset in any organization. This importance can be exemplified in the crucial role it plays in attainment of any organizational goal as organization activities revolve around it for their success. It is noteworthy to mention that the single advantage that any organization may have over any competition sometimes consists of the number and quality of people employed to manage organizational activities (Nwapi, 2023).

For workers such as secretary to be able to improve their effectiveness, they need to acquire necessary knowledge and skills, which will help in no small measure to improve the productivity of the organization. This is made possible by the provision of adequate training and capacity building programme by the organization. Training and development helps to ensure that secretary possess the knowledge and skills they need to perform their job effectively, take on new responsibilities and adapt to changing conditions (Jones & George, 2021). It is further argued that training helps to improve product/service quality, customer satisfaction, productivity, morale, business development and profitability. Nwachukwu (2019), emphasizes that placing attention by any organization on training and development of its employees determines the effectiveness of the organization.

### **Statement of the Problem**

In view of the dynamics in the modern-day business environment, capacity building is the keys activities that any organization must engage in if it hopes to survive. A capacity building and digital innovation is created in any organization to coordinate all training activities of the organization. It has the responsibility of determining training and development need by deciding when and what kind of training, for whom, where, under what conditions, at what cost and by whom the training will be implemented. All these activities are necessary to enable the organization derive the utmost benefits from its capacity building activities. However, many organizations fall short of focusing adequate attention on building adequate capacity among their workforce thereby inhibiting the productivity, efficiency, effectiveness and growth of the organization. The focus of this study therefore was to examine capacity building as a predictor of secretaries' job effectiveness in Ogun State Public Services.

## **Purpose of the Study**

The objective of the study was to examine capacity building as a predictor of a professionally-trained secretaries' job effectiveness in Ogun State Public Services. Specifically, the study sought to:

1. identify needed capacity building of professionally-trained secretaries' job effectiveness in Ogun state public services;
2. examine the relationship between capacity building and professionally-trained secretaries' job effectiveness in Ogun State Public Services.

## **Research Questions**

The following research questions guided the study:

*Research Question 1:* What are the needed capacity building of professionally-trained secretaries' job effectiveness in Ogun State Public Services?

*Research Question 2:* Is there any relationship between capacity building and professionally-trained secretaries' job effectiveness in Ogun State Public Services?

## **Methods**

### ***Research Design***

The study used a quantitative research design of survey type. A quantitative research design of survey type assisted the researcher to determine the predictive power of a solution variable on a dependent variable. That is, the design is always appropriate to examine the relationship between an explanatory variable and a dependent variable of a study.

### ***Research Participants and Sampling Procedure***

The population of this study comprised all professionally-trained secretaries' in Government Ministries in Oke-Mosan, Abeokuta, Ogun State. A total of 75 professionally-trained secretaries from Government Ministries in Oke-Mosan, Abeokuta, Ogun State were selected as sample size using purposive sampling technique. Also, stratified sampling technique was also adopted to ensure gender sensitivity is attained.

### ***Research Instrument***

Researcher developed instrument tagged: "Capacity Building and Professionally-Trained Secretaries' Job Effectiveness Questionnaire" was used for data collection. The questionnaire requested responses on a four (4) – point scale format, which was a modification of 5-point Likert scale. The questionnaire was divided into 2 sections vis-a-vis sections A and B. Section A focused on demographic characteristics of the respondents while sections B examined items regarding level of professionally-trained secretaries' job effectiveness and needed capacity building.

### ***Validation and Reliability of Instrument***

Face and content validity of the instrument were performed on the instrument. A copy of the instrument was made available to the 3 experts for correction and validation. Reliability of the instrument was also performed using the Cronbach's alpha. In this case, copies of the instrument were administered on 7 professionally-trained secretaries in Lagos state ministry of Education. The data that collected were subjected to Cronbach's alpha to yield a reliability coefficient of the items in the questionnaire. A reliability coefficient of 0.85 was reported.

## **Data Analysis**

Research question 1 was analysis using mean and standard deviation. Research question 2 was answered using Pearson's correlation. Any mean score of 2.5 and above is regarded as agree while any one below 2.5 regarded as disagree. For PPMC when a probability value is less than a significance

level ( $p < .05$ ), the research question is positive.

**Result**

*Research Question 1:* What are the needed capacity building of professionally-trained secretaries’ job effectiveness in Ogun State Public Services?

**Table 1: Mean and Standard Deviation of the Needed Capacity Building of Professionally-Trained Secretaries’ Job Effectiveness in Ogun State Public Services.**

Items	Mean	SD	Decisions
Training	2.89	.964	Needed
Workshop	2.99	.986	Needed
Seminar	3.12	.732	Needed
ICT training	3.33	.704	Needed
Conferences	3.25	.715	Needed
Cluster Mean	3.12		Needed

Source: Field survey, 2025

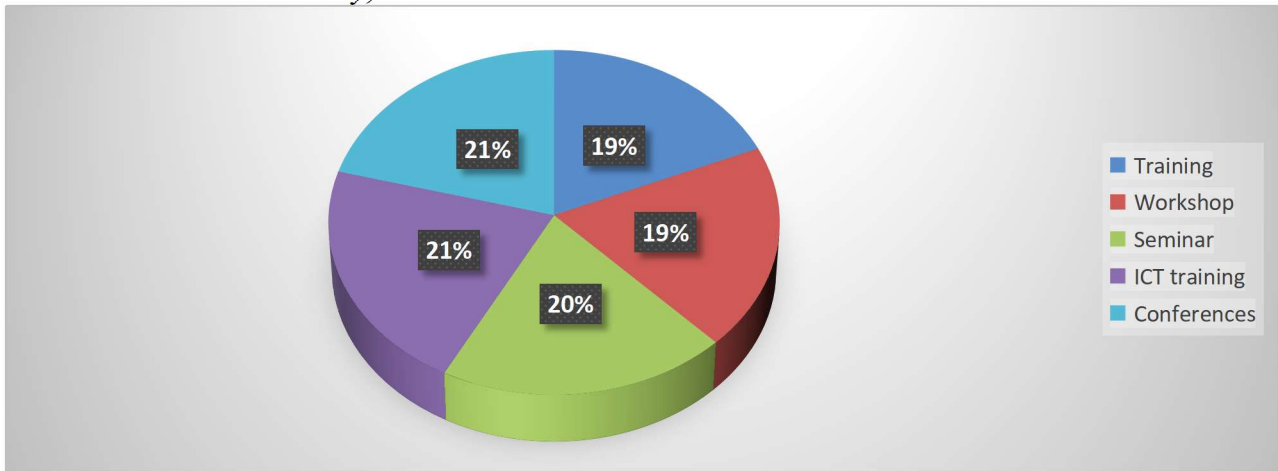


Figure 1: Pie-chart showing the needed capacity building for secretaries’ job effectiveness in Ogun State Public Services.

Table 1 revealed that cluster mean was 3.12 and the bench mark mean value was reported as 2.50. Since,  $3.12 > 2.50$ , the implications of this results were that training, workshop, seminar, ICT training and conferences were among the needed capacity building for professionally-trained secretaries’ job effectiveness in Ogun State Public Services.

*Research Question 1:* Is there any relationship between capacity building and professionally-trained secretaries’ job effectiveness in Ogun State Public Services?

**Table 2: Pearson’s Correlation on the Relationship Between Capacity Building and Professionally-Trained Secretaries’ Job Effectiveness in Ogun State Public Services.**

Variables	Mean	SD	r	p	Remark
Secretaries’ job effectiveness	41.446	4.3650	.830	.003	Significant
Capacity building	31.879	3.3772			

Table 2 revealed that mean, standard deviation and zero order correlation between the variables. It was observed that there was significant relationship between the independent variable and the dependent variable in the order of ( $r = 0.830, P < .05$ ). On this premise, the researcher concluded that there was

relationship between capacity building and professionally-trained secretaries' job effectiveness in Ogun State Public Services.

## Discussion

The findings of the study indicated that training, workshop, seminar, ICT training and conferences were among the needed capacity building for professionally-trained secretaries' job effectiveness in Ogun State Public Services. There was relationship between capacity building and professionally-trained secretaries job effectiveness. These findings corroborate with Duniya (2021) who found that capacity building programme such as training and conferences have capability to develop employee knowledge and skills on better ways to improve their job effectiveness. The author also buttressed that capacity building have direct and positive influence on employees' job productivities in an organization. On the part of Nwachukwu (2019), saw capacity building as antidotes towards improving employee' job performance through acquisition of more skills during the process of training. The author further believed that capacity building programme could sometimes serve as motivation strategy firm can use to aid the effectiveness of its employees. Jones and George (2021) in their study concurred that capacity building aid skills development on the job, serves as job security and experts for employees and consequently aid their job effectiveness. Nwapi, (2023) agreed and concurred that capacity building exercises for secretaries in public sector office promoted their job efficiency and effectiveness.

## Conclusion

Having examined capacity building as a predictor of professionally-trained secretaries' job effectiveness in Ogun state public services, the following conclusions were drawn based on the findings of the study that training, workshop, seminar, ICT training and conferences were among the needed capacity building for secretaries' job effectiveness in Ogun State Public Services. There was significant relationship between capacity building and professionally-trained secretaries job effectiveness.

## Recommendations

Based on the findings of the study, the following recommendations are provided:

1. Conferences, seminars and workshops should be organised from time to time for training and re-training of secretaries on on-line networking technologies.
2. Confidential or professionally-trained secretaries should endeavour to make personal efforts to update their online skills in order to be professional relevant and be up to date.
3. Government should endeavour to provide the necessary and up-to-date ICT equipment's and facilities for tertiary institutions to enable confidential secretaries to get acquaintance with the modern information management challenges.

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