UTILISATION OF SECRETARIES' OFFICE SKILLS BY PRIVATE AND PUBLIC EMPLOYERS

BY

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DECLARATION

I declare that this project is my own work and has not been submitted in any form for another degree or diploma at any other university or institution.

Information got from the published or unpublished work of others has been acknowledged in the text.

SOWUNMI, DADA OLUKAMISI

CERTIFICATION

This thesis titled: "Utilisation of Secretaries' Office Skills by private and public Employers by Miss Dada Olukamisi Sowunmi, meets the regulations governing the award of the degree of Master of Education: Business Education of Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

This study is dedicated to the memory of my late father. Chief Samuel Sulola Sowunmi for laying a solid educational foundation for all his children.

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This research is a result of blending of my experience at Ahmadu Bello University, Zaria, and that of Ogun State Polytechnic, Abeokuta as a student and lecturer as well as my experience as a stenographer and secretary in public and private organisations. Many people, too numerous to mention have had much influence on this research. My colleagues at Ahmadu Bello University, and the Ogun State Polytechnic, had a profound influence on me during the period of the course work and the study. To all of them and those who helped me in one way or the other, I am very grateful.

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Dada Olukamisi Sowunmi

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ABSTRACT

The main purpose of this study is to assess the utilisation of secretaries' office skills by private and public employers of secreiaries. The population the study consisted of 120 private organizations ancl 85 public orgariizations out of which a sample of 85 private and 64 public organizat on were drawm.

In drawing the sample, the researcher made use of the random sampling technique i.e the table of one thousand (1000) digits (Afolabi 1993)

The research instrument was designed to accomodate twenty (20) dfferent skills. The questionnairers were administered to privite and public employers of secretaries that were selected. The samples for the study consisted of 85 private organisations and 64 public organisations. In effect a total of 149 respondents were used in the final analysis of the study.

The study covered six zones (formed by the researcher) of private organisations in the state where there is concentration of companies such as banks and insurance and financial institutions, and also the lifteen Local Governments in the state where the public organisations are located.

The following hypotheses were postulated:

1. There is no significant difference in the degree of utilisation of keyboarding skills between private and public employers.

2. There is no significant difference in the degree of utilisation of stenographic skills between privte and public employers.

3. There is no significant difference in the degree of utilisation of communication skills between private and pubic employers.

The hypotheses postulated were tested using (student t) test and all the three hypotheses were rejected.

The findings showed that employers in private organisations made the most use of secretaries' office skills. As revealed in the literature review and a result of the finding, the reason for this is because the employers in private organisations are expected to produce high results and maximise profits In effect the private organisations were found to be well equipped with the necessary gadgets and equipment to work with. As a result, the secretaries' office skills are mostly utilised since well-qualified secretaries are employed and also rated very highly. This is not so with the public organisations where many secretaries were employed to fill few positions and because their earnings depend on their allocations rather than earned profit.

Some of the recommendations included:

i. Training courses for officers in public organisations should include an appreciation of the role of secretaries. This is to enable them fully utilise secretaries' office skills,

ii. Workshops and Seminars should be organised lor the employers of labour in public organisation so that they can know the potentialities which the

secretaries are endowed with and the likely benefits that can be derived from having them around,

iii. Where a job requires a copy typist, then a highly skilled secretary should not be employed for it, since the secretary will be wasting her talents and will probably be frustrated in the process.

iv. Individual bosses should take the time to sit down with their secretaries and work out jointly how many tasks could effectively be delegated to the latter.

It is hopeful that the study would contribute significantly in helping employers of labour in public and private organisation[1]; make the optimum use of the secretaries' office skills.

SOWUNMI DADA OLUKAMISI

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OPERATIONAL DEFINITION OF TERMS

The following definition of terms as they relate to the study will be relevant:

1. **Communication Skills:** The competency or ability possessed to be able to relay an oral or written message.
2. **Degree of Utilisation:** The extent of the use of something i.e of skills.
3. **Keyboarding Skills:** The competency or ability possessed to be able to typewrite.
4. **Professional:** Someone who after extensive training or study earns a living by practising a particular skill or discipline or sport and who conforms to the high standard expected of her.
5. **Secretary:** Someone who without direct responsibility assists another with communication and public relations in business, profession and personal affairs.
6. **Secretaries' Office Skills:** Competencies that a secretary is required to possess to be able to function effectively and efficiently in a modern office of a business organisation.
7. **Stenographic Skills:** The competency or ability possessed to be able to write shorthand and be able to transcribe.
8. **Utilisation of Office Skills:** The act of making use of competencies possessed by secretaries.

CHAPTER ONE

INTRODUCTION

1.1 Background Information

The word `secretary' is derived from the word `secret'. The prefixes which precede the word `secretary'such as`permanent'. `under'. `personal'. executive'. `confidential'.`company'. etc. give many distinctions depending on the usage. The predominance of any of the above prefixes largely lies on the environment in which it is applied.

The normal place for the training of a qualified secretary under study presently in Nigeria are the Polytechnics. Colleges of Technology,and other related tertiary institutions. The type of secretary being considered here is private or personal secretary. These sets of secretaries are the hearts and souls of their individual bosses and the success of any boss could be attributed to the handwork of the secretary.

Anderson (1976) defines a "secretary as a person who is an executive assistant. who possesses a mastery of office skills. who demonstrates the ability to assume responsibility without direct supervision. who exercises initiative and judgement and who makes decisions within the scope of assigned authority". The body reiterated further that "a secretary must be a good organiser. a walking encylopaedia. a problem solver. a confidant. a counsellor. well-educated. articulate and cultured".

To achieve maximum productivity. every work or production process requires specialised skills and competencies. Secretarial skills are those abilities and competencies that enable secretaries perform secretarial duties most effectively and

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help job seekers to be easily employable in the office as secretaries (Arukwe, 1990).

It is the believe of Vinnicombe (1982) that organisations provide their managers with secretaries as they do cars. Yet more time is spent by managers and organisations scrutinising and analysing the purchase, allocation, maintenance, and expense of cars, than considering the function, selection, performance, and development of secretaries.

It is the belief of Harrison (1990) that prudent employers will seek ways of making more effective use of secretaries and contrary to the ill-conceived belief that there will be a reduction in their number, one can see the reverse being true and that well qualified secretaries will be recruited in large numbers with possible reductions in other categories of staff. To make this happen, one will, of course, need to recruit many more able students with the ability to make effective use of new technologies and to equip them with administrative skills.

1.2 Statement of the Problem

The researcher has been in secretarial education as a student, a secretary, and a teacher for over two decades. It has been noticed during this period (and through feedback from graduate secretaries who graduated from the Ogun State Polytechnic, Abeokuta) that most employers do not justify the full use of the office skills of secretaries both in private and public organisations. Some bosses are not even aware of the usefulness of the skills let alone of utilising them. This fact is further explained by Harrison (1990) by stating that "... would like training courses of managers to

include an appreciation of the role of the secretary in their companies. Unfortunately, executives do not, in many cases have sufficient knowledge of the secretarial functions to be able to make use of them for their own and their company's benefit."

Igwe (1992) maintained that it is generally believed that secretaries in some of the government ministries are used as copy typists. Such under-utilisation or even non-utilisation of secretaries' office skills may not bring judicious use of the office skills and such secretaries may not have the sense of achievement. Vinnicombe (1982) also attested to this fact by saying that "...in many situations secretaries are vastly over-qualified for the jobs they are doing."

The only office skill being mostly utilised by employers has to do with the aspect of producing correspondence. Other aspects such as computer input, word processing, operating telex and fax machines are not being fully utilised. One area which can cause great dissatisfaction of the secretary is lack of delegation of responsibilities. Many secretaries feel that they could do far more to help their managers but the latter often do not delegate responsibilities, thereby making the secretaries job limited and boring. (MacDonald and Little, 1980).

It was Igwe's (1992) opinion that the secretary's working time is partially utilised with many executives most of the time using their secretaries as private typists, filing clerks, copying machine operators, tea makers, and routine errand runners. Such executives fail to exploit the potentials of the secretary in terms of services available and this can be frustrating for a secretary with a high level of intelligence and academic business and secretarial training.

Therefore the problem of the study is to find out the degree of utilisation of secretaries' office skills by employers of secretary in private and public organisations. that is, are employers in private organisation making more use of secretaries' office skills than employers in public organisations or vice versa?

There is the assumption that some managers in private organisations make better use of their secretaries than those in public organisations, and also that managers in both private and public organisations may not be making full utilisation of their secretaries' office skills.

1.3 Null Hypothesis (Ho)

The following hypothesis were postulated:

1. There is no significant difference in the degree of utilisation of secretaries' keyboarding skills between private and public employers.
2. There is no significant difference in the degree of utilisation of secretaries's stenographic skills between private and public employers.
3. There is no significant difference in the degree of utilisation of secretaries' communication skills between private and public employers

1.4 Basic Assumptions of the Study

The following assumptions were made in this study:

1. There is a difference in the degree of utilisation of secretaries' office skills between employers in private and public organisations:

2. Employers in private organisations make use of more office skills than employers in public organisations because of the level of efficiency and expectation of high results in the private organisations.

3. The under-utilisation of secretaries' office skills is attributed to misconception of what the job specification or schedule of secretaries entails by managers.

1.5 Objective of Study

The objective of this study is therefore to enhance the degree of utilisation of secretaries' office skills by employers of private and public organisations in Ogun State and to know which of the skills are mostly utilised by employers of secretaries in private and public organisations.

In light of the above, this study will specifically:

a. Examine whether certain designated secretaries' office skills possessed by secretaries in Ogun State are fully utilised by their employers and which of the skills are mostly utilised by employers in private and public organisations.

b. Examine whether the type of secretaries' office skills utilised by employers in the public organisation are different from those utilised by private organisations.

1.6 Significance of the Study

In Nigeria, office skills are aspects of business education and are learned in the private and public business institution of learning. For example, office skills are

pursued in the Department of Secretarial Studies of Polytechnics, Colleges of Technology and other related tertiary institutions and Business Education Department in Universities. The importance of this study, therefore, lies in the fact that certain desirable secretaries' office skills which should be possessed by secretaries were brought to focus. It also brought into focus the office skills which the employers utilised mostly and frequently in office situation. The findings of this study should be informative and useful to Administrative Personnel, Secretaries, Secretarial Students and the society at large in terms of identifying and assessing secretaries' office skills so as to match these with employers' utilisation of the skills. The study, it is hoped, will spur further researchers in the identification andassessment of secretaries office skills in other states of the federation and in offices in general.

1.7 Delimitations

There are certain considerations which delimit this study. This study was delimited to employers in private and public organisations in Ogun State. This study is also delimited to the office skills of secretaries which are keyboarding skills, stenographic skills and communication skills.

1.8 Limitations of the Study

The major constraints of the study are as follows:-

(a) The researcher reviewed several journal articles and books but did not find any literature which showed full utilisation of secretaries' office skills. Therefore it could not be included in the literature review.

(b) The researcher limited the study to only Ogun State of Nigeria because of financial and time constraints.

(c) There are attitudes and skills which secretaries are expected to use in the office but the study is limited to the 20 skills identified in the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2. Introduction

This chapter reviews existing literature in the study and is divided into seven sub-sections namely:

2.1 Importance and Description of a secretary

2.2 Secretaries' office skills and competencies

2.3 Educational and professional qualifications of a secretary

2.4 Academic achievement of well-trained secretary

2.5 Changing roles of secretaries

2.6 Employers utilisation of secretaries' office skills

2.7 Summary

2.1. Importance of a Secretary in an Organisation

Traditionally, the secretarial profession was thought to be of less importance to both private and public sectors of the economy all over the world. For instance, the first American to whom a typewritten letter was sent thought it was a disgrace to him and he returned the letter to the sender with a note: 'You need not type my letter. I can read'. It was felt that those whose letters are typed are those who cannot read handwritten documents (Zubeck, 1964. Interestingly, the traditional maltreatment and belief have deteriorated with time. This is because training for the profession is not only emphasised but improved with sophisticated methods and materials. Modern

techniques and facilities have been introduced and obviously time has evidently facilitated the turnout of good and qualified secretaries. Consequently, people have started to realise fully the importance of secretaries in the offices and societies all over the world. This moreso has led to the scarcity of qualified secretaries almost everywhere in the world because the demand for them has risen considerably.

The work of the secretary is of enormous importance to the organisation and the nation at large. She is to be found in every type of private and public enterprises, from the small family concern to the multi-national company. In the traditional state organisations like the Army, Airforce, Navy and Civil Service and in the newer state - controlled organisations like electricity, gas, transport, firm etc., the secretary has a vital role to play. In Universities, Colleges, Schools, Hospitals, and Social and Welfare Establishments, she is the key link between the executive and committee charged with responsibility for their service or the employees who will carry out plans.

Behind every successful executive, there is an efficient secretary who acts as the executive's alter ego 'other self'. In the past, there were more male executives than female executives. Nowadays, the number of female executives has increased tremendously. The secretary is the power behind the throne in many executive situations. The secretarial profession probably does more to promote the efficiency of the nation than any other profession. Wheels do not turn until the head office memorandum arrives to start the machinery, and a call from the production manager's secretary can shut down a plant in a minute if there is an emergency. It then follows

that the secretary must be a person of responsibility and with dedication, high qualifications, experience and hardwork to perform these vital duties efficiently and enthusiastically.

Pryse (1983) in stressing the importance of a secretary in an organisation asserted that many women who are now top executives with secretaries of theirs started out initially as secretaries themselves. Abulla (1991) opined that the secretarial profession is a training ground for higher responsibilities.

Aina (1991) also explained the importance of a secretary when she stressed that 'Secretaries should see their work as a noble, honorable professjon with which they can build on to become a banker, an insurer, an accountant, and also to be able to do the secretarial work.

Description of a Secretary

There is no universally accepted definition of the secretary. The best way to have a better understanding of the secretary is to identify and appreciate her functions or roles within the business, industrial and professional environment. Basically, the role of the secretary is supportive. In the performance of her multiple roles, the secretary collaborates with others with communication and public relations in the promotion of enterprise.

According to Anderson (1976), the National Secretaries Association International define the secretary as "a person who is an executive assistant, who possesses a mastery of office skills, who demonstrates the ability to assume

responsibilities without direct supervision, who exercises initiative and judgement and who makes decisions within the scope of assigned authority". The body reiterated further that "a secretary must be a good organiser, a walking encyclopedia, a problem solver, a confidant, a counsellor, well-educated, articulate and cultured".

The word 'secretary' has come to be used too loosely. Many junior typists, who are only beginning to acquire their skills, like to think of themselves as secretaries. It also flatters young managers, who are seeking to build their importance to refer to the typist who prepares their letters and reports as their secretary (Owolabi, 1988).

Similarly, Pryse (1983) found out that 'the word secretary was often the synonym for the female who organised and ran a small office for the employer. She was usually the main channel of communication between the employer and members of the firm.

With constant demands on her competence and ability, she was expected to 'be loyal, discrete and tactful, and to maintain complete confidentiality'. She went further to say that 'the secretary was expected to devote all her energies and enthusiasms to her employer's interests while protecting him from unwanted and undesirable work-load, she remained in a completely sub-servient situation, low in status, with a pitifully low salary and little thought or expectation of advancement'.

Pryse (1983) asserted further that 'the modern perfect secretary is worth her weight in gold to her employer and the organisation' She says the modern secretary has a good educational background and a sound business training. She is also able to

combine the skills of a valuable personal assistant, an administrator and organiser. She is knowledgeable about area of business, government or institution with which she works and she is completely familiar with its internal structure and organisation as well as its aims and objectives.

Strony et al (1966) also had a similar view to Pryse's. They pointed out that the true secretary should have not only highly competent manual skills but also an understanding of organisations and administration and a capacity for obtaining results through people on behalf of her manager. This is a complex activity requiring knowledge, and social skills which needs continually to be developed. According to Whitehead (1977), the most intangible qualities of the private secretary and the most important ones are the personal qualities she displays. The 'executive considering a candidate to a top secretarial post is entitled to assume that she has a good general education, a mastery of the tools of her trade and reasonable business background.

McBreaty (1986) shared the same view with the National Secretaries Association when she opined that 'a secretary must have a sense of humour, develop a good memory, have unlimited commonsense and boundless initiative. Among the secretary's job, she continues is 'that of a tea lady, mechanic, window cleaner, first aider, electrician, messenger, needle woman, and chauffeur. She should have no home, never be hungry and be completely devoid of all human emotions'.

Strony et al (1966) quoted Ralph Knight as saying that 'a secretary is supposed to be a 'jill-of-all-trades; which include being a psychologist, politician, diplomat,

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research expert, memory shark, writer, business lawyer, machinist, personal banker for her boss, errand girl, and desk duster. Furthermore, she is a mind reader, she is calm, polite, dignified, charming, good natured and unswervingly loyal to her boss. In Anderson's (1976) view, the competent secretary is a kind of all-purpose sentry, diplomat, psychologist, business lawyer, researcher, writer and shock absorber.

2.2 Secretaries' Office Skills and Competencies

The employer or customer expects the secretary to be competent in performing the basic office skills. The secretary is expected to bring to the office or his small business a degree of proficiency at performing those skills that have traditionally been thought as pre-requisites for employment. Employers and customers have increased their demand for secretaries who are competent in the use of grammar, punctuation, spelling and proper word choice and who can express themselves both orally and in writing. Listening skills are also essential - the ability to follow directions and accurately collect facts and information to be so stored and later retrieved. Today, the greater need is for editing skills that go far beyond what we normally thought of as proof-reading (Okwuanso, 1992).

The main function of secretaries is to assist a member of staff (her executive) by performing the office work and ensuring the smooth running of the executive's office.

The following are the duties of a well-qualified secretary in any well-established organisation as enumerated by Place et at (1980):

1. A secretary relieves her executive of various administrative details: co-ordinates and maintains effective office procedures and efficient work flows, implements policies and procedures set by employers, establishes, and maintains harmonious working relationship with superiors, co-workers, subordinates, customers, clients or suppliers.

2. Schedules appointments and maintains calendar. Receive and assists visitors and telephone callers and refers them to the executive or other appropriate person as circumstances warrant. 'Arranges business itineraries and co-ordinates the executive's travel arrangements.

3. Takes action authorised during executive's absence and uses initiative and judgement to see that matters requiring attention are referred to delegated authority or handled in a manner so as to minimise effect of employer's absence.

4. Takes in shorthand and transcribes from it or transcribes from machine dictation. Types materials from longhand to rough copy.

5. Sorts, read, and annotates incoming mail and documents and attaches appropriate file to facilitate necessary action: determines routing, sign signature required, and maintains follow-up. Composes correspondence and reports for his or executive's signature. Prepares communication outline by executive in oral or written directions.

6. Conducts researches, makes preparation for meetings, work projects, and submits reports. Correlates and edits materials submitted by others. Organises material which may be presented to executive in draft format.

7. Maintains filing and records management systems and other office flow procedures.

8. Makes arrangements for and co-ordinates conferences and meeting' May serve as a recorder of minutes with responsibilities for transcription and distribution to participants.

9. May supervise or hire other employees: select and or make recommendations for purchase of supplies and equipment, maintains budget and expense account records, financial records, and confidential files.

10. Maintains up-to-date procedures manuals for the specific duties handled on the job.

11. Performs other duties as assigned or as judgement or necessity indicates.

According to Shaw (1977)'the following are considered as duties of secretaries requiring responsibility with greater initiative:

a. Initiating correspondence on all routine matters and draft letters etc. on more difficult matters for boss's approval.

b. Collects information for boss's reports, drafts when possible.

c. Liaise with boss's subordinates and colleagues. Circulate information on own initiative.

d. Follow-up correspondence, projects etc.

e. Produce precis of correspondence, articles etc.

f. Screens publications for boss's attention, distribute publications.

g. Deals with visitors and telephone callers on all straight-forward matters, ensures priority attention for clients complaints.

h. Arranges meetings, collects, prepares and distributes documents, attends meetings to take notes; prepares minutes or reports.

i. Prepares itineraries and organises travel arrangements including liaison with chauffeur, from basic instructions from the boss.

j. Arranges functions. Entertains guests if required.

k. Establishes or re-organises filing system if necessary.

l. Reviews and destroys out-dated documentation as appropriate.

m. Supervises and trains junior staff.

n. Organises boss's time and priorities plan appointment schedule, ensures that the boss is in the right place at the right time with the right documents and information.

o. Handles departmental or boss personal diary.

p. Handles boss's recurrent personal business, if any.

However, the duties of a junior secretary requiring office skills as stated by Ruby Ford (1980) are as follows:

a. Keyboard Skill
b. Fast Typewriting
c. Word Processing
d. Accurate Shorthand
e. Foreign Shorthand
f. Good Communication (speaking)
g. Neat Handwriting
h. Accurate Typewriting
i. Audio Typewriting
j. Computer Input
k. Fast Shorthand
l. Good Communication (writing)
m. Good Spelling
n. Numeracy.

Okoye (1992) in appraising the effectiveness of graduate secretaries stated the office skills of secretaries as including the following:

a. Good Human Competency
b. Good Shorthand Competency
c. Ability to Operate the Computer
d. Ability to Communication in English
e. Ability to Operate Telex Machine
f. Ability to Operate Radio
k. Ability to type
l Ability to Operate Word Processor.
m. Ability to Communicate in French
n. Ability to Keep Official Secret.
o. Ability to Operate Switchboard

Equipment

g. Ability to Operate Electric Typewriter

h. Ability to reproduce dictated materials

i. Ability to Operate duplicating machine

j. Ability to function without supervision.

p. Proficiency in Audio Typing.

q. Ability to Operate Electronic Typewriter.

r. Ability to Operate the Copier.

s. Ability to co-operate with colleagues.

Arukwe (1990) in stating his own office skills of secretaries stated the following as designated office skills:

a. General knowledge

b. Integrity

c. Co-operation with colleagues

d. Shorthand competency

e. General skill of speed and accuracy

f. Ability in numerical

l. Ability to type

m. Ability to locate documents.

n. Communication ability in English.

j. Sense of judgement and initiative.

k. Good human relations with the public.

calculations

g. Ability to keep official secrets

h. Drive and determination

i. Capacity to work under pressure

o. Self comportment and control.

p. Concentration on the job.

q. Acceptance of responsibility.

r. Obedience to superiors.

Pryse (1983) in suggesting the six skills essential to modern secretary has the following:

Organisation and administrative ability: High level of secretarial skills (shorthand and typewriting): familiarity with office machinery and computers: Bilingual and multilingual ability: Ability to direct the standard and flow of information from the office and produce literate internal and external communication: The ability to appreciate the entire area of activity in which the organisations or company operates and to become familiar with all aspects of it.

2.3 Educational and Professional Qualifications

Preparation for almost every worth while career is continual, because of the speed of technological change and the need for such forward planning. secretarial work is no exception. Employers look for applicants who are up-to-date and well-informed. The broader a secretary's educational background the better. Many of the best jobs go to those who have successfully completed secretarial and business administration programmes (Place 1980).

Place (1980) further opined that opportunities for high-level secretarial jobs and for promotion come from most often to those who have combined a broad general education with vocational or professional business courses. General education subjects are divided into three categories - humanities, social science and sciences. through the study of humanities and cultural heritage, a potential secretary gains insights that lead her to appreciate better the total environment and to converse and work more intelligently with all types of people. Basic communication skills are imparted in English and Literature courses. The ability to express oneself clearly and forcibly is a genuine claim in all types of work as well as in social situations. (Place, 1980).

The author went further to state that 'social science' courses acquaint the secretary with the fundamental of human behaviour and the structure of the society'. They help a secretary to understand herself as well as other people. Courses in Economics and Political Science aid her understanding of current events and of many business phenomena.

By studying the sciences, Hicks et al (1972) asserted that ' a secretary gains a clearer understanding of many modern technological developments from Data Processing and Telecommunications advances.' They stated further that 'the vocational skills needed by a secretary vary according to the position she seeks (to work as a legal, bilingual or medical secretary). However, there is a basic core of vocational training that every secretary needs wherever she works.

Important components of this training are Shorthand. Typewriting. Communication. Office Procedures. Accounting. Data Processing. Business and Management and Principles of Human relations.' The authors stated further that 'although businessmen generally agree that Typewriting and Shorthand are the most important vocational tools of a beginning secretary. they are quick to point out that the secretary who wishes to advance also needs to be management oriented.

In today's world. according to the authors. It is increasingly evident that an important prerequisite to top-level secretarial performance is balanced education. As management in all types of business professions. and government organisations have given greater responsibilities to secretaries. Secretaries themselves have increased their efforts to raise their own professional standards and goals through membership in secretarial associations in their educational programmes.'

At every stage of the secretarial profession in any higher institution of learning. english language is studied among many other relevant courses. To qualify for National Diploma and Higher National Diploma in secretarial Studies at the Ogun State Polytechnic. Abeokuta. for example. the following subjects are offered (as contained in the National Board for Technical Education Curriculum and Syllabus in Secretarial Studies).

National Diploma Course

ND 1 First Semester	**ND 1 Second Semester**
Shorthand Theory I	Shorthand (80 w.p.m)

Shorthand Theory II

Typewriting Theory (30 w.p.m.)

Office Practice

Principles of Accounts

Use of English

Citizenship Education I

ND II First semester

Shorthand (90 w.p.m.)

Typewriting (45 w.p.m.)

Secretarial Duties

Principles of Economics

Use of English II

Government

Word Processing

Typewriting (40 w.p.m)

Introduction to Business

Business Mathematics

Communication in English

Principles of Law

Citizenship Education II

ND II SECOND SEMESTER

Shorthand (100 w.p.m.)

Typewriting (50 w.p.m.)

Economics II

Word Processing

Project

Communication in English

Intro. to Computer Mgt.

Introduction to Psychology

Enterprenureship Development

Higher National Diploma Course

HND I First Semester

Shorthand (105 w.p.m.)

Typewriting (53 w.p.m.)

Office Administration

HND I Second Semester

Shorthand (110 w.p.m.)

Typewriting (55 w.p.m.)

Office Management

Business Law	Penultimate Comm. in Eng.
Penultimate Use of English	Managerial Economics
Consumer Behaviour	Social Psychology
Principles of Marketing	Research Methodology
HND II First Semester	**HND II Second Semester**
Shorthand (115 w.p.m.)	Shorthand (120 w.p.m.)
Typewriting (58 w.p.m.)	Typewriting (60 w.p.m.)
Intro. to Research Technique	Pers. Mgt. and Hum. Rel.
Advanced Use of English	Advanced Comm in English
Company Secretarial Practice	Project
Industrial Psychology	Data Processing
	Organisational Behaviour

2.4 Academic Achievements of Well-Trained Secretaries

Review of literature revealed that the well-trained secretaries are now climbing up the management ladder and they are now found in high positions unlike in the past when their impacts were not much felt due to poor training they used to have. (Kassim, 1988)

According to Place et al (1972) ... more and more secretaries are now qualifying as Personnel Directors, Lawyers, Production Co-ordinators, Editors, Advertising Executives, Office Managers, Programme Analysts etc. Although the route from secretarial to non-secretarial management posts is not heavily travelled.

there is a definite trend to select for management training and promotion from those who are experienced within a company or a certain type of industry. As stated above, the management training which well-trained secretaries go through both in the school and after graduating, coupled with their experience on the job, are some of the reasons responsible for the high posts most of them are now occupying.

Stanwell and Shaw (1974) stated that modern secretaries have proved themselves so indispensable and others, given the encouragement and opportunity to prove themselves, may leave the organisation and use their experience to get an executive position in similar organisation. Still others could take courses in education and lecture in higher institutions. They went further to state that. 'A well-trained secretary can, if he or she so wishes, rise up to the management level in the organisation. It is not beyond the capability of anybody who started with a good secretarial training to get to the top in whatever business career selected and specific area of interest'. These facts were further enunciated when place et al (1980) stated that' as you gain a greater knowledge of business through your work as a secretary, you may find that you have developed interest in some other area'. All they are trying to emphasize above is that ' the sky is the limit' for a well-trained secretary whether junior or senior who is worth her salt. The quotations support the fact that a lot of our highly placed personalities today started their career either as Typists, Stenographers, or Secretaries. An example that comes to mind here is that of late Chief Obafemi Awolowo, a senior advocate of Nigeria (SAN) and the former premier of the defunct Western State who was employed as a full-fledged secretary with short

hand speed of 100 to 120 words per minute and typing speed of 40 words per minute in March, 1930 by German firm of J.W. Jaeckely and Company (Awolowo 1967).

He further attested to the demand of secretaries when he stated that: In the matter of salaries, it was the shorthand-typist who dictated what they wanted. I thought to myself that I would have to master Shorthand and Typewriting and the English Language if I was to become one of them. MY ambition was all the more fired by the occasional advertisements which I used to see in the newspaper: Wanted: A Shorthand-typist. Apply to so and so, stating speed, experience, and salary required. I compared this rosy prospect with what awaited me at the end of my teacher training course with a little prospect of a rise".

Figure 1 on Appendix H shows some secretarial career structure. The figure shows the various chances open to the well-trained secretaries and it also shows clearly that they can advance, with time, to executive positions with good secretarial training (Sowunmi, 1986).

Still on the indispensability of the well-trained secretary in any well-established organisation, it further attested to that the success or otherwise of any efficiency and expertise of the secretary. A secretary is the first person to be seen and the impression he or she creates will have long impact on the image of the organisation (Bankole, 1985).

2.5 Changing Roles of Secretaries

The world is changing. The changes are political, economic, social, biological ecological, technological etc. and the changing facets are unending.

As true and constant as Darwinian theory is, only those who can adapt to the changing environment will survive. Ecological changes affect economic and socio-political systems which in turn lead to technological changes.

All these affect people and the various institutions around which the human race revolves. The changes also affect management and organisation.

Such is the change that affects the roles of secretaries (Fasusi 1992).

Secretaries have emerged as important members of management team. They are vital links between the making and the implementing of business plans.

For example, besides being custodians of office records, secretaries now play an expanded role in processing reports, schedules, and directives. The smooth flow of activity in an executive's office often depends on his secretary's ability to set priority as well as to take care of routine matters. An alert secretary often sees many aspects of the business environment that her boss might fail to notice.

According to Baker (1990) ' As the secretary becomes a centre of competence rather than just a paper handling service, the relationship between secretarial and managerial roles change. In fact, many managers would prefer their secretaries to adopt the role of a genuine personal assistant enabling them to work as a team. Until now, that was not possible due to the secretary's typing, filing, and mailing jobs which left no time for teamwork and no occasion to show true ability. The advances

in technology allow the secretary to work on a much more even footing. develop their own areas of expertise and carve out a career position independent of their boss's promotion prospects.

Onuk (1992) maintained that 'Today's secretary must as a matter of necessity be a member of the management team. He or she must be capable of serving in any managerial position in human resource management. information processing. office administration. financial administration. production management and general management. The author further maintained that 'one good way of effecting this development is the introduction of relevant training programmes in modern management'.

A corollary of this as noted by Harrison (1992) is the inclusion of some appreciation courses for managers on the role of the secretary in management. His contention is that most executives do not have sufficient knowledge of the secretarial functions to be able to make full use of them for their company's benefits.

Waston (1992) in her own contribution stated that 'secretarial jobs are now being offered as 'Information Assistant', or 'Information Services Officer'. All of this results in the opening up of new career routes for what used to be the secretary. Watson (1992) stated further that 'Gone are the days when manual typewriters ruled supreme and the secretary used her imagination with capitals. spacing and underscoring. Today's word processors have access to hundreds of type fonts. a wide range of type sizes and facilities to allow names and address to be merged into standard letters. At the point of mouse. graphics can be incorporated into a document

and statistical information from another computer or application included. Desk top personal computer can be interlinked (with access to hard disk memory banks) to enable files and application software to be accessed, and for electronic messages to be routed either round a multi-storey office block or across the world in seconds'.

According to Oguniyi (1990) ' The new secretary is the one who can cope with all the stress and demands of the office in a manner that will ensure her leadership in overall control of all the crises that may emanate from managing records, communication, information and people and other resources, that are intrinsically involved in making an office the nerve-centre of any business organisation'.

Harrison (1990) suggests that ' there is an urgent need 'to examine office productivity to seek ways of improving efficiency and using staff more effectively and to the full potential. There are for example, thousands of senior secretaries engaged in business, well experienced, knowledgeable and capable of assuming management responsibilities, but in most cases, they are under-utilised and are not achieving their potentials. He suggested further that ' an enhancement of their roles, pay and number would improve office efficiency and prove economically sound, having regard to the labour cost management'. It was Harrison's (1990) prediction that ' secretaries who are equipped with the relevant skills in new technology and management techniques will be given enhanced power and responsibilities in the office of the future and will get to the top'.

It was Anyaduba's (1991) view that ' as the executive develops managerial and administrative capacity to grapple with the changes that will come about as a result of

systemic and structural adjustment. the professional secretary will be required to assume greater responsibility in the managerial echelon. and become integrated into management team'.

Related to this view is that of Igwe (1992) that the secretary's role is becoming increasingly that of assistant to management.

According to Pryse (1983) 'Innovative technology has 'brought about considerable changes in the structure and organisation of the office as well as the traditional role of the secretary. In the past: a secretary was an office 'main of all work' or 'jill of all trades' expected to cope with unrelated typing and non-typing duties in a general office. Modern technology has made it possible for a secretary to have a much more clearly defined job designation either as a correspondence secretary. word processor operator or as an administrative secretary handling general secretarial duties'.

2.6 Employers' Utilisation of Secretaries' Office Skills

A secretary is the life-wire of an organisation. Based on the type of training received. they are expected to handle a lot of secretarial and administrative work of the organisation. But it has been found through review of literature that some of these secretaries' office skills are not being fully utilised (Harrison 1990).

Pryse (1983) maintained that the work of a secretary can be a very demanding occupation that requires not only competence in a wide range of skills and ability to get on with people. but also personal qualities like loyalty. tact. discretion.

cheerfulness and interest'. She went further to say that the rewards for this expertise can be a career with plenty of individual responsibility, work that demands mutual trust and respect, expands skills and talents, and offers interest and satisfaction'.

Macdonald and Little (1980) opined that 'having some rules of the game written down will help both secretary and manager to concentrate separately on their tasks, collaborates on joint efforts and ensure that the manager delegates instead of engaging in detailed work which the secretary can well undertake'. The authors went further to state that 'few people are given a proper training in managing a secretary. Yet it is probably not an exaggeration to say that for some managers, one of the most puzzling aspects of their promotion is how to handle their secretaries - particularly if the secretaries appear to know more about the job than the managers do.' They went further to state that 'the instinctive reaction of an insecure manager is often to take back the responsibilities the secretary has so painfully acquired and to build a defensive fortress of irrelevant 'business' about himself. He then feels free to familiarise himself with what goes on without interference. Meanwhile, the secretary (understandably) signs off and sulks.'

It is also the authors' opinion that 'one area which can cause great dissatisfaction for the secretary is lack of delegation. Many secretaries feel that they could do far more to help their managers, but the latter often do not delegate functions thereby making the secretary's job limited and boring.'

According to Igwe (1992) 'The problem is that despite the huge expenditure on secretarial services, organisations do not make effective use of these services. He

further quoted Wallace (1974) as saying that 'numerous studies have demonstrated that the vast majority of secretarial staff spend some 30 to 40 per cent of their working lives not being gainfully employed.' In fact, the most frequent reason given by such staff for wanting to change job is underemployment It is also the author's opinion that 'at the moment industry is spending millions of Naira on the relative simple process of getting letters, memos, and reports and other materials typed, disseminated and filed. If the secretaries' wages or wage bill is added to the spiralling costs of office accommodation and other overheads, the need for effective use of secretarial services within industry and commerce becomes greater than ever before.

It was the author's opinion that the secretary's working time is partially utilised with many executives most of the time using their secretaries simply as private typists, filing clerks, copying machine operators, tea makers, and routine errand runners. Such executives fail to exploit the potentials of the secretary in terms of services available and this can be frustrating for a secretary with a high level of intelligence and academic, commercial and secretarial training.

One noted example of where secretarial positions have changed is in Sweden, and the Volvo company in particular. Just as the company's production line techniques constantly evolve to improve efficiency, so Volvo administration has undergone a complete overhaul.

According to Stevens (1990) 'In Sweden, offices have a more open atmosphere and the secretaries are positively encouraged to take decisions, to control budgets and be responsible for administration. The managers have learnt to trust their secretaries

and to make their own coffee ! Not only have the secretaries been trained and acquired new skills and more responsibilities but the managers have trained themselves to look at secretaries in a different light. When Volvo secretaries attend a seven-day training course, their managers are obliged to attend for at least one day as well'.

From personal interview conducted at the Director General's office of the Ministry of Establishment, Ogun state, it is the opinion of the Director General that secretary's underutilisation can possibly arise as a result of over recruitment of secretarial hands.

It is also the opinion of A J. Abosede of Ogun State Polytechnic, Abeokuta that underutilisation of secretaries office skills can arise where the functions of the managers are not even enough to fully utilise the managers. Therefore the managers will not want their superior officers to see them as being too free. It is also his view that cost reduction objective might make organisation to recruit professionally less skilled secretaries thus forcing managers to want to do delegatable work by themselves.

According to Vinnicombe 1982, 'it seems ridiculous that while so many managers are complaining about being over-pressurised in their jobs, so many of the same managers' secretaries are complaining about being under-utilised' she stated further that '.... Bosses get the secretaries they deserve. A secretary is only as good as her boss will let her be '.

Vinnicombe (1982) observed that 'In so many situations secretaries are vastly over-qualified for the jobs they are doing.' It is her opinion that if the job is really a

copy typing job then a highly skilled secretary should not be employed for it for she will be wasting her talents and will probably be frustrated in the process.

2.7 Summary

The researcher in reviewing the existing literature on utilisation of secretaries' office skills by employers in private and public organisations highlighted the following points: Importance and Description of a secretary. Secretaries' Office Skills and Competencies. Educational and Professional Qualifications of Secretaries. Academic Achievement of Well - Trained Secretaries. Duties of a Secretary. Changing Roles of Secretaries. and Employers' Utilisation of Secretaries office skills.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter describes the research design and methods and is divided into the following subsections:

3.1 Population of the Study

3.2 Sample and sampling techniques

3.3 Instrumentation and scoring

3.4 Data Collection Procedures

3.5 Content and Construct Validity and Pilot Study

3.6 Reliability

3.7 Method of Data Analysis

3.1 Population of the Study

The Population of the study was made up of 205 (two hundred and five) organisations comprising 120 (one hundred and twenty) private organisations and 85 (eighty-five) public organisatitons. The private organisations were obtained from the Yellow Pages of 1990/91 Edition of the Ogun State Business Directory while the public organisations were obtained from the office of the Director-General in the Ogun State Ministry of Establishment and Training, Abeokuta.

The Study is limited to Ogun State because of the proximity of the researcher to this area and because there is financial constraints and time factor which debar the researcher from moving into other states.

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Table 3.1 **Private Organisations in Ogun State**

Population - Private Organisations

S/N	Zones	Population
1	Sango Otta	20
2	Abeokuta	21
3	Agbara	18
4	Ijebu-Ode	17
5	Sango-Otta (Idiroko Road)	20
6	Sagamu	24
	Total	**120**

Table 3.2 **Public Organisations in Ogun State**

S/N	Local Government Area	Headquarters	Population
1	Abeokuta South	Ake	30
2	Abeokuta North	Akomoje	19
3	Yewa South	Ilaro	2
4	Yewa North	Aiyetoro	1
5	Ijebu North	Ijebu-Igbo	4
6	Ijebu-Ode	Ijebu-Ode	13
7	Ijebu-East	Ogbere	2
8	Ijebu Waterside	Abigi	1
9	Odogbolu	Odogbolu	1

10	Sagamu	Sagamu	7
11	Ikenne	Ikenne	1
12	Obafemi-Owode	Owode	1
13	Odeda	Odeda	1
14	Ifo	Ifo	1
15	Ado-Odo Otta	Otta	1
	Total		85

3.2 The Sample and sampling techniques

The sample of the study was made up of 85 private organisation and 64 public organisations. The researcher made use of Krejcie and Morgan's (1970) table for the determing sample size for a giving population to select sample. In the table (see Appendix E) it is shown that the relationship between sample size and total population is illustrated in the table, i.e. as the population increases, the sample size increases at a diminishing rate and remains relatively constant at slightly more than 380 cases.

In selecting employers for the study, the researcher made use of the simple random sampling of one thousand random digits. (Afolabi, 1993). The private and public organisations were assigned numbers from 1-120 for private organisations and from 1 - 85 for public organisations. The numbers were put in separate containers tagged public organisations and private organisations and then mixed properly.

Then, the numbers that ranged from 1 and 100 were ticked from the table untill 92 private organisations and 70 public organisations were selected which represented

which represented the sample. Questionnaires were administered to employers in selected organisations.

Using Krejcie and Morgan's (1970) table for deterimining sample size from a given population, the closest sample corresponding to a population of 120 is 92 for private organisations, while the closest sample corresponding to a population of 85 is 70 for public organisations.

3.3 Instrumentation and scoring

The research instrument was designed to accommodate twenty (20) different skills. The first questionnaire was meant for private employers while the second set was meant for public employers.

The skills were rated on the likert scale as Fully Utilised, Undecided, Under Utilised and Never Utilised. Values were attached as 5,4,3,2, and 1 respectively.

Utilisation of secretaries' office skills by employers in the questionnaire were scored 4,3,2, and 1 for Fully Utilised (Fu), Utilised (Ut), Under Utilised (UU), and Never Utilised (Nu) respectively.

Fully Utilised and Utilised were collectively interpreted to mean a positive response while Under Utilised and Never Utilised were collectively interpreted to mean negative response.

3.4 Data Collection Procedures

The Primary source of data for this study was the questionnaire. A total of 162 questionnaires were sent with a brief letter to each member of the sample (respondent). The employers in private and public organisations were asked to complete the questionnaire and return it.

The researcher took a step further to tavel to the zones and local government areas to collect the questionnaires by hand from those who did not return.

Table 3.3 Table of Population and Sample and their Percentages

Category of org.	Population	Resp.	% of. sample
Priv. Org.	120	85	71
Pub. Org.	85	64	76
Total	205	149	74

It can be seen from table 3.3 that out of the population of 120 private organisations, there were 85 respondents which represent seventy-one (71%) of response on the population Also out of population of 85 public organisations, there were 64 respondents which represent seventy-six (76%) on population.

3.5 Content and Construct Validity and Pilot Study

To ensure that the questionnaire measured adequately what it was intended to measure, 16 selected private and public employers were used as pilot study. Some seasoned Business Educators who were once secretaries to Chief Executives at home and abroad were also used to validate the questionnaire. Such persons, being one-time expert secretaries and presently

lecturers were in a position to understand and judge accurately the criteria statements on secretaries based on their wealth of experience and knowledge (see Appendix C). These seasoned Business Educators were used to ascertain whether the items were relevant, clear, unambiguous, and whether the items were sufficiently inclusive of the office skills of secretaries in private and public organisations.

In the process of validating the questionnaire, some items were dropped and some were modified. Items that were dropped and modified included Decision Making and Numeracy. Decision making was dropped because it was more of an attitude than a skill and numeracy was also dropped because it could not be grouped under any of Keyboarding skills, Stenographic Skills and Communication Skills. Among the items that were modified were operating electronic and electric typewriters which were separated as two items. After all modifications, there were 20 items as against 23.

3.6 Reliability

In order to test the reliability of the questionnaire, 16 respondents who were used in the pilot study were used for reliability test. The split-half reliability test was used in computing the reliability of co-efficient. This involved dividing the questionnaire into two equal halves and using the odd-number items for one and even number items for the other. Each of the two sets of items was treated as a separate scale scored accordingly by the number of respondents. The two sub-scale were then correlated and taken as measure of reliability. The co-efficient of reliability was calculated for each question constituting the item by making use of the Pearson product moment co-efficient of correlation

$$n = \frac{X - \bar{X}\ (Y - \bar{Y})}{\sqrt{X - \bar{X}^2\ (Y - \bar{Y})^2}}$$

where X - response to item 1 by respondents in group 1

Y - response to item 1 by respondents in group 2

$\bar{X}$ - mean of X

$\bar{Y}$ - mean of Y

The expected value of the overall co-efficient of reliability was computed by taking the arithmetic mean of all the various

co-efficients of correlations. Thus, expected reliability co-efficient was calculated by using the formular $\bar{r} = \frac{\sum r_i}{n}$

The grand co-efficient of reliability was found to be 0.875. This value indicated a high

positive reliability. Hence the questionnaire is meant to test for clarity, logical sequence, adequacy and relevance.

3.7 Method of Data Analysis

The data derived from the employers' responses were calculated. Response of public employers to Keyboarding skills, Stenographic skills and Communication skills were summarised.

Responses of private employers to the keyboarding skills, stenographic skills and communication skills were summarised. When summaries were made, the probability and expected responses were arrived at. The mean, variance and standard deviation arrived at were used as variables to test the null hypotheses. The main statistical programmes used for the analysis and the testing of hypotheses were T - statistic test (popularly known as students t test.

Since the number of respondents was greater than 30, the value of the t- test statistic was obtained by using the normal distribution.

The appropriate formular is :

$$t = \frac{\bar{X}_1 - \bar{X}_2}{\frac{S_1^2}{n_1} + \frac{S_2^2}{n_2}}$$

where $S = (n_1 - 1) S_1^2 + (n_2 - 1) S_2^2$

Degrees of freedom is $n_1 + n_2 - 2$

where $\bar{X}_1$ = mean of private employers' response

$\bar{X}_2$ = mean of public employers' response

S^2 = pooled variance

S_1^2 = variance of private employers' response

S_2^2 = variance of public employers' response

n_1 = number of private employers

n_2 = number of public employers

Two tailed tests were used because the three hypotheses were non-directional. The probability level was 0.05 level of significance. The t-critical value from T-table was also observed.

The symbols used in conclusion after testing hypotheses included:

(H_0) : $M = M_2$ Null Hypothesis

(H_1) : $M \neq M_2$ Alternate Hypothesis

P : 0.05 level of significance

CHAPTER FOUR

4 Analysis of Data and Interpretation of Findings

4.1 Introduction

The purpose of this chapter is to present analysis, interprete the data, to test the null hypotheses postulated in Chapter 1 and to discuss the findings. The analysis tested the following null hypotheses:

4.2 **Null Hypothesis $(H_0)_1$** There is no significant difference in the degree of utilisation of keyboarding skills between employers in private and public organisations.

The respondents were made up of 85 private employers and 64 public employers. These employers ' response to eight items numbers 1-8 in the first part of the questionnaire in Appendix F. Their response ranged from Fully Utilised (FU) 4 points, Utilised (Ut) 3 points, Under Utilised (UU) 2 points, and Never Utilised (NU) 1 point on the 5-4-3-2-1- Continuum Likert Rating Scale.

Response of private employers to the keyboarding skills were summarised, also response of public employers to the keyboarding skills were summarised. When summaries were made, the probability and expected responses were arrived at. The weoghted averageand mean leading to the statement of the null hypothesis were also calculated. The mean and variance arrived at were used as variables to test the null hypothesis.

Computation of test statistic using T test in testing of Null Hypothesis $(Ho)_1$

This table showed number in each group - private and public organisation's employers' utilisation of keyboarding skills, their mean scores, standard deviations, degrees of freedom (df) - t-calculated value t-critical or t-observed value and level of significant (.05)

Table 4.1

Statistical T-test for Null Hypothesis 1

The mean scores of the two groups in App. K & L were put together to form variables for testing the null hypothesis $(Ho)_1$ in table 4.1

	Private Employers	Public Employers
n	85	64
$\overline{X}$	4.05	3.52
S^2	.60	.71

df - $(n_1 + n_2) - 2 - 147$

Calculated value of t = 3.98

Critical value of t = 1.96

4.2.1 **Decision on Null Hypothesis $(Ho)_1$**

From the data analysed in table 4.1 above, the result of the test revealed that at 0.05 significant level, the difference between the two mean scores was significant. This was because the calculated t-valued was 3.98, the critical value was 1.96, the degree of freedom was 147, the level of significant of 0.05 and total number of 149 employers. Comparing the result in table 4.1 above, it was found out that the t-

calculated value of 3.98 was greater than the t-critical value of 1.96 (t-cal > t-crit) The conclusion from this computation showed that the first null hypothesis (Ho) as stated was therefore rejected. The alternative hypothesis (H_1) was retained for there was significant difference in the degree of utilisation of keyboarding skills between the employers in private and public organizations. The employers in private organisation utilise more keyboarding skills than employers in public organisations.

4.2.2 Discussion on the Finding on Null Hypothesis (Ho)

Based on table 4.1 and from the result of the test of statistic of hypothesis, it could be seen that employers in private organisation made more use of keyboarding skills than the employers in public organisation. Some of the skills mostly utilised by private employers are Typewriting Keyboarding Skill, Accurate Typewriting, Fast Typewriting, Word Processing and Computer Input. This is attributed to the fact that the level of efficiency in the private sector is high, because the organisations being private limited companies were able to source enough funds from public to purchase expensive equipment and also could afford to pay their secretaries higher than those in public sectors. As a result of this, the highest form of input of executive recruited are those who have been trained in the utilisation of secretaries' office skills. The private organisation could afford to organise workshops on the appreciation of the role of secretaries in an organisation.

It is therefore clear from the data analysed that the knowledge and appreciation of the role of secretaries' office skills contributed greatly to the full utilisation of those

skills. It is therefore important that public sectors should organise seminar workshops for top management level in the public organisations on the appreciation of the role of secretaries their organisations so that these employers too will fully utilise the keyboarding skills of secretaries.

4.3 Null Hypothesis (Ho):

There is no significant difference in the utilisation of stenographic skills between employers in private and public organisation.

The respondents were made up of 85 private employers and 64 public employers. These employers responded to items 9 to 12 (nine to twelve) in the second part of the employers questionnaire in Appendix F. These response ranged from Fully utilised (FU) 4 points. Utilised (Ut) 3 points. Under Utilised (UU) 2 points. and Never Utilised (NU) 1 point (4-3-2-1) continuum Likert Rating Scale).

The tables in App. M and N showed the mean scores of all the respondents Table 4.2 was used for the computation of statistical test of null hypothesis (Ho):

Response of private employers to the stenographic skills were summarised. also responses of public employers to the stenographic skills were summarised. When summaries were made. the probability and expected responses were arrived at and the mean. variance and standard deviation were arrived at. The weighted average and mean leading to the statement of the null hypothesis were also calculated. The mean and variance arrived at were used to test the null hypothesis.

Computation of Test Statistic Using T Test in testing Null Hypothesis II $(Ho)_2$

The table showed number in each group - private organisation and public organisation's employers' utilisation of stenographic skills, their mean scores, standard deviation, degrees of freedom (df), t-calculated value, (t-cal), t-critical value or t-observed (t-crit_ and level of significance (0.05)

The mean score and standard deviation of the two groups in this table were put together to form variables for testing the null hypothesis $(H0)_2$.

Table 4.2 **Statistical t-test** for Null Hypothesis II

	Private Employers	Public Employers
n	85	64
$\bar{X}$	4.06	3.42
S	.347	1.88

df - $(n_1 + n_2 - 2 = 147$

Calculated Value of t = 3.92

Critical Value of t = 1.96

Level of Significance at 5% = .05

4.3.1 **Decision of Null Hypothesis $(Ho)_2$**

From the data analaysed in table 4.2 above, the result of the test revealed that at 0.05 significant level, the difference between the two means was significant.

This was because the calculated t-value was 3.92, the critical value was 1.96, the degree of freedom was 147, the level of significance of 0.05 and total number of 149 employers. Comparing the result in table 4.2 above, it was found out that the t-calculated value of 3.92 was greater than the t - critical value of 1.96 (t-cal > t-crit).

The conclusion from this computation showed that the second null hypothesis $(H0)_2$ as stated was therefore rejected. The alternative hypothesis was therefore retained for there was significant difference in the utilisation of stenographic skills between private and public organisation. The employers in private organisation utilised more stenographic skills than employers in public organisation.

4.3.2 Discussion on Finding on Null Hypothesis II (Ho)

Based on table 4.2 and from the result of the test of statistic of hypothesis. It could be seen that employers in private organisation made more use of stenographic skills than the employers in public organisation. Some of the skills mostly utilised by private employers are Accurate Shorthand, Fast Shorthand, Foreign Shorthand, and Accurate Transcription. This is attributed to the fact that there are competent and capable employers in private organisation who could utilise the stenographic skills. Whereas in the public organisation, it was discovered that Foreign Shorthand was not utilised at all. This is because there were no foreigners like British, Italians, Germans, etc. in the public organisations who could dictate shorthand in these foreign languages.

It is therefore clear from the data analysed in table 4.2 above that an appreciation of the role of secretaries by employers is necessary in the public organisation, especially as suggested by Harrison (1990).

4.4 **Null Hypothesis III (H0)**: There is no significant difference in the utilisation of communication skills between
employers in private and public organisation.

The respondents were made up of 85 private employers and 64 public employers. These employers responded to items 13 - 20 (thirteen to twenty) in the section C of the employers questionnaire in Appendix F. These responses ranged from Fully Utilised (FU) 4 points, Utilised (Ut) 3 points, Under Utilised (UU) 2 points, to Never Utilised (Nu) 1 point (4-3-2-1) continuum on the Likert Rating Scale.

The tables in APP. O and P showed the mean scores of all the respondents. Table 4.3 was used for the computation of statistical test of Null Hypothesis III $(Ho)_3$

Responses of private employers to the communication skills were summarised, also responses of public employers to the communication skills were summarised. When summaries were made, the probability and expected responses were arrived at and the mean, variance and standard deviation were arrived at. The weighted average and mean leading to the statement of the null hypothesis were calculated. The mean and standard deviation arrived at were used to test the null hypothesis.

Computation of Test statistic (using t-test in testing of Null Hypothesis III $(Ho)_3$

This table showed the number in each group - private organisation and public organisations employers' utilisation of communication skills. their mean scores. standard deviation. degrees of freedom (df) t-calculated value. (t-cal). t-critical or t-observed value (t-crit) and level of significance (.05).

The mean scores of the two groups in the table were put together to form variables for testing the null hypothesis (Ho) in table 4.3

Table 4.3 **Statistical T-test for Null Hypothesis III $(Ho)_3$**

	Private Employers	Public Employers
n	85	64
$\bar{X}$	4.093	3.75
S	.658	835

df = $(n_1 + n_2 - 2 = 147$

Calculated value of t = 2.46

Critical Value of t = 1.96

Level of significance = .05

4.4.1 **Decision on Null Hypothesis III $(Ho)_3$**

From the data analysed in table 4.3 above. the result of the test revealed that at 0.5 significant level. the difference between the two means was significant. This was

because the calculated t-value was 2.46, the critical value was 1.96, the degree of freedom was 147, the level of significance of 0.05 and total number of 149 employers. Comparing the result in table 4.3 above, it was found that the t-calculated value of 2.46 was greater than t-critical value of 1.96 (t-cl > t-crit).

The conclusion from the computation showed that the third null hypothesis $(Ho)_3$ as stated was therefore rejected. The alternative hypothesis (H1) was therefore retained for there was significant difference in the utilisation of communication skills between private and public employers of secretaries. The employers in private organisation utilised more communication skills than employers in public organisations.

4.4.2 Discussion of Finding on Null Hypothesis III $(Ho)_3$

Based on table 4.3 and from the result of the test of statistic of hypothesis, it could be seen that employers in private organisation made more use of communication skills than employers in public organisation. Some of the skills mostly utilised by private employers are written communication, spoken communication, good spelling, neat and legible handwriting, operating telex machine, operating fax machine, proof reading, and photocopying. This is attributed to the fact that the private organisations are able to purchase some of the sophisticated equipment and so the skills are utilised. Whereas in the public organisation, it was discovered that skills utilised are written communication, spoken communication, good spelling, neat and legible handwriting, proof reading and photocopying whereas operating telex and fax machines were not

utilised. This is attributed to the fact that the public organisations do not possess the machines or it indicates that they possess the machines but they are not fully utilised. It also indicates that the employers are not appreciative of the role of the usage of the machines.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter briefly summarised the findings of the study with reference to the research questions raised and hypotheses postulated at the beginning of the study in Chapter 1. This followed the implications of the findings, conclusion, and Recommendations, and some suggestions for further research.

5.2 Summary

The findings of the study were made from the three null hypotheses postulated and tested statistically in tables 4.1, 4.2, and 4.3 in chapter IV.

The first finding based on the statistical test of hypothesis $(Ho)_1$ was that there was significant difference in the utilisation of secretaries' office skills between employers in private organisation and employers in public organisations. This implies that employers in private organisation make the most use of keyboarding skills than employers in public organisations.

The second finding based on the statistical test of hypothesis $(Ho)_2$ was that there was significant difference in the utilisation of stenographic skills between employers in private organisation and employers in public organisation. This implies that employers in private organisation make the most use of stenographic skills than employers in public organisations.

The third finding based on the statistical test of hypothesis (Ho) was that there was significant difference in the utilisation of communication skills between employers in private and public organisation. This implies that employers in private organisation make the most use of communication skills than employers in public organisation.

5.3 Conclusions

Based on the findings of the study, the followng conclusions have been drawn:

a There is difference in the utilisation of secretaries' keyboarding skills between employers of secretaries in private and public organizations. This implies that employers in private organizations make the most use of keyboarding skills than employers in public organizations.

b There is difference in the utilisation of secretaries' stenographics skills between employers of secretaries in private and public organizations. This implies that employers in private organizations make the most use of stenographic skills than employers in public organizations.

c. There is difference in the utilisation of secretaries' communication skills between employers of secretaries in private and public organizations. This implies that employers in private organizations make the most use of communication skills than employers in public organizations.

d. There is difference in the utilisation of secretaries' office skills betwen employers of secretaries in private and public organizations. This implies that employers in private organizations make the most use of office skills than employers in public organizations.

e. The implication of the findings of the study is that employers in private organisation who make the most use of secretaries office skills do so because of the high level of results expected from the executives who have high level of integrity and responsibility. It can also be said that private organisations always insist and employ high qualified secretaries who can be relied upon forconfidentiality, thoroughness, sincerity, reliability and high productivity. This is because the executives they would be working for are always overloaded and are expected to produce high level results than their counterparts in the public organisation.

Secretarial education has to be geared towards the production of highly skilled and adaptable secretaries capable of performing effectively in today's high technology offices and organisations.

5.4 Recommendations

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The following recommendations were made from the findings of the study:

a There is an urgent need to examine office productivity, to seek ways of improving efficiency and using staff more effectively to their full potential.

b Training courses of managers and employers of secretaries should include an appreciation of the expanding role of the secretary in their organisation, through skills development. This is to enable them fully utilise such skills.

c As a result of the above, the executive and employers should have sufficient knowledge of the secretarial functions to be able to make use of them for their own and their company's benefits.

d Employers should not make the secretaries job limited and boring. They (employers should delegate some of the functions which can be handled effectively by secretaries. This will be a good way of enriching secretarial duties.

e The secretaries should not only be trained to acquire new skills and more responsibilities, but the employers should train themselves to reorientate their perception of secretaries. There is the need for managers - secretaries interactions through the attendance of workshop or seminar. i.e. when secretaries are attending say a seven-day training workshop or seminar, employers or managers should be obliged to

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attend for at least one day as well.

f . Where a job required a copy typist, then a highly skilled secretary should not be employed for it because the secretary will be wasting her talents and will be probably frustrated in the process.

g Secretaries working time should not be partially utilised with many of the executives most of the time using their secretaries simply as private typists, filing clerks, copying machine operators, tea makers and routine errand runners.

h Employers and executives should fully exploit the potentials of the secretaries who have been trained to acquire a high level of intelligence and academic business and secretarial training.

i Workshops and seminar should be organised by the trainers inviting both the employers of labour and the practising secretaries to publicise the potentialities the secretaries are endowed with and the likely benefits that can be derived from having them around.

j It is generally believed that secretaries in some of the government establishments are used as copy typists. It is also believed that the secretaries' working time is badly utilised with many executives most of the time using their secretaries simply as private typists, filing clerks, copying machine operators, tea makers and routine errand runners. Such executives fail to exploit the potentials of the secretary

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in terms of services available and this can be frustrating for a secretary with high level of intelligence and academic business and secretarial training. It is in the light of this that the researcher carried out this study in Ogun State. It is in the light of the above that the researcher suggests further similar studies in other states of the federation or the federation as a whole. Also, this type of study should be continuous. This is because changes in techniques and technology are rapid and constant. It might be interesting exercise to evaluate the impact of secretaries professionalism on executives time management as a proxy to productivity measurement.

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APPENDIX A

Sample Distribution of Private Organisation

Zone: Sango Otta

1. Nigerian Bottling Company PLC
2. Farmex PLC
3. Mercury Mills PLC
4. United Painters NIG. PLC
5. Olympics Enterprises PLC
6. VeePee Industries PLC
7. Adebowale Engineering Services PLC
8. Metropolitan Batteries PLC
9. Sona Breweries PLC
10. Inlaks PLC
11. Nigerian Distilleries PLC
12. Avon Crown Caps and Containers N. PLC
13. Steelways Nig. Ltd.
14. Modern Engineering PLC

Zone: Abeokuta

1. Apex Paints PLC
2. Metoxide Nig. Ltd
3. Porcelainware Industries Ltd.
4. Abeokuta Industrial and Commercial PLC
5. Allied Bank for Africa PLC
6. Afribank PLC
7. First Bank of Nig. PLC
8. Gateway Bank of Nigeria Ltd.
9. Premier Paints Nig. Ltd.
10. Architectural Products PLC
11. Midland Galvanizing Products PLC
12. Ocean Five Industries PLC
13. Union Bank of Nig. PLC
14. United Bank for Africa PLC
15. Nig. Bank for Commerce and Industry
16. Habib Bank Nig. Ltd.,
17. Organic Chemical Industries Ltd.
18. West African Portland Cement PLC

Zone: Agbara Industrial Estate

1. Agro Allied Industries Ltd
2. Togapharma Nig. Ltd
3. Glaxo PLC
4. Manufacturing and Marketing PLC
5. John Edge PLC

6. Dumex Industries Nig. PLC
7. CNB Toyo Glass PLC
8. Standard Utility Products PLC
9. Reckit and Colman PLC
10. Drury Industrial Ltd
11. Lever Brothers PLC
12. Beecham PLC
13. Pharma Deko PLC
14. Colodence PLC
15. Agbara Plastic Industries PLC
16. WTN PLC
17. Food Specialities PLC
18. Associated Breweries PLC

Zone: Ijebu-Ode

1. Deebee Nig. PLC
2. Stag Engineering PLC
3. Ayodele Brothers Co. Ltd
4. Winding Wire International PLC
5. Odutola Food Industries Ltd
6. Abimbola Ayanbadejo Co. Ltd.
7. Sonafrique Nig. Ltd.
8. Sunrise Bottling PLC
9. Chrislab Industries PLC
10. Bisrod Furniture PLC

Zone: Sango-Otta (Idiroko Road)

1. Swiss Nig. Chemicals PLC
2. Auto Components PLC
3. Vego Products PLC
4. West African Building Materials PLC
5. Associated Metal and Allied Works PLC
6. Eagle Package Printing PLC
7. Maureen Laboratories PLC
8. Nycil PLC
9. Kolorkote PLC
10. Homan Industries PLC

11. Federal Steel Mills PLC
12. Delta Enterprises PLC
13. International Distillers PLC
14. United Distillers and Vinters PLC

Zone: Sagamu

1. A.O. Adesanya Nig. Ltd.
2. Feso Glass Industries PLC
3. Kesington Industries PLC
4. Atunrase Carpet Underlay PLC
5. Onasanya Foam Industries PLC
6. Mulex Industries PLC
7. Muni Engineering Manufacturing Co. PLC
8. Coral Products PLC
9. Pefac Associates PLC
10. Onajobi Industries PLC
11. Barods Industries PLC
12. Adetola Paper Conversion Industries PLC
13. Austro Nigeria Embroidery Factories PLC

Table 3.4

Sample Distribution of Public Organisation

Abeokuta North and South Local Government

1. Ministry of Agric. and Natural Resources
2. Governor's Office
3. Ministry of Information and Culture
4. Local Government Service Commission
5. Ogun State Agric. Dev. Corporation
6. Ogun State Bulk Purchasing Corp.
7. Ogun State Phase Agric. Dev. Project
8. Ogun State Polytechnic
9. Ogun State Sports Council
10. Ogun State Water Corporation
11. Ministry of Finance and Econ. Dev.
12. Ministry of Lands, Survey and Town Plan
13. Ministry of Commerce Ind. and Co-op
14. Ministry of Health and Social Services

15. Ministry of Justice
16. Civil Service Commission
17. Afric. Development Corporation
18. Ogun State Council for Arts and Culture
19. Ministry of Finance and Econ. Planning
20. Health Management Board
21. Ministry of Local Govt & Chieft. Affairs
22. Local Govt. Staff Pension Board
23. Ogun State Broadcasting Corporation
24. Ogun State Housing Corporation
25. Ogun State Pilgrims Welfare Board
26. Ogun State Printing Corporation
27. Ogun State Television Corporation
28. Public Complaints Commission
29. Ministry of Works and Housing
30. Ministry of Agric and Rural Dev.
31. Ministry of Information and Comm. Dev.
32. Ministry of Education and Youth Dev.
33. Teaching Service Commission
34. Ogun State Property and Invest. Corp.
35. Gateway Transit Corporation

Yewa North and South Local Government

1. Ministry of Agric and Natural Resources
2. Local Government Service Commission
3. Health Managemnet Board

Ijebu North Local Government

1. Health Management
2. Ogun State University
3. Local Govt. Service Commission
4. Ogun State Water Corporation

Ijebu-Ode Local Government

1. Ministry of Agric and Natural Resources
2. Local Schools Board
3. Tai Solarin College of Education
4. Ogun State Forestry Project

5. Ogun State Sports Council
6. Local Govt. Service Commission
7. Ogun State Broadcasting Corporation
8. Ogun State Fire Service
9. Ogun State Housing Corporation
10. Ogun State Water Corporation

Ijebu East, Water-side, odogbolu Local Government

1. Health Management Board
2. Local Government Service Commission

Sagamu Local Government

1. Ministry of Finance
2. Ogun State Industry and Finance Corporation
3. Ogun State Water Corporation
4. Ogun State Broadcasting Corporation
5. Ogun State University Teaching Hospital
6. Ministry of Works and Transport

Ifo, Odeda, Otta, Obafemi Owode, and Ado-Odo Otta Local Governments

1. Local Government Service Commissions.

APPENDIX C

From: Dr. A Onifade and Mrs. T. A. Oyekan To Thesis Supervisor

Subject: Comments on Miss D. O. Sowunmi

Date: 10th September, 1995 Questionnaires

We have gone through Miss Sowunmi's Questionnaire on utilisation of Secretaries' office skills by employers of secretaries in private and public organisations in Ogun State.

We made our observations known to her and we worked together to make necessary amendments, which reduced the number of items from 23 to 20.

Thank you.

Dr. A. Onifade (Signed)
Department of Secretarial Administration
Ogun State Polytechnic,
Abeokuta.

Mrs. T. A. Oyekan (Signed)
Department of Secretarial Administration
Ogun State Polythenic,
Abeokuta.

TABLE 1

Table for Determining Sample Size from a Given Population

N	*S*	*N*	*S*	*N*	*S*
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size.
S is sample size.

Figure 1. Relationship between sample size and total population

Source: Krejcie, Robert V. and Morgan, Daryle W. (1970). "Determining Sample Size for research activities", Educational and Psychological Measurement 30, 1970, P. 608.

QUESTIONNAIRE

Introduction Note

The researcher, Miss D. O. Sowunmi, is a Masters' Student at the Department of Vocational and Technical Education in Ahmadu Bello University, Zaria.. She is carrying out a research study of Utilisation of Secretaries' Office Skills by Employers in Public and Private Organisations in Ogun State.

This questionnaire is meant for employers of secretaries in Public and Private Organisations. It is designed to gather information concerning the utilisation of secretaries' office skills. The questionnaire has no connection with individual privacy. Your response would be treated with strict condientiality.

Thanks you for your co-operation.

Name and Address of Organisation .....

.....

.....

Please tick as appropriates

Private Organisation: ☐ Public Organisation ☐

Position in the Organisation

Top Management Level ☐

Middle Managemtn Level ☐

Supervisory level ☐

Category of secretaries employed:

HND/Its equivalent ☐

ND/Its Equivalent ☐

Certificate/Its equivalent ☐

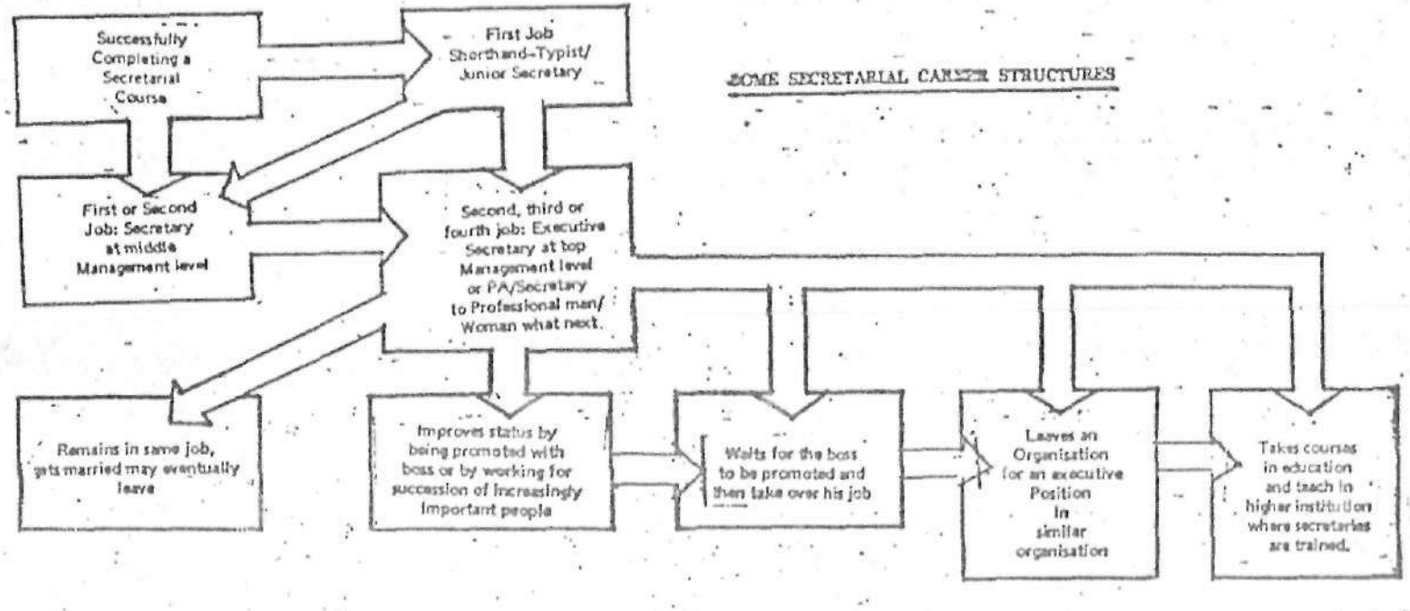
Others, please state ..... ☐

The following are itemised secretaries office skills required by the secetary to perform the job satisfactorily. You are required to indicate the degree of utilisation of the office skills. Answer each item by ticking **only one** of FU for Fully Utilised.. Ut for Utilised. UU for the Under Untilised and NU for Never Utilised.

SECTION A	FU	Ut	UU	NU
Typewriting Keyboard Skill is an essential attribute of a secretary				
Secretaries should be able to type accurately				
Secretaries should be able to type fast				
Secretaries should be able to do audio typing				
All secretaries should be able to operate a word processor				
Knowledge of computer input is essential to a secretary				
An idea secretary should be able to operate an electric typewriter				
An idea secretary should be able to operate an electronic typewriter				
SECTION B				
A secretary should be able to wrte shorthand accurately				
A secretary should be able to wrte shorthand at a fast rate				
An ideal secretary should be versatile in foreign languages				
An ideal secretary should be able to reproduce dicatated materials				
SECTION C				
A secretary should possess good communication skills of writing				
A secretary should possess good communication skills of speaking				
Excellent spelling ability is a quality of an ideal secretary				
The handwriting of the secretary should be neat and legible				
Operating a telex equipment is very essential				
A secretary should be proficient in operating a fax machine				
A secretary should be able to proofread and edit text materials				
A secretary should be ablt to operate the copier.				

The following are itemised secretaries office skills required by the secetary to perform the job satisfactorily. You are required to indicate the degree of utilisation of the office skills. Answer each item by ticking only one of FU for Utilised. Ut for Fully Utilised. Ut for Utilised. UU for the Under Untilised and NU for Never Utilised.

SECTION A	FU	Ut	UU	NU
Typewriting Keyboard Skill				
Accurate Typewriting				
Fast Typewriting				
Audio Typewriting				
Word Processing				
Computer Input				
Operating Electric Typewriter				
Operating Electronic Typewriter				
SECTION B				
Accurate Shorthand				
Fast Shorthand				
Foreign Shorthand				
Accurate Transcription				
SECTION C				
Good Communication (Writing)				
Good Communication (Speaking)				
Good Spelling				
Neat and Legible Handwriting				
Operating Telex Machine				
Operating Fax Machine				
Proof Reading				
Photocopying				



SOME SECRETARIAL CAREER STRUCTURES

Source: Cowumi D.O. (1986) Career Prospects for Secretaries: A Case of Changing Attitudes of Secretaries. Secretarial Administrator, Volume 1, Serial 1

Summary of private organisation employer's responses

	FU	Ut	UU	NU
Typewriting keyboarding skills	60	15	08	02
Accurate Typewriting	70	08	07	-
Fast Typewriting	63	11	11	-
Audio Typewriting	02	23	23	32
Word Processing	68	12	05	-
Computer Input	53	11	18	03
Operating Electric Typewriter	45	10	20	10
Operating Electronic Typewriter	71	10	04	-
Accurate Shorthand	60	12	13	-
Fast Shorthand	40	20	23	02
Foreign Shorthand	25	16	36	07
Accurate Transcription	66	14	05	-
Good Communication (Writing)	73	12	-	-
Good Communication (Speaking)	60	12	13	-
Good Spelling	80	03	02	-
Neat and Legible Handwriting	22	49	14	-
Operating Telex Machine	19	44	15	07
Operating Fax Machine	21	34	25	05
Proof Reading	58	21	06	-
Photocopying	60	19	06	-

Summary of Public organisation employer's responses

	FU	Ut	UU	NU
Typewriting keyboarding skills	58	06	-	-
Accurate Typewriting	46	10	07	01-
Fast Typewriting	30	20	08	08-
Audio Typewriting	10	20	31	03
Word Processing	10	29	14	11
Computer Input	20	32	11	01
Operating Electric Typewriter	10	17	25	12
Operating Electronic Typewriter	08	18	28	10-
Accurate Shorthand	32	28	04	-
Fast Shorthand	12	25	16	11
Foreign Shorthand	-	10	12	42
Accurate Transcription	30	19	10	05
Good Communication (Writing)	48	16	-	-
Good Communication (Speaking)	35	25	02	02
Good Spelling	50	11	03	-
Neat and Legible Handwriting	21	18	14	01
Operating Telex Machine	08	12	24	10
Operating Fax Machine	08	15	23	05
Proof Reading	38	22	04	-
Photocopying	40	20	04	-

App. K Mean Scores of 85 private employers' responses

Items	Number	Mean Score	X - X
1	85	3.98	0.005
2	85	4.66	.37
3	85	4.49	.194
4	85	2.24	3.28
5	85	4.68	.397
6	85	4.06	.0001
7	85	3.59	.397
8	85	4.68	.212

App: L Mean scores of 64 public employers' response

Items	Number	Mean Score	X - X
1	64	4.905	1.92
2	64	4.45	.86
3	64	3.969	.20
4	64	3.0468	.22
5	64	3.20	.10
6	64	3.625	.01
7	64	2.81	

App.M- **Mean Scores of 85 \private Employers' Responses**

The table tabulated the mean scores and variance of 85 private employers.

Items	Number	Mean Score	X - X
9	85	4.4	.12
10	85	3.95	.01
11	85	3.15	.83
12	85	4.72	.44

App. N Means cost of 64 Public Employers' Responses

Items	Number	Mean Scores	X - X
9	64	4.5	1.17
10	64	3.02	0.16
11	64	1.5	3.68
12	64	4.68	1.257

App. O 4.7 - **Mean scores of 85 private employers' responses on utilisation of communication skills**

Item	Number	Mean score	X - X
13	85	4.99	.804
14	85	3.92	.03
15	85	4.89	.09
16	85	3.93	.03
17	85	2.44	2.73
18	85	3.48	.36
19	85	4.54	.20
20	85	4.55	.21

App/ P **Mean Scores of 64 Public Employers' Response on Utilisation of Communication Skills.**

Table 4.8

This table shows the mean scores, variance and standard deviation of all the 64 public employers, item by item in table 4.7 and 4.8 above.

Item	Number	Mean Scores	Variance
13	64	4.75	1.00
14	64	3.14	.38
15	64	4.73	.97
16	64	3.28	.22
17	64	2.23	2.24
18	64	2.85	.85
19	64	4.47	.52
20	64	4.5	.568