

Prioritizing Secretaries' Training and Development in Public Organizations: A Pathway to Sustainable National Development

¹Munirat Opeyemi ADEYEYE, ²Christiana Omoye IDIAKE

¹Department of Business Administration, Office and Information Management, Bamidele Olumilua University of Education, Science and Technology, Ikere-Ekiti, Nigeria.

²Department of Office and Information Management, Lagos State University of Science and Technology, Ikorodu, Lagos State, Nigeria

DOI: <https://doi.org/10.47772/IJRISS.2026.100600216>

Received: 21 May 2026; Accepted: 26 May 2026; Published: 20 June 2026

ABSTRACT

The study investigated the impact of secretary training and development on sustainable national development of public organizations. The roles played by secretaries in today's office cannot be overemphasized as their efficiency depends so much on skills and competencies they display in the cause of accomplishing their tasks. Empirical evidences from secretaries in public services in Ekiti State reveals that investing on training and development of secretaries enhances innovation, administrative efficiency and boosts organizational productivity. The population of the study was made up of all the secretaries in public services in Ekiti State. The sample comprises of 120 participants who are 90 secretaries and 30 executives to whom secretaries are attached. The study adopted a descriptive survey research design. The questionnaire which was validated by experts in office management was used for data collection. Data collected were analyzed with frequency count, percentage and the mean while chi-square and t-test was used for hypotheses at 0.05 level of significance. The finding of the study revealed that training is very necessary for secretaries to enhance organizational productivity which serves as determinant of national growth. It was concluded that training and development of secretaries is very germane for secretarial efficiency and organizational growth. The study recommended among others that employers should make it a duty to send their secretaries for training at least once in a year.

Keywords: Secretaries, Training and Development, Public Organisations, Sustainable National Development.

INTRODUCTION

Office in the 21st century is known for its dynamism which necessitates that employee needs to brace up to cope with diversification brought up by current technological explosion. Employee must be able to key into the functions that the office demands in terms of communication, administration, innovation and interpersonal relationship. The explosion of emerging technology has made office work quite easier and interesting. Tasks can easily and rapidly be accomplished due to modern equipment put in place which consequently improves organisation's productivity. Secretary as an indispensable staff in an organization should be able to fit into the system and cope with the fast changes that are taking place in today's office environment (Adeyeye and Erwat, 2024). Consequently, the need for secretary training and development cannot be overemphasized as this has ripple effects on sustainable national development. Therefore, secretary needs support from the organization which he works with (Onomade, 2012). This is necessary because to train an employee is very cheaper and more economical than the wastage that an untrained employee causes in the organization. To enable secretary to be effectively efficient on his job, it is not a gainsaying that he needs to undergo diverse training and development. He will be a pillar of support to his executive if he is well trained in his areas of core skills such as communication and information management, meeting preparation, computer competency, office management, task and document management as well as adaptability and interpersonal skills. The skills that a secretary needs to function and perform efficiently and effectively are acquired through certified programs or

as a customized professional skill program peculiar to the growth of individual secretaries on the job (Amiaya, 2024). In support of this, Ocholi (2022) opined that the circumstance that warrants training is the ability of a secretary to recognize the most applicable skills required for him to perform efficiently in his career. Consequently, acquiring digital and administrative skills will enable him to be more effective and efficient on the job as the technology is diversifying office functions on daily basis. On this note, it is very expedient for secretary to keep on upgrading and upskilling to remain relevant with the latest trend (Ocholi, 2022).

Training and development are two inseparable factors that help to upgrade the skills and knowledge of employees. They are intended to move the efficiency and profitability of employee to a greater level. In a nutshell, training is an organized program by an organization to develop the skills, knowledge and attitude required by individual employee to upgrade their performance and productivity. Similarly, development is a process that involves advancement and positive change in an employee or organization over time. Training and development are needed to enhance the skills that a secretary required to contribute his quota to the success of organization productivity which has impact on sustainable national growth because organization is where a nation derives her sustainability. Working and viable organization is the bedrock of any successful nation. Competency of a secretary enhances organizational success since organization is very integral to sustainable national development, the employee of which secretary is among should be given much attention. Nevertheless, despite the unwitting roles of secretary in the public sector in the 21st century, their training and development are not given enough attention in many organizations in Ekiti State. The existing literature on public administration and human resource development has mainly concentrated on top-level management and technical staff as the main drivers of national development shunning the indispensable roles of secretaries which form the operational backbone of public organizations.

Additionally, many studies on secretary training and development delve much on skill acquisition for employability without examining how regular training and development of secretary can directly foster administrative efficiency which consequently contributes to sustainable national development. This gap creates a vacuum between the realized importance of human capital development and underutilized potential of secretaries in public organization. Therefore this study is out to fill this gap by examining the prioritization of secretary training and development as a strategic pathway to sustainable development in Ekiti State

Statement of the Problem

Secretaries play a substantial role in the effective administration of public organizations, as they perform vital functions such as information management, documentation, record-keeping, scheduling, and coordination. Nevertheless, many public organizations in Ekiti State continue to work with secretaries who lack adequate training in administrative processes, modern office technologies, communication strategies and management hence secretary training and development is often considered and treated as secondary to other administrative functions. This neglect has resulted in skill gaps, reduced administrative efficiency consequently eroding the actual goals of sustainable national development. Despite the fact that human capital development is obviously related to organizational productivity, there is a dearth of empirical studies on how secretaries' training and development impact their efficiency and consequently enhance organizational growth and sustainable national development. Based on this, this study seeks to find out the level at which prioritizing secretaries' training and development in public organizations can enhance their efficiency and support national development.

Objectives of the Study

The overall objective of this study is to investigate the need for training and development of secretaries in organizations for sustainable national development. The specific objectives are to examine the:

- i. need for training and development of secretaries in public organizations for sustainable national development;
- ii. impacts of training and development on secretaries in public organization for sustainable national development;

- iii. relationship between training and development and the efficiency of secretaries in public organization; and
- iv. difference between the trained and untrained secretaries on the impact of training and development on the efficiency of secretaries towards the development of public organization.

Research Questions

The following research questions were raised based on the purpose of the study:

- i. What are the needs for training and development of secretaries in public organizations for sustainable national development?
- ii. To what extent are the impacts of training and development on secretaries in public organization for sustainable national development?

Hypotheses

- Ho1 There is no significance relationship between training and development and the efficiency of secretaries in public organization in Ekiti State.
- Ho2 There is no significant difference between the responses of the trained and untrained secretaries on the impact of training and development on the efficiency of secretaries towards the development of public organization in Ekiti State.

LITERATURE REVIEW

Concept of Training and Development

Training and development are two Siamese twins' elements that organization cannot do without in order to attain effectiveness and efficiency in their employees. They are to improve employee knowledge, potential, skills and competency. Training and development go in paripasu to achieve a common goal of improving the steady accomplishment and profitability of the workers (Ezeani and Oladele, 2019). However different definitions from various researchers have proved that training is slightly different from development. Ogar et al, 2019 saw training as a program designed by the organization to generate information and talents of the representatives. Okoli, Aina and Ezeani (2022) described training as a set of activities driven towards assisting individual employees to attain the attitudes, skills and competency required for the efficient accomplishment of certain job or tasks. On the other hand, development is the progressive way of upgrading employees' skills and competency in enriching their job performance and career progression. Training usually focuses on long term perspective growth for future responsibility using method like mentoring workshop and coaching as tools to accomplish organizational goals. Both training and development are aimed at developing the professional skills in secretaries in such areas like communication, technology, telecommunication, adaptability and multitasking, interpersonal, planning, problem solving and creativity (Amiaya, 2024)

The Role of Secretaries in Public Organizations

The secretaries play key role in organizational development and consequently contribute immensely to the national growth through their professional attributes of human relation, diplomacy, responsibility, initiative, tactfulness (Fasae, 2024). Karxing and Zikri (2024) expressed that the numerous administrative works performed by secretaries are supportive in nature hence no organization can do without a secretary as far as administrative role is fundamental. Therefore, the duties performed by secretary among others include:

- (1) **Providing Administrative Support:** Secretaries work with departmental and unit head thereby assisting in administrative works such as rendering assistance in handling administrative issues, scheduling appointments, attending to complaints, providing advance clerical support, handling phone calls and emails messages.

- (2) **Managing Information:** According to Dikko (2019), secretaries plays vital role in managing information and using technology to actualize such in an organization. He stressed further that Nigeria filled with transition information management is swinging between traditional and digital because the process is partly manual and digital. This implies that secretary should be very aligned with the use of technology to manage information in addition to traditional methods. Additionally, they ensure that effective information flows within the organization and among the concerned staff.
- (3) **Handling Correspondence:** With the new trend of office management, secretaries are now required to treat correspondence with little or no supervision from the boss. Farotimi (2025) stated that secretaries are saddled with the role of drafting, editing and proofreading reports, memos, letters and documents on behalf of their boss hence, the era of ever dependence on superior for verbatim instruction is gone.
- (4) **Coordinating Meeting and Other Events:** Secretaries prepare and make arrangements for meetings, conferences, other events as well as their venues as required. He assists in taking minutes and produce it for the next meeting. He assists in preparation and distribution of meeting accessories such as agenda, correspondence and other required packages. (Onomade and Adedayo, 2012).
- (5) **Technology Management:** Secretaries are verse in using computer and numerous software to get work done in the office. He handles other office tools such as photocopier, shredder, fax machine, internet facilities among others.
- (6) **Records Management:** Secretaries manages data, files and records. He keeps and maintain up to date records in both traditional and digital format (Farotimi, 2025)
- (7) **Supervisory Role:** Secretaries supervise clerical work and other supporting staff activities. He relieves departmental head of bulk of administrative work and manages the office in the absence of his boss.

Secretarial Skills and Competencies that Required Training Programs for Organisational Growth

Once the organization is progressing the impact is evident on the national development. The secrete success of any thriving organization has always been her competent and skillful workers among which are secretaries. Secretary who is so ubiquitous in the organization has been an indispensable stakeholder in organizational growth due to numerous forced to reckon with skills he possesses. Secretaries need training and retraining on these skills to promote organization productivity. The essential secretarial skills that require regular and adequate training are discussed below:

Communication Skills: Farotimi (2025) posited that clear and concise communication is very essential in managing information and professionally operating the organization. Therefore, communication and writing training program can refine skills in various aspects like communication with stakeholders, professional etiquette of Email and facilitating meetings.

Critical Thinking and Problem Solving Skills: Training is required for secretaries to be able to think creatively, solve problems, identify issues and proffer solutions and make good decision under pressure.

Financial and Administrative skills: A competent secretary should be able to perform various administrative tasks such as coordinating both virtual and physical meetings, assisting the executive, performing various clerical tasks, managing information, supervising junior staff and building positive relationship with other staff, clients and external stakeholders. These skills can be acquired through administrative support programs on basic book keeping, procurement procedures, and travel and event management.

Technological Training for Proficiency: Secretary must be verse in using computer which is the hallmark of technology. He needs regular training as technology keeps on evolving on daily basis. He should be conversant with the latest technologies using different productive software like word processing, spreadsheet, database, communication, project management software of his organization and internet. These are the skills that enhance job performance of contemporary secretarial work.

Ethical and Confidentiality Skills: Every organization has her own ethical standard of which every staff must comply with. Secretary who handles sensitive information should comply with the ethics of his organization and be able to maintain confidentiality (Farotimi, 2025).

The Need for Secretaries' Training and Development for Sustainable National Development

There has been a strong relationship between public administration and the sustainable national development because successful organizations play good roles in improving service delivery, supporting equitable distribution of resources as well as contribution to the achievement of policy goals. Therefore, for organization to be efficient requires competency of the staff of which secretaries are among. According to Dikko (2019), secretary in organization needs competency in communication, office administration, office technology, and human relations to enhance effective performance. Due to complexity of the emerging technologies required for improving productivity in modern office, more and frequent training and development are required in strengthening the public sector's capacity to enable them contribute to national development. However, training and development of secretaries contribute to organizational growth in the following ways:

Uncover Secretarial Potential: Training and development provide avenue for secretaries to display their hidden talents to the management (Hami, 2018). Most of the talents of the secretaries have been buried under the stereotype routine nature of their job. Constant training uncovers potentials like leadership, management, and problem-solving skills.

Efficiency and Productivity: Training and development keep secretaries up to date with new technologies and still enable them to utilize the existing ones better. In support, Farotimi (2021) asserted that a trained secretary will acquire the right skills and competencies that will enable him manage administrative tasks, information and technologies which support executives in their daily operation. Trained secretary also assists public administration to meet the needs of people and ensure that goals are in line with sustainability objectives (Njoku, 2021).

Skill Development: Training of secretaries will provide stimulation to advance in traditional equipment and develop new technological skills which speeds tasks by making them automatic and accurate (Nwokedi, 2015). However, this promotes organizational growth specifically when there is installation of new machines in the company. In the same vein, Ocholi et al (2022) supported that secretary is able to acquire technological skills through training and development that would enable him handle multiple tasks efficiently in a future office setting.

Less Supervision: Proper training enables secretary to work independently especially in terms of daily routines and complex tasks. When secretary is frequently and properly trained, manager is relieved of the stress of thorough monitoring because of the competency of the secretary to solve problem independently thereby boosting organizational productivity.

Reduction of Errors: Training improves secretary's technical proficiency, knowledge of office procedures and competency in handling complex tasks with little or no errors. Through training, he is able to acquire skills required for operating modern office equipment which enable him to shift from traditional way of information processing to acting as strategic organizational support.

Empirical Review

Ayam et al. (2019) in their examination: "Effect of Training and Development on Organisational Sustainability". The paper examined the correlation between manpower and AI sustainability to determine the effect on staff and organization. Closed-ended questionnaire was used as research instrument. Taro Yamane formula was used to derive a sample size of 126 out of 184 staff of Cross River University of Technology (CRUTECH). The validity of the assertion was tested with chi-square statistical tool with a 95% level of significance. It was revealed that training and development of manpower is highly significant in an

organization which necessitates the need to acquaint individual employees with specific required knowledge and skills to improve their efficiency.

In another study by Indabaw, Bukar and Mohammed (2025), on evaluating the contributions of employee training and development to personal and organizational performance in AI-Hassan Plastic Industry in Kano, effect of multi-dimensional training on individual job performance was investigated. Using a conceptional research strategy based on qualitative analysis of other literatures on effect of training and development on both individual and organizational performance. Critical analysis, thematic examination and concept synthesis were used as means of gathering data. Findings revealed that motivation, skill development and job satisfaction are acquired through training consequent upon which organizational effectiveness is increased.

Williams and Saranya (2025) in their examination “The impact of training and development on organizational performance and employee productivity”. The study investigated multidimensional impact of structured training and development programme on organizational performance and employee productivity across different sectors. The study synthesizes findings from 20 empirical researches to establish a huge theoretical and empirical understanding of importance of training and development. Mixed methods technique was used to merge an extensive literature review with cross-sectional comparative analysis. This evaluation sourced over 20 empirical research data that were published from year 2009 till 2024. The empirical studies were selected peer-reviewed journals that met certain criteria of employee performance, training design and learning outcomes. Structured content analysis to detect recurring themes in both on-the-job and off-the-job training methods. It was revealed from the synthesis of the 20 selected empirical studies that training and development have significant and multidimensional impact on organizational performance and employee productivity.

Similarly, in another study Al Regaei et al. (2021) investigated the effect of training and development on organizational commitment in higher education sector. The study adopted a quantitative research method and used self-administered questionnaire to gather data from 296 faculty staff of Aden University in Yemen. Confirmatory factor analysis (CFA) and structural equation modeling (SEM) were used to analyze data collected. It was revealed from the findings that there is no significant positive relationship between training and development and organizational commitment.

Theoretical Review

Human Capital Theory: This explains that investing in education, training and development of secretaries will go a long way to increase the productivity and organizational performance of employees (Beeker, 1964). Adams (1976) was the first to advocate investing in human capital. He argued in the Wealth of Nation that differences in how people with different levels of education and training work reflected differences in the profits necessary to cover the costs of acquiring those skills (Ogar et al., 2019). Investing in Human Capital necessitates training and development which enhances the skills and competencies of secretaries that promote their productivity and value to the organization. Training and development of secretaries improves their technology proficiency, communication and efficiency and administrative skills. Investing in secretaries' training also enhance career development which can lead to career profession and improved organisational commitment. Consequently, better organizational performance, adaptability and competitiveness result from improved skills and productivity.

Methodology

This study adopted survey research design. The population of the study consisted of all secretaries in the public service in Ekiti State. A sample of 120 participants (90 secretaries and 30 executives) were randomly selected from public organizations using simple random sampling technique. Questionnaire was used as instrument for data collection, properly validated by secretarial experts. Data collected were analyzed using frequency count, percentage and the mean while chi-square and t-test statistics was used for the hypotheses at 0.05 level of significance. The mean generated was used to take decision on the question. Mean value that was greater than or equal to 1.50 is regarded as agreed while any response below 1.50 is regarded as disagreed.

RESULTS

Research Question 1: What are the needs for training and development for effective performance of secretaries in public organizations for sustainable national development?

Table 1: Needs for training and development for effective performance of Secretaries in public organizations for sustainable national development.

S/N	ITEMS	SA	%	A	%	D	%	SD	%	Mean
1	To enhance ability to cope with increased complexity of administrative roles.	65	54.2%	49	40.8%	4	3.3%	2	1.7%	1.95
2	To bring innovation to organization	87	72.5%	33	27.5%	0	0	0		2.00
3	To enhance career projection and motivation.	42	35%	54	45%	16	13.3%	8	6.7%	1.80
4	To increase secretaries' knowledge and skills to cope with emerging technologies.	24	20%	88	73.3%	5	4.2%	3	2.5%	1.93
5	To enhance secretaries' efficiency and productivity in the contemporary workplace.	64	53.3%	56	46.7%	0	0	0	0	2.00
	Mean									1.94

The results presented in Table 1 revealed that the mean and grand mean are high which indicated that many of the respondents agreed that training is needful for secretaries to enhance ability to cope with increased complexity of administrative roles (1.95); to bring innovation to organization (2.00); to enhance career projection and motivation (1.80); to increase secretaries' knowledge and skills to cope with emerging technologies (1.93); and to enhance secretaries' efficiency and productivity in the contemporary workplace (2.00). The mean and grand mean values in the table are high which implies that secretaries need training and development for effective performance in public organization for sustainable national development.

Research Question 2: To what extent are the impacts of training and development on secretaries in public organization for sustainable national development?

Table 2: The extent of impacts of training and development on secretaries in public organizations for sustainable national development.

S/N	ITEMS	VHE	%	HE	%	M	%	LE	%	Mean
1	Continuous professional development ensures secretaries are abreast of technological trend	67	55.8%	53	44.2%	0	0%	0	0%	2.00
2	Communication training projects professionalism to investors.	78	65%	36	30%	4	3.3%	2	1.7%	1.95
3	Office automation training speeds up service delivery by cutting bureaucracy.	54	45%	62	51.7%	3	2.5%	1	0.8%	1.97
4	Records and information management training foster transparency and accountability	45	37.5%	67	55.8%	6	5%	2	1.7%	1.95

	which is the pillar of sustainable development									
5	Ethics training makes secretaries to be secretive and able to handle sensitive documents hence they become gatekeepers for the organization.	89	74.2%	25	20.8%	0	%	6	5%	1.95
	Grand Mean									1.96

The result presented in Table 2 indicated that many of the respondents agreed with the statement in the table as the impacts of training and development of secretaries in organizations. The mean values in the table indicated that continuous training keeps secretaries' abreast of technological trend (2.00); training of secretaries on communication projects professionalism investors (1.95); office automation training speeds up service delivery by cutting bureaucracy (1.95); records and information training foster transparency and accountability which is the pillar of sustainable development (1.97); ethics training makes secretaries to be secretive and able to handle sensitive documents hence they become gatekeepers for the organisation (1.93); training and development of secretaries enhances productivity of the organization. The mean and grand mean values in the table are high which implies that the training and development of secretaries have a high impact on public organizations for sustainable national development.

Test of Hypothesis

Hypothesis 1: There is no significant impact of training and development on the efficiency of secretaries in public organization.

Table 3: t-test for impact of training and development on the efficiency of secretaries in public organizations.

	Calculated Value	Df	Asymp. Sig. (2-sided)	T
Pearson Chi-Square		6	0.00	
Likelihood Ratio	24.39	6	0.00	
Linear-by-linear Association	15.97	1	0.00	
N of Valid Cases	120			

Table 3 revealed that X^2 cal. = 25.99, df = 6, and X^2 value=6.57 at 0.05 level of significance. This led to rejection of null hypothesis one, hence, there is significant impact of training and development on the efficiency of secretaries in public organizations.

Hypothesis 4: t-test statistics for difference between trained and untrained secretaries' efficiency in public organization.

Variables	N	Mean	SD	Df	t-cal	
Trained	120	3.40	1.69	58	3.89	
Untrained		2.30	0.75			

The result of analysis presented in table 4 revealed that t-calculated (3.89) was greater (1.96) at 0.05 level of significance, the hypothesis is therefore rejected. This means there is significant difference between trained and untrained secretaries on job efficiency in public organizations. The mean value of trained secretaries is higher than the mean value of untrained secretaries; this implies that trained secretaries contributed toward the development of public organizations that the untrained secretaries.

DISCUSSION

The finding of this study revealed the needs for training and development of secretaries in the public organizations. This is in line with the assertion of Adewale (2010) who viewed that training is needful to enhance promotion of secretaries; secretarial efficiency and productivity; increase secretarial knowledge and skills, reduce boredom and monotony in secretaries; and bring innovation to the public organization.

The finding again revealed the impacts of training and development of secretaries in public organizations for sustainable national development. This finding was supported by Fasae (2024) who reported that training improves secretaries' efficiency and organizational capability. Training also enhances organization performance success, training enhances the skill of secretaries, training and development of secretaries enhances productivity of the organization as opined by Farotimi, (2025).

The test of hypothesis revealed that there was a significant impact of training on the development of secretaries in public organization; there was significant difference in the responses of trained and untrained secretaries on the impact of training and development on the efficiency of secretaries towards the development of public organization. This finding concurs with the assertion of Chudi, (2018) which stated that trained secretaries contributed towards the development of public organization more than the untrained secretaries.

CONCLUSION

This study has established that training and development of secretaries is very germane for secretarial efficiency and organizational growth. The role of secretary has upgraded in the 21st century from daily clerical works to strategic organizational support in digital communication, information and record management which facilitate decision making. Although, many organizations view secretary's training and development as administrative expense hence treat it as a low priority which always leads to skill gaps and organizational responsiveness. It was found that prioritizing secretary training and development uncovers secretary potential, enhances secretarial skill development, organizational efficiency and productivity. Secretaries become drivers of organizational growth when they are equipped with current technological skills and career development opportunities. Consequently, this contributes to wider goal of sustainable development by improving the efficiency of public administration. For this reason, organizations should be viewed as a strategic investment in human capital hence the stakeholders like public organizations, policy makers and training institutions must collaborate to endure incessant upskilling to integrate secretaries into organizational change process to prevent inefficiencies that impede national development goals.

Recommendation

Based on the findings of this work, it is recommended that:

- i. Secretaries should endeavour to acquaint themselves with all the relevant skills necessary for them to enhance their efficiency and contribution towards organizational productivity.
- ii. Employers should make it a point of duty to send their secretaries to training at least once in a year.
- iii. Public organizations should align training with digital transformation initiatives.
- iv. Those who are untrained should be allowed and mandated to go for training in order to acquire skills that will enable them contribute maximally to the development of organization.

REFERENCES

1. Adeyeye, M.O. and Erwat, E.A. *Information Management Practices and Job Performance of Secretaries in Public Polytechnics in South-west, Nigeria*, J. Humanit. Educ. Dev., vol. 6, no. 2, pp. 19–30, 2024.

2. Al-Rafaei, A.H, Zumrah, A.R.B., Bahaj, M.H.A. and Alrefai, A.S. (2021). *An Empirical Investigation of the Effect of Training and Development on Organisational Commitment in Higher Education Sector*, Journal of International Business and Management (JIBM), 4(10), 01-15.
3. Amiaya, A.O. (2024). *The Importance of Secretarial Skills in Human Capital Development in Nigeria* <https://www.researchgate.net/publication/380030897>
4. Ayam, A., Attah, C., Umana, E. and Undie, G. (2019). *Effect of Training and Development on Organisational Sustainability*,
5. Chudi Duru, C.C. (2018). *Skill Acquisition: Report on Textile Art and Design Practice among Second Year Students in Department of Fine and Applied Arts, Imo State University*, Online <https://www.researchgate.net>
6. Dikko, A.Y. and Batsani L.M. (2019). *Leader Behaviour Toward Organisational Commitment: Effect of Work Culture – A Conceptual Review*, International Journal of Management Studies, Business and Entrepreneurship Research, 4(4), 55-66.
7. Ezeani, E. and Oladele, I. (2013). *Fundamental of Public Administration: Enugu*: Zik_Chuks Publishers.
8. Farotimi, A.V. (2025). *Developing Professional Secretarial Competencies for Organizational Growth*, Journal of Professional Secretaries and Office Administrators, Volume 30 No 1, 39-46.
9. Farotimi, A. V. (2021). *Competency Improvement Needs of Office Technology and Management Teachers on the Use of New Technologies for Teaching and Learning*. Unpublished B.Sc. Project, Kwara State University.
10. Fasae F.B.K. (2024) *The Secretarial Profession in the Digital Age: Adapting to Technological Advancements*, International Journal of Management Technology, Vol.11, No 2, pp.21-33.
11. Garry, S.B. (1964). *Human Capital: A Theoretical and Empirical Analysis with Special Reference to Education*, First Edition, NBER Books, National Bureau of Economic Research, Inc, Number beck – 5.
12. Hami, N., Yamin, F.M., Shafie, S.M., Muhamad, M.R. and Ehahim, Z. (2018). *Sustainable Manufacturing Practices among SMEs in Malaysia*, International Journal of Technology, 9(8),1658-1667.
13. Indabawa, M.U., Bukar, T.T. and Mohammed, A. (2025). *Evaluating the Contribution of Employee Training and Development to Personal and Organisational Performance: A Study of AI=Hassan Plastic Industry, Kano State*, Gas Journal of Economic and Business Management (GASJEBM), 2(12), 215-230.
14. Nilsson, S. and Ellstrm, P. (2012). *Employability and Talent Management: Challenges for HRD Practices*, European Journal of Training and Development, 36, 26-45.
15. Njoko M.B., Mphahlele, P.R. and Mbulaheni, M.H. (2023). *Management and Sustainability of Small Scale Agricultural Projects: A Case of Elias Motsoaledi Local Municipality, Limpopo Province, South Africa*, Social Sciences and Education Research Review, 10(2), 259-266.
16. Nwokedi, C.S.G. (2015). *The Relevance of Professional Secretaries and Need for Further Training*, Journal of Professional Secretaries and Office Administrators, Volume 23 No. 1, 130-134.
17. Ogar, Cassius Ayam, Umana, Eteobong Attah, Ijeoma Catherine Okoli, Ititim, Godwin Undie (2019). *Effect of Training and Development on Organizational Sustainability (A Study of Cross River University of Technology (Crutech) Nigeria*, International Journal of Research and Innovation in Social Science (IJRISS) |Volume III, Issue IX, 583-601.
18. Okoli, J.M. Aina, M.A. Ezeani, N.S. (2022). *Secretarial Profession and the Training Needs of Secretaries for the Future Office Work*, Nigerian Journal of Business Education (NIGJBED) Volume 9 No.2, 159-165.
19. Onamade S. A. and Adedayo T. G. (2012). *Skills Improvement Needs of Secretaries Trained in Private Institutions in South-West Region of Nigeria*, Continental Journal of Education Research 5 (1):17 - 26,
20. Smith K., Sharil, Z. (2024). *Responsibilities of Human Resource Managers in Enhancing Secretarial Capacity for Maximizing Efficiency*, Journal of Emerging Market Studies, 1(1), 118-126.
21. Williams S.F. and Saranya W. (2025). *The Impact of Training and Development on Organisational Performance and Employee Productivity: A Multi Sector Analysis*, Texila Inter Journal of Management. Available at: <https://dioorg/1021522/TIJMG.2015.11.02.t4>.