

TITLE PAGE

**MANAGEMENT SKILLS REQUIRED BY OFFICE
PROFESSIONALS FOR EFFECTIVE JOB PERFORMANCE IN
SELECTED BANKING INDUSTRIES IN KADUNA METROPOLIS**

BY

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**BEING A PROJECT SUBMITTED TO THE DEPARTMENT OF
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DECLARATION

I hereby declare that this project work undertaken by me under the supervision of **Dr. Victor Ojetokun** of the Department of Office Technology and Management, Kaduna Polytechnic, Kaduna. Due credit has been accredited to all authors whose work were consulted during the study.

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Signature

Date

APPROVAL

This is to certify that this is an original work undertaken by Rahila Garba KPT/CBMS/19/42986, and has been prepared in accordance with the regulations governing the preparation and presentation of research project in Kaduna Polytechnic Kaduna.

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Date

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Date

DEDICATION

This research (project) work is dedicated to God Almighty for the grace given to me throughout the period of this programme, also my Lovely Parent Mr Garba Gado Bawa and Mrs Paulina Garba.

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ABSTRACT

This research study examined the management skills required by office professionals for effective job performance in selected banking industries in Kaduna metropolis. Various literature related to the study were consistently synthesized to ascertain their relevance with topic under study. Four (4) research questions were formulated to generate data. The population for the study was 33. A total of 33 questionnaires were distributed out of which a total of 31 was collected for data analysis. The data collected was analyzed using mean statistics. The study also adopted a survey research design. The findings of revealed that word processing skills, communication skills, human relation skills and management skills enhance effective job performance of office professionals. It was recommended amongst others that the management of the organization should train and retrain the office professionals on managerial skills to enable them perform their jobs effectively. Also, office professionals should attend seminars and conferences especially in the area of management skills in order to update their knowledge to enhance performance of their duties.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the world of work setting, most adults are mainly from the private and public organizations while the remaining are in self-employment. The private organizations range from the very small scale/one man business to the multinational companies whose ultimate goal is to make profit, provide employment and contribute to social economic development of the nation. Some public organizations still fall into this category, while majority are established to render some categories of services to the society. For example, a public academic institution is not a profit driven organization but has a goal to ensure that the service of producing graduates with management skills.

As a result, the production, service, and profit of organizations are heavily reliant on the workers' management skills, because no investor would invest in an organization/company with a poor work culture. (Abiola 1992 cited in Eleanor, 2017). Organizations, therefore, combine effectiveness and efficiency of its employees to achieve its goals of profit making, growth and survival amongst competitors in a dynamic business environment. To the employer, effectiveness means producing the desired result and efficiency means producing the result with minimum management skills required. The modern day office professional should possess certain management skills to help in performance while discharging their duties in the organization (Ohakwe, 2013).

The office professional has to perform certain roles or activities in the organization to achieve goals. The office professional also renders clerical, executive and all other office functions for which the office was set up. Primarily, the functions of an office entail receiving information, processing information, giving information, recording information, and safe-guarding the asset of the organization for effective service delivery.

Office activities may vary like the works department office, the Bursar's office, the personnel office but the functions are closely related, that they at one time or the other receive information, process the information, record the information, and give out information when required and above all to protect the asset of the organization. Therefore, working in the office requires some basic management skills(Ademola and Bolaji, 2014).

Management skills means the ability to do something well. It is also referred to as a type of ability or a particular ability to do something. Office work skills can, therefore, be referred to mean those abilities required for carrying out the office functions very well(Atuenyi, 2013).

These office work skills are as varied as the office activities vary too. The various activities in an organization are grouped together or clustered and assigned specific job description like Sales unit, Purchases unit, Technical unit, Medical unit, Transport unit etc. Each of these units is involved in the functions of an office. Therefore, the office work management skills are as varied as the office activities vary too. These office activities form the training of office technology and management programme. Office technology is an

academic programmed obtainable in higher institutions of learning including Universities and Polytechnics (Atuenyi, 2013).

Office professional which is a specialized phase of office technology and management prepares students to enter organization and office occupations as capable and intelligent member of the labour force. On graduation the Office Technology and Management graduate is capable of being self employed, taking up office jobs which form the main focus of this research work. Management skills form part of the total office work skills required for the day to day administrative activities of an office in terms of document creation, copying, editing, recording, transmitting etc. Specifically the management skills involve the type of work done in the office and it includes receiving and dispatching mails, receiving and making calls, receiving visitors, holding meetings, typing of documents, copying of documents, duplicating, filing, storing, retrieving receiving cash and issuing receipt, paying cash, bank lodgment, making travel arrangement, bookkeeping etc. Both developed and developing economies have a high demand for secretarial and clerical workers (Obakpolo. 2015). There is hardly any aspect of political, social, economic, and even cultural life activity that does not require the functions of an office. These offices are manned by clerical and secretarial employees (office technology and management graduates) who receive, record and process information required for carrying on the business of such organization. Management skills comprehensively used to cover a variety of routine and non routine activities in an office.

The growth in technology in business has changed the manpower needs of many businesses as well as the functions in the offices. Many office functions are automated and this leaves the clerical and secretarial employees with non-technical skills to deal with. Therefore, the office employees must be versatile with multitechnical and people-related (psycho-social) management skills in order to be relevant in today's business and the future (Mamta & Narges, 2013).

Modern office professions necessitate more complicated and in-depth management skills and knowledge, necessitating curriculum specialists and vocational education program developers to adapt their training programs to match the demands of a changing workplace. (Eleanor (2014). Furthermore, the advancement in technology has revolutionized office functions and obsolescence occurs so quickly affecting occupational structure and specific jobs skills and knowledge. With the office becoming so revolutionized as a result of the advances in information technology where an average executive officer can play with the keyboard, and with the speculation that the advances in information technology will make redundant certain office workers, one wonder if clerical and secretarial employees are still needed in the modern office. Management skills encompasses the managerial efforts in facilitating activities; leadership skills, self-management and motivation, training and coaching, involvement, plan, organize and control, time management and developing personal skills by individuals and groups. This study examines the processes that have

received the most concord: Management skills required of office professionals for effective job performance.

1.2 Statement of the Problem

One of the objectives of the National Board for Technical Education (NBTE) programmed is to equip graduates with the right skills that will enable them to engage in a life of work in the office as well as for self-employment. The work place is such a dynamic environment that is changing with time. The management skills are also not left out of the changes. Often times there are new orders of doing things. Today most registration exercises in our higher institutions are done online. Sooner or later lectures and examinations will be taken online.

Some years ago the need for modern office machines and equipment did not arise. This is because office functions could be performed using manual typewriters, electric typewriters, manually operated photocopying, duplicating machines and other office equipment operated manually to carry out the office functions. These manual office machines and equipment make the office work then a little easier but where characterized with monotonous operation, time consuming, work output dirty, illegible and corrections on such work often difficult and sometimes involves re-typing.

But now, today's office functions and activities have risen beyond the manual processing of office functions. It is assumed that those office employees trained with manual/crude office machine and equipment does not properly fit into the modern offices/establishment. As new businesses and job opportunities are generated every day, there comes the need to identify the management skills needed by the office technology and management graduates to match with the new challenges in the modern office so as to be employable on graduation.

1.3 Purpose of the study

The purpose of the study is to examine the management skills required of office professional for effective job performance in selected organizations in Kaduna States. Specifically, the study will seek to:

- i. Identify the word processing skills required by Office Professionals in selected organizations in Kaduna Metropolis.
- ii. Ascertain the communication skills required by Office Professionals for effective job performance in selected organizations in Kaduna Metropolis.
- iii. Determine the human relation skills required by Office Professionals for effective job performance in selected organizations in Kaduna Metropolis.

- iv. Examine the management skills required by office professionals for effective job performance in selected organizations in Kaduna Metropolis

1.4 Research Questions

The following research questions were formulated to guide the study:

1. What are the word processing skills required of office professional or effective job performance?
2. What are the communication skills required by office professionals for effective job performance?
3. What are the human relation skills required by office professionals for effective performance?
4. What are the management skills required by office professionals for effective job performance?

1.5 Significance of the Study

This study will be of great value to the professional Office professionals and society in general. The knowledge exerted from the study will be beneficial to Office professionals in the discharge of their duties and will definitely encourage new innovations in office automation and information technology on the part of the management.

Organizations will use the information provided in this study to save them from losing the competitive advantage and improving their productivity.

Office Professional shall by this study improve in their roles towards the attainment of the organization's performance.

Researchers in this field can use it as a base to develop and establish firm ideas that will bring about further development in the future research efforts.

1.6 Scope of the Study

This study examined the management skills required of office professionals for effective job performance in selected organizations in Kaduna metropolis. Other areas include the word processing skills office professionals for effective job performance, human relation skills of office professionals for effective performance and management skills required of office professionals for effective job performance.

This study will be delimited to the following selected organizations in Kaduna Metropolis: Access Bank plc (Bida Road Kaduna). Wema Bank plc (Bida Road Kaduna), Union Bank plc (Yakubu Gowon Way Kaduna) and United Bank for Africa plc (Yakubu Gowon Way Kaduna).

1.7 Definition of Terms

The following are the definition of terms used in this research work

- ManagementSkills:** It means being able to communicate and deliver results by providing employees with a strong business plan to meet the aim for the company.
- Interpersonal Relations:** Interpersonal relationship at work constitutes the day to day interaction between co-workers, or managers and employees. These relations are a natural part of the work environment and are usually pleasant and creative, but sometimes the source of tension and frustration.
- Workplace:** A workplace is a location or building where people perform physical or mental work in order to earn a living.
- Role:** A function or part performed especially in a particular operation or process played a major role in the negotiations.
- OfficeProfessional:** This is a person who is an office, who has undergone training academically having knowledge or skill on system operations, problem solving, attending to customers, receiving and giving out information, manages an office, and deals with a lot of paper work.
- Needs:** A condition or situation in which something must be supplied in order for a certain condition to be maintained or a desired state to be achieved
- Skills:** The ability to carry out a task with pre-determined results often within a given amount of time, energy or both.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter reveals the related management skills needed by Office Professionals for effective performance in the banking industry. It also reviews related authors' opinions on the issue under investigation. The investigation was made under the following sub-headings:

- 2.1 Concept of Office Professionals
- 2.2 Office Information Management Skills Needed by Office Professionals
- 2.3 Word Processing Skills Needed by Office Professionals
- 2.4 Communication Skills Needed by Office Professionals
- 2.5 Human Relation Skills Needed by Office Professionals
- 2.6 Management Skills Needed by Office Professionals
- 2.6 Summary of the Review

2.1 Concept of Office Professional

The concept of an office professional like many other concepts has no universal definition. Adewunmi (2013) for instance defines an office professional as 'a trained and qualified professional, usually attached to an executive possessing mastery of office skills

and ability to assume responsibilities without direct supervision. Who displays initiatives, exercises judgment and makes decision within the scope of her authority. Osibo (2012) defines an office professional as an individual employed to deal with correspondence or duties of a personal or a confidential nature. He/she combines shorthand and typing skill with a sound knowledge of secretarial studies”. While Odiagbe (2018) with a definition which is adopted for this study describes an office professional as a high caliber support staff who can be recalled upon to relieve a typical director or chief executive of some stress inducing workload, solve problems. represent him when necessary, organize the office, manage his tours and be a resources person or a reservoir of facts and information connected to the organization. she/he must be capable of using his/her initiative and good judgment at critical times”.

An office professional is also seen as one who is versed in the art and science of superintending office and machinery. The job entails a lot of initiatives and a compelling need to know as much as possible about everything in the organization. Base on this research work. an office professional can be said to be an office specialist who assist his/her executive, using his/her professional skills and expertise.

Duties of Office Professionals

Stewart, et al as cited by Alegre. Ogiegbaen. Ivamu (2017) in their book office procedures categorized the duties and responsibilities of the professional into.

i. Administrative Duties

The office professional applies his or her skills to arrange meetings and conferences. prepare business itineraries, coordinates travel arrangements. attend to visitors, make and keep appointments, order supplies and supervise staff.

ii. Communication

A large portion of the office professional's task centers around assisting the executive in communication. He or she should be able to handle incoming and outgoing mails, use the telephone, and transmit facsimiles and other forms of telecommunication and use shipping service.

iii. Record Management

This includes knowledge of the various filing systems, filing supplies and equipment. This covers records management procedures and organization and control filling system

iv. Word Processing

In the business world today there is rapid and continues flow of information which are produced and transmitted through written communication. The office professional is expected to be skilled in communication: the office professional is expected to be skilled in keyboarding letters, report, and other business document. Proofreading and editing are added skill requirement. Accurate transcription from dictated material are called for most of the time.

v. Computing, Accounting and Data Processing

Data processing is organizing, storing, and retrieving numerical data with the use of computer software. Such data may include orders, purchases, account payable, sales, accounts receivable, or inventory. All office professionals of course, should have working knowledge or basic computations and accounting to handle simple tasks like handling petty cash, checking accounts, and keeping accounting record records.

2.2 Office Information Management Skill needed by Office Professionals

This is one of the most vital management skill required of Office Professionals in the banking industry in recent times. It is the ability to manage information properly. In major organizations, especially banking sector, the safeguarding of information is utmost important. It is what makes an organization what it is. This involves the use of information technology facilities (Njoku. 2013).

Ohakwe, (2016) stated that office information is best—managed using IT facilities. He stressed the fact that, the modern office (banks) to a paperless one with faster was of doing things. The Office Professional requires skills in information management to enable him/her function well in the office (Andera, 2017).

The result of office information technology era is that the world of business, notably the banking industry in Nigeria, has been turned into a global village (space) through the convergence of information technology (Kanu, 2013). For the office Professional to be effective in the financial sector especially the banking industry, the Office Professional must possess the ability and skill to manage efficient information in the office.

In the business world today there is rapid and continuous flow of information. According to Imhabekhai (2000) stated that there are often new technologies demanding new techniques/methods of doing things, for the office professional who requires diverse types of retraining to allow them to be relevant at all time: the category of needs needed by them would include the following.

i. Technical Skills Development Retraining

No matter what technical level an office professional is at there is always room for improvement. Technical (hard) skills include the know—how of doing things like

data analysis, content writing, social media management. Coding, programming. etc (Imhabekhai, 2000).

Technical skills training is a fundamental office professional education component because it's the main way office professionals will know how to technically do their jobs right. And for those who already know how to do their jobs, they still have more to learn. This is because office professionals need to engage in ongoing learning on a regular basis to stay up-to-date with the latest developments in view of content changes.

ii. Soft Skills Development Retraining

How an office professional acts is just as important as what they know- that's why soft skills are so essential for growth. These skills are personal attributes that enable office professionals to interact effectively and harmoniously with other people in the workplace, including co-workers, management, and customers, studies have shown that a gap in basic soft skills among office professionals affects an organization's success and increases turnover rates. This implies that organizations need to avail these categories of professionals with opportunities to update their soft skills as often as possible.

Soft skills trainings are also useful for new and existing office professionals at all levels building an efficient, respectful and collaborative culture ultimately affecting the bottom line, some specific soft skills training include:

- Communication skills
- Presentation skills
- Problem-solving skills

- Conflict resolution
- Leadership skills
- Emotional Intelligence
- Time management
- Ethics
- Teamwork
- Adaptability (Imhabekhai, 2000)

iii. Managerial Retraining

After someone has spent time with an organization they might be identified as candidates for promotion. When this occurs, managerial training would be required. Areas to cover would include those from our soft skills section, such as how to motivate and delegate, while others may be technical in nature. For example, if management uses a particular computer system for scheduling, the managerial candidate might have to be technically trained. Some managerial training might be performed in-house while other training, such as leadership skills, might be performed externally (Imhabekhai, 2000).

iv. Safety Retraining

Safety training is a type of training that occurs to ensure office professionals are protected from injuries caused by work-related accidents. Safety training is especially important for organizations that use chemicals or other types of hazardous materials in their production. Safety training can also include evacuation plans, fire drills, and workplace violence procedures. Safety training can also include the following.

- Eye safety
- First aid
- Food service safety
- Hearing protection
- Construction safety (Imhabekhai, 2000).

That is to say that for an office Professional to be effective in the discharge of duties he/she has to be very conceptual (i.e)innovative. (Ahukannah,2013). Every office Professional must be conceptual to meet the challenges and tremendous changes in the world of business. It simply applies to the modern day office professional: this is one of the most important skills that is needed to perform effectively in the discharge of duties. Conceptual skills are management skills which both office professionals and executives cannot do without while discharging their day-to-day activities in the work place. An office Professional with very high intelligent quotient is bound to perform extraordinarily well in the office. One of the management conceptual skill is the possession of intelligent quotient. This would make the office Professional to solve and detect faults on time. The office professional would be able to detect cheats and fraudsters that may come to the office to carry out business transactions. Conceptual skills include the ability to view the organization as a whole, understand how the various parts are interdependent, and assess how the organization relates to its external environment. These skills allow managers to evaluate situations and develop alternative courses of action. Good conceptual skills are especially necessary for managers at the top of the management pyramid. where strategic planning takes place.

The Office Professional's mentality must be sharpened to see and carry the organization as a whole, It includes being able to see how all the parts of an organization fits together as a whole (Ohakwe. 2013).

2.3 Word Processing Skills Needed by Office Professionals

Microsoft word is a software application package that enables its users in arranging various kinds of documents. Supporting this, Ubani (2018) defined a Microsoft word as a word processing package that is designed to enable users to type, edit, store and generally process their documents. Ubani (2018) also stressed that Microsoft word is also used to create base-document such as reports, letters, news-letter, memos etc.

Microsoft word is a word processing application software package that can be basically used to create letters, reports and other documents. Osuagwu, Onuodu and Ugwu (2018) described Microsoft word as an application package used for processing and a very powerful tool for documentation. They stressed that Microsoft word has powerful features and abilities that makes it different from electronic typewriter which makes the user to be able to utilize it efficiently in his office duties. Microsoft applications skills enable secretaries to be capable of creating, storing, and printing documents. It is not like a typewriter; it has some fantastic features that enhance Office professionals' job performance in public parastatals.

According to West (2016), Word processing software enables the user to easily create and edit documents, including inserting, deleting, and moving words, sentences through the use of different typesizes and styles and through different arrangements.

Agomuo (2014) observed that word processing can be likened to a typewriter inside a computer in that it incorporates all the duties of a typewriter which basically are; the ability to

type and produce text on paper, store and manipulate text in documents and get printed copies.

Giriand Ubani (2018) stressed that Microsoft word allows for the creating of document and making anychanges anywhere in the document. They further observed that the document can also be saved for modification at a later time or to be opened on any other computer using the same word processor. It isone of the often used application programmes which Office professional can utilize in carrying out officeactivities for economic diversification. The early word processors were initially electrical typewriters withlittle form of computerized software. It has a screen and connected to a printer but the introduction to themodern word processing programmes has brought new software packages which enable the Office professionals“ to perform excellently in his assigned duty.

Microsoft word application is computer application which an Office professional can utilize inmanipulating alphabets and numbers to form word, and for Office professional to be able to utilize aMicrosoft word package in information systems, it should first be installed, it can only be open if thesoftware application (Microsoft word) is being installed in that particular information system. Agomuo,(2014) stated that word processing allows the user to do the following more than just typing your ext – they are as follows: Store the document for future reference or use, make corrections to your documentary conveniently, format your document to a wide variety of specification, automate some function suchas page numbering, generation of indexes etc, check the spelling of text in your document for correctnessas well as have greater control over page layout attribute such as margins.

National Teachers Institute (2010) stressed that the feature of Microsoft word are as follows: A Microsoft word enables you to enter correct and print text as well as save document to disk. Additionally, you can retrieve previously created documents and modify or print them as needed. In the use of the automatic word wrap, the typewriter you use the carriage return at the end of the line to advance to the next time of text, otherwise text run off the page., in automatic word wrap, as the typing approach as the second line without a carriage return key at the end of the paragraph and not the end of each line.

Microsoft word is an important software package that secretaries require to enable them effectively perform their office functions. Therefore, its proper utilization can enhance secretaries' job performance. The features of standard word processor (Microsoft word) according to Igiri and Ubani (2018) are as follows: insert text which allows the operator to insert text anywhere, delete text that allows you to erase characters, words and lines, or pages as easily as you can cross them out on paper. Cut and paste allows to remove (cut) a section of a text from one place in a document and insert (paste) in somewhere else. Copy, allow you to duplicate a section of text. Page size margins, allows you to define various page sizes and margins, and the word processor will automatically readjust text if you change the margin. Search and replace; allows you to direct the word processor to search for a particular word or phrase. You can also direct the micro soft word one group of characters with another everywhere that the first group appears.

Word wrap enables the Microsoft word automatically moves to the next line when you have filled one line with text, and it will readjust text if you change the margins. Print;

allows you to send a document to a printer to get hardcopy. Cursor control enables you to easily move the cursor or insertion point from one character to another.

Additionally, quick keys are available to move to the left or right of a word at a time. Block operation is another important feature, block operations enable you to mark a portion of text and move, delete, or copy it. These functions are also called cut and paste or copy and paste. Search and replace operations allow you to check an entire document for specific text and replace or erase it. With the Microsoft word you can manipulate the final printed document by changing the size, appearance, base font and colour of the text. Text alignment or justification also enable the user with a word processor, to control text alignment or justification to the left, right, centre or full align Page numbering: You can automatically insert page numbers in your document. You can even designate where page numbers will be positioned on the page. Check spelling and grammar allows spelling and grammar to be checked with the grammar checker. It locates spelling mistakes and bad grammar in your document and offer corrections Header and footer can only be installed once for each document. They can include page numbers which will adjust automatically to the number of pages in the document. Mail merge enables the user to combine files to create new document for example, a file containing a letter and the result will be an individual letter for each address.

File management allows the user to create, delete, move, and search for files. Font specifications; allow you to change fonts within a document. For example, you can specify bold, italics, and underline. Most word processors also let you change the font size and even the typeface. Footnotes and cross-references automate the numbering and placement of

footnotes and enable you to easily cross-reference other sections of the document. Graphics allows you to embed illustrations and graphs into a document. Some word processors let you create the illustrations within the word processors, other let you insert an illustration produced by a different program.

Headers, footers, and page numbering allow the user to specify customized headers and footers that the word processor will put at the top and bottom of every page.

Microsoft Word for the purpose of emphasis is a word processing application package. It is mostly utilized for the production of information in text form even though its features allow for the insertion of graphics and numeric information. However, its proper utilization requires the Office professionals to develop some relevant word processing skills.

Oborah and Eze (2013) noted that one major skill for effective utilization of Microsoft word in processing office information is keyboarding skills which enable office professional to use touch rather than "hit and peck" while typing text into the application. Other Microsoft word application skills outlined by Ndinechi and Ementa (2013) include but not limited to: changing paper layout, saving and assigning files name, delete, cut, copy and paste text, merge two or more documents, store and retrieve documents, bold, italicize, underscore, align, centre and justify text, apply footnotes, cross-referencing, header and footers, search, find and replace word(s), apply different font specifications, use Thesaurus in searching for appropriate words and print documents.

National Teachers Institute (2010) stressed that Microsoft word processing skill is the ability to manipulate alphabets and numbers to form words, sentences and documents using computer as a device.

The secretaries who aim at having a smooth and efficient accomplishment of office functions which could be achieved by utilization of the features of Microsoft software package need to develop information systems application skills related to the utilization of this application software.

Ubani (2018) stated that the basic elements of Microsoft word which secretaries should know how to use include the following: title bar, menu bar, tool bar, ruler, work area, cursor, mouse, pointer, Scroll, bar, view icons and status bar. The secretary using this software must be proficient in the use of the features of the application in order to carry out their duties related to the use of this software effectively.

An office secretary requires the afore-stated software application skills in order to effectively carry out assigned duties that require the aid of word processing application software, especially in this modern sophisticated information system world. Nwosu, Anaka and Eleoba (2003) highlighted the functions that can be carried out using word processing application software as follows; storing, editing information and retrieving text, insertion and deletion of text, underlining using various types of font, moving text, page numbering and saving, storing or retrieving texts. They also observed that Office professionals competency in the use of word processor will enable them achieve the following: Producing neat, accurate and original documents with speed.

2.4 Communication Skills need by Office Professionals

Communications defined as the process by which information is passed between individuals and or organization by means of previously agreed symbols (Amaefule, 2012). The efficient selection of symbols is vital in order to achieve effectiveness in conveying information. Communication as the act of conveying thought and feelings to other people and

receiving in return their reactions in accordance with the purpose and manner of the act. The process of communication refers to a method of manner of doing things or a series of reaction,operationsoccurrences designed to achieve stated objectives. This is the most importantmanagement skill required of the office professional: communication skill related human relation skill for effectivecommunicationbreeds good relationship (Nwosu, 2013). Management of communication process requires not only attention to the media of communication,but to the personnel inter-relationship of people in the organization, this would increase the level of performance of the office professionals (Appleby. 2014).

Nnmadi. (2016) stressed the need for communication to occupy a central place o organization theory, because the structure, extensiveness and scope of organization are almost entirely determined by communication techniques. Communication can be regarded as the foundation upon which organization and administration must be built. Good writingskill is a vital means of communication. The mails written and produced through the computer also serve as the image of the business organization. Communication as management activities is an extremely important skill to be mastered by the Office Professional. In order to provide the information and human understanding necessary for group effort and to provide the attitudes appropriate for proper motivation and job effort and to provide the attitudes appropriate for proper motivation and job satisfaction, better communication is absolutelynecessary (Nwosu, 2013).

2.5 Human Relation Skill by Office Professionals

It is important to note that human relations are practiced every day in the office.(Ohakwe, 2013)defines human relations as the central point on which the Office Professional's job in the banking industry hangs on. It is ability of the Office Professional to

get along with or interact with subordinates, customers and group individuals in all types of transaction in the office or work environment.

Human relations skills are the interpersonal skills managers use to accomplish goals through the use of human resources. This set of skills includes the ability to understand human behavior, to communicate effectively with others, and to motivate individuals to accomplish their objectives. Giving positive feedback to employees, being sensitive to their individual needs and showing a willingness to empower subordinates are all examples of good human relations skills. Identifying and promoting managers with human relations skills are important for companies. A manager with little or no people skills can end up using an authoritarian leadership style and alienating employees.

The office Professionals success in the office (bank) setup depends on his/ her skills in developing and maintaining the human factors of the company progress. On the other hand, good human relation is necessary because it includes economic, social and psychological satisfactions. These factors in the office can be achieved if the Office Professional and the people relates very well on a daily basis in the office.

This involves understanding others in the total environment and those they have business dealings within the bank (Okagbere, 2013).

In the business world today there is rapid and continuous flow of information,

According to (Onah, 2000) stated that there are factor that influence human relation practice among office professional, the category would include the following:

i. Work Environment:

Human relation advocate the creation of a positive work environment where organizational goals are achieved through satisfaction of employees. In general, when

employee needs are satisfied, the work environment is termed positive and when employee needs are not satisfied, the work environment is termed negative.

Positive work environments are characterized by such factors like: goals are clearly stated incentives are properly used to improve performance, feedback is available on performance decisions are timely and participative, rules are minimum conflict is confronted openly and squarely, the work is interesting and growth oriented

ii. Work-group:

The work group is the centre of focus of human relations studies. It has an important role in determining the attitudes and performance of individual workers. The Hawthorne studies showed that the informal groups exert tremendous influence over the behaviour patterns of workers At Western Electric Co., the informal groups countermanded official orders quite frequently and played a decisive role in determining production standards, Work is a social experience and most workers find satisfaction in membership in social groups. Unless managers recognize the human relations at work productivity will not improve. (Kozma, 2008)

iv. Individual:

The human being is an important segment of the organization behavior of an individual is affected by his feelings sentiments and attitudes. Motivation of employees should give due consideration to their economic, social and psychological needs. Thus, motivation is a complex process. (Acharu, 2015)

v. Leader:

The human relation is gave great importance to leadership. The leader must ensure full and effective utilization of all organizational resources to achieve organizational goals.

He must be able to adjust to various personalities and situations. He must behave in a way that generates respect. (Hargittai, 2007)

As the Hawthorne studies showed, a supervisor can contribute significantly in increasing productivity by providing a free, happy and pleasant work environment where bossism is totally absent and where members are allowed to participate in decision-making processes. Authoritative tendencies must give way to democratic values. The essence of the human relations philosophy is to cultivate and develop an environment where the employees as individuals and in groups would wish to contribute their best to the organizational goals. (Robson, 2007)

This environment is cultivated and developed where there is an awareness of the needs, aspirations, feelings and emotions of the employees on the part of management.

Technical Skills

This involves the Office Professional being trained technically to handle office machines (Akanwa. 2012). A modern Office Professional that must perform effectively in the office must possess adequate skills and abilities in the areas of operations. Programming, installation and training. The Office Professional who is called to train people in the office must possess the technical know—how regarding to the field in order to impart such acquired knowledge to other (Ohakwe, 2013). It is of utmost importance for effective performance as today's banks are receiving fascinating technology growth. Specialized areas of knowledge and expertise and the ability to apply that knowledge make up a manager's technical skills. Preparing a financial statement, programming a computer, designing an office building, and analyzing market research are all examples of technical skills. These

types of skills are especially important for supervisory managers because they work closely with employees who are producing the goods and/or services of the firm.

Technical skill is therefore a modern management skill required as it would add to the wealth of knowledge and how to make decisions relating to maintenance of electronic facilities in the office.

2.6 Time Management Skills needed by Office Professionals

Organization efficiency is impaired if office professionals are poorly organized. A major aspect of efficiency is the effective management of time. A well-organized Office Professional who makes good use of the time management available can ensure objectives are successfully achieved (Koontz, 1981).

Essence, (2013) stressed the point that for any office Professional to be successful in the discharge of duties, must possess the skill: effective time management of the office. The Office Professional should be goal-oriented on a daily basis to enable checkmate time wasting, but achieve most in little time. The office Professional has to set realistic goals in order to achieve the objectives: observes measures or evaluated and controls the system to ensure that plans are work in accordance to schedule. Office Professional that hopes to perform effectively in the offices must examine critical issues of time management to achieve organizational goals (Andrea, 2007).

Obi (2013), opines in his work that time management involves identify task to be performed. Planning and scheduling organizational activities. Prioritizing such activities, allocating time to the tasks according to their degree of importance in enhancing productivity. According to the popular Website, Wikipedia time management refers to a range of skills, tools, and techniques used to manage time when accompanying specific tasks, projects, and

goals. Another website defines it as the process of scheduling and organizing time to determine how much time is required to complete multiple direct and indirect tasks, and when such tasks are required. Lastly, the Business Dictionary' defines it as a systematic. Priority-based structuring of time allocation and distribution among competing demands.

Even though many writers/authors agree to the use of' the term 'time management, it has been variously argued that life or Self-Management' was more apt. This argument is predicated on the fact that it is nigh impossible for any person to manage time: what can be managed is how to manage yourself when using the time which is available to you as to others in equal quantity. Towing this path of' argument. Olamiyi, (1998) and Akomolafe (2005) contended in their separate works that strictosensa, that, *strictosensa*, individuals are incapable of managing the time since the hands of the clocks continue to move beyond our control. They both agreed that individuals are only capable of deciding what to do with their own time and how best to organize their activities within the time frame available to them. In a likewise manner, Mary Ann Lansang also opined that time management is not actually about 'managing' time; rather, it is about setting priorities and planning our lives and time according to these priorities. The Business Dictionary suggests the term 'time budgeting' as more apposite, predicating this on the fact that time cannot be stored, and its availability can neither be increased beyond nor decreased from 24 hours.

Aside the minor technical argument highlighted above (about time not being manageable in the strict sense of it), all the writers are in tandem that time management has to do with some self-controlling, self-organizing, self managing and self-regulating so as to make an optimum and productive use of the time available to each individual. Time management can therefore be loosely defined as managing our time to waste less time on

doing the things we have to do so we have more time to do the things we want to do. It is better conceived of as a set of time management skills, such that once we master the time management skills, we'll be more organized, efficient and happier.

The Office Professional has to work according to schedules and also set personal targets to ensure efficient time management. With effective time management, the Office Professional would be able to meet the daily office challenges squarely (Kanu, 2013).

2.7 Summary of Review

The management skills needed by office Professionals for effective performance in the banking industry have been reviewed to include. Office Information management skills needed by office professionals, Human Relations skills needed by office professionals, Communication Skills needed by office professionals and Time management Skill needed by office professional.

These skills are very vital for the effective discharge of modern management duties for any office Professional that lends to work in the banking industry. The information skill discusses the ability of an Office Professional to handle information of any form in the business office. The communication skill deal with how the Office Professional can communicate effectively to ensure that the recipient understands the intentions of the message. It involves both the written and oral forms of communication.

Time management has become important to avoid wasting of time of unrealistic activities. The Office Professional needs to possess both the knowledge and practical skill of handling modern office machines and the necessary software applications like the PDF device and Data Base programs. The Office Professional is a multi-disciplinary staff of any

business organization, and the possessing of the basic management skills would enable the effective performance in the workplace.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter presents the methods and procedures used in collecting data for the study. These procedures include:

- 3.1 Research Design
- 3.2 Area of Study
- 3.3 Population for the Study
- 3.4 Sample Size and Sampling Techniques
- 3.5 Instrument for Data Collection
- 3.6 Administration of the Instrument
- 3.7 Validation of Instrument and
- 3.8 Method of Data Analysis

3.1 Research Design

A survey study research design was adopted in order to obtain comprehensive and detailed information. This is in accordance with Uloko (2018) who advised that a survey study should be carried out when the study revolves round many classes or categories.

3.2 Area of Study

The study was carried out in four selected banks in Kaduna metropolis, namely: Access Bank plc (Bida Road) Kaduna, United Bank for Africa (Yakubu Gowon way)Kaduna, Union Bank plc (Yakubu Gowon way)and Wema Bank plc (Bida Road) Kaduna.

3.3 Population of the Study

The population was thirty three (33) made up of seventeen (17) executives and sixteen (16) office professionals in the four selected banking industries in Kaduna Metropolis. A breakdown of the population is presented in table 3.1 below

Table 3.1: Population of the Study

S/N	Banks	Category of Respondents		Total
		Executives	Office Professional	
1	United Bank for Africa plc	5	5	10
2	Access Bank plc	3	4	7
3	Wema Bank plc	3	2	5
4	Union Bank plc	6	5	11
	Grand Total	17	16	33

Source: field Survey, 2022

3.4 Sample Size and Sampling Techniques

The study uses the entire population for the study. Ndagi (2016) opined that when the population size is not too large, the entire subject is usually adopted as sample. Hence, no need to adopt any sampling technique.

3.5 Instrument for Data Collection

The researcher used a set of questionnaire as the instrument for data collection from the respondents. Aromu (2018) opine that the questionnaires method of data collection is most suitable where the respondents are large in size and literate. The questionnaire was divided into 5 Sections A-E. Section ‘A’, contains respondents Personal data, Section ‘B’ contains the word processing skills required of office professional for effective job performance, Section ‘C’ contains the communication skills required by office professionals’ for effective job performance, Section ‘D’ contains the supervisory skills required by office professionals’ for effective performance. And ‘E’ contains the interpersonal skills required by office professionals for effective job performance. The questionnaires provide possible responses to the questions thereby leaving respondents with options to select from.

3.6 **Validation of Instrument**

To make the questionnaire valid, the researcher submitted draft copies of the questionnaire for validation to the supervisor and two other lecturers in the Departments of Office Technology and Management (OTM). Their comments were taken into consideration before administering the questionnaire to the respondents.

3.7 **Administration of the Instrument**

The researcher personally administered the questionnaires to all respondents. The respondents were allowed five days to complete the questionnaires, before the researcher later went back to the various organizations for collection.

3.9 **Method of Data Analysis**

The researcher used mean score and standard deviation for the analysis of the various responses to the questionnaires.

An instrument of 4 point Likert Scale ranging from 4 (highest) to 1 (lowest) was used and is shown below;

Strong Agree (SA)	-	4
Agree (A)	-	3
Disagree (D)	-	2
Strong Disagree (SD)	-	1

$$\frac{\sum X}{N} = \sum fx$$

$$\text{That is } \bar{X} = \frac{4+3+2+1}{4} = \frac{10}{4} = 2.5$$

Decision Rule: The researcher will use a cut-off point less than 2.5 as disagree while variables with cut-off point at 2.5 and above will be agree.

CHAPTER FOUR

ANALYSIS AND INTERPRETATION OF DATA

This chapter is concerned with the analysis and interpretation of data collected from the respondents. Thirty three (33) questionnaires were administered to the respondents, and thirty one (31) were duly completed and returned. The analysis was carried out base on each research question. The data were first presented in a table followed by the interpretation for each research questions.

4.1 Data Analysis

Research Question 1:What are the word processing skills required of office professional for effective job performance?

Table 4.1: responses on the word processing skills required of office professional for effective job performance

S/N	Variables	SA	A	D	SD	ΣFX	— X	Remarks
1	Microsoft word is a word processing application software package that can be basically used to create letters, reports and other documents by office	14	9	3	5	101	3.0	Agreed

professionals										
2	Word processing software enables office professionals to easily create and edit documents, including inserting, deleting, and moving words, sentences through the use of different types and styles and through different arrangements.	20	10	1	-	112	3.6	Agreed		
3	Save and retrieve files, print files, check spelling and grammar, and also find synonyms are associated with office professional skills	14	14	12	-	103	3.3	Agreed		
4	Formatting and page layout, document margins and text justification and alignment are not associated with office professional skills.	24	22	2	-	108	3.5	Agreed		
5	Word processing skills of office professional is not tied to effective job performance.	8	8	3	12	74	2.4	Disagreed		

Source: field Survey, 2022

N = 31

Cut off points = 2.5

Interpretation

In table 4.1, variables 1,2,3, and 4 with the mean scores of 3.1, 3.4, 3.8, and 3.8 respectively which are greater than the cut-off point of 2.5 indicates that, Microsoft word is a word processing application software package that can be basically used to create letters, reports and other documents by office professionals, Word processing software enables office professionals to easily create and edit documents, including inserting, deleting, and moving words, sentences through the use of different typesizes and styles and through different arrangements, Save and retrieve files, print files, check spelling and grammar, and also find synonyms, and Formatting and page layout, document margins and text justification and alignment are all word processing skills required of office professional for effective job performance while variable 6 with mean score of 2.4 which indicates that word processing skills of office professional is not tied to effective job performance.

Research Question 2: What are the communication skills required by office professionals for effective job performance?

Table 4.2: Responses on the communication skills required by office professionals for effective job performance.

S/N	Variables	SA	A	D	SD	$\sum FX$	\bar{X}	Remarks
6	Active listening of office professionals is one of the most important skills that can develop, from directors down.	30	-	3	-	126	3.8	Agreed
7	Empathy skill of office professionals can go along way to understand how co-workers feel and how to get more from them.	25	8	-	-	124	3.8	Agreed
8	Patience skill of office professionals allow them to calmly communicate their feeling, even when frustrated and annoyed.	13	10	3	5	101	3.1	Agreed
9	Positive approach makes life so much easier and an awful lot nicer in the workplace	20	10	2	1	115	3.4	Agreed
10	Writing skills helps the office professional to communicate effectively on the job performance.	24	22	2	-	108	3.5	Agreed
Source: Field Survey, 2022		N = 31			cut off points =2.5			

Interpretation

In table 4.2, variables,6, 7, 8, 9 and 10 with the mean scores of 3.8, 3.8, 3.1,3.4 and 3.5 respectively which are greater than the cut-off point of 2.5. Indicates that, [Active listening](#) of office professionals is one of the most important skills that can develop, Empathy skill of office professionals can go along way to understand how co-workers feel and how to get more from them, Patience skill of office professionals allow them to calmly communicate they are feeling, even when frustrated and annoyed,Positive approach makes life so much easier and an awful lot nicer in the workplacecommunication skills required by office professionals for effective job performance, and Writing skills helps the office professional to communicate effectively on the job performance.

Research Question 3: What are the human relation skills required by office professionals for effective performance?

Table 4.3: Responses on the human relation skills required by office professionals for effective performance.

S/N	Variables	SA	A	D	SD	$\sum FX$	\bar{X}	Remarks	
11	Human relations skills are the interpersonal skills office professionals use to accomplish goals of the organizations.	20	19	1	-	1	101	3.2	Agreed
12	The office Professionals success in the office (bank) setup depends on his/ her skills in developing and maintaining goodhuman relation with other employees.	24	7	-	-	-	117	3.8	Agreed
13	Human relation advocate the creation of a positive work environmentwhere organizational goals are achieved through satisfactory s performance of office Professional	19	5	4	3	-	102	3.3	Agreed
14	The work group is the centre of focus of human relations studies. It has an important role in determining the attitudes and performance of individual workers	23	6	2	-	-	118	3.8	Agreed

Source: field Survey, 2022

N = 31

Cut-off points = 2.5

Interpretation

In table 4.3, variables 9, 10,11,, and 12 with the mean scores of 3.3, 3.6, 3.3,and 3.4 respectively which are greater than the cut-off point of 2.5. Indicates that, Human relations skills are the interpersonal skills office professionals use to accomplish goals through the use of human resources, The office Professional ‘s success in the office (bank) setup depends on his/ her skills in developing and maintaining the human factors of the company progress, Human relation advocate the creation of a positive work environmentwhere organizational goals are achieved through satisfaction of office Professional, andThe work group is the centre of focus of human relations studies. It has an important role in determining the

attitudes and performance of individual workers are human relation skills required by office professionals for effective performance.

Research Question 4: What are the management skills required by office professionals for effective job performance?

Table 4.4: Responses on the management skills required by office professionals for effective job performance.

S/N	Variables	SA	A	D	SD	$\sum FX$	\bar{X}	Remarks
15	The Office Professional should be goal—oriented on a daily basis to enable checkmate time wasting, but achieve most in little time	13	-	13	5	101	3.2	Agreed
16	The Office Professional has to work according to schedules and also set personal targets to ensure efficient time management.	13	10	8	-	98	3.2	Agreed
17	Office Professional that hopes to perform effectively in the offices must examine critical issues of time management to achieve organizational goals	12	8	7	4	90	2.9	Agreed
18	Planning and scheduling organizational activities, prioritizing such activities, allocating time to the tasks according to their degree of importance in enhancing productivity.	19	4	6	-	104	3.3	Agreed
19	Management information skills, that helps in arriving at managerial decisions.	11	11	5	4	91	3.9	Agreed

Source: field Survey, 2022

N=31

cut-off points = 2.5

Interpretation

In table 4.4, variables 13, 14, 15, and 16 with the mean scores of 3.1, 3.6, 3.8, and 3.4 respectively which are greater than the cut-off point of 2.5. Indicates that, The Office Professional should be goal—oriented on a daily basis to enable checkmate time wasting, but achieve most in little time, the Office Professional has to work according to schedules and also set personal targets to ensure efficient time management., Office Professional that hopes to perform effectively in the offices must examine critical issues of time management to achieve organizational goals, and Planning and scheduling organizational activities, prioritizing such activities, allocating time to the tasks according to their degree of importance in enhancing productivity are all management skills required by office professionals for effective job performance while Management information skills, that helps in arriving at managerial decisions also aid office professionals effective job performance..

4.2 Major Findings

Based on the analysis of data collected, the followings findings were made:

Research question one: what are the word processing skills required of office professional for effective job performance reveal that:

1. Microsoft word is a word processing application software package that can be basically used to create letters, reports and other documents by office professionals.
2. Word processing software enables office professionals to easily create and edit documents, including inserting, deleting, and moving words, sentences through the use of different typesizes and styles and through different arrangements.
3. Save and retrieve files, print files, check spelling and grammar, and also find synonyms are associated with job skills.
4. Formatting and page layout, document margins and text justification and alignment are not associated with job skills.
5. Word processing skills of office professional is not tied to effective job performance.

Research questions two: what are the communication skills required of office professionals for effective job performance? Findings from this research question revealed:

1. [Active listening](#) of office professionals is one of the most important skills that can develop, from directors down.
2. Empathy skill of office professionals can go along way to understand how co-workers feel and how to get more from them.
3. Patience skill of office professionals allow them to calmly communicate their feeling, even when frustrated and annoyed.
4. Positive approach makes life so much easier and an awful lot nicer in the workplace.
5. Writing skills helps the office professional to communicate effectively on the job performance.

Research questions three: what are the human relation skills required by office professionals for effective performance? The finding from this research question shows:

1. Human relations skills are the interpersonal skills office professionals use to accomplish goals of the organization.
2. The office Professionals success in the office (bank) setup depends on his/ her skills in developing and maintaining goodhuman relation with other employees.
3. Human relation advocate the creation of positive work environment where organizational goals are achieved through satisfactory performance of office Professional.
4. The work group is the centre of focus of human relations studies. It has an important role in determining the attitudes and performance of individual workers.

Research questions four: what are the management skills required by office professional for effective job performance? Finding from this research question revealed that:

1. The Office Professional should be goal—oriented on a daily basis to enable checkmate time wasting, but achieve most in little time.
2. The Office Professional has to work according to schedules and also set personal targets to ensure efficient time management.
3. Office Professional that hopes to perform effectively in the offices must examine critical issues of time management to achieve organizational goals, and
4. Planning and scheduling organizational activities, prioritizing such activities, allocating time to the tasks according to their degree of importance in enhancing productivity.
5. Management information skills, that helps in arriving at managerial decisions.

4.3 Discussion of Findings

From the findings on the word processing skills required of officer professionals, it was revealed that Microsoft word is a word processing application software package that can be basically used to create letters, reports and other documents by office professionals, Word processing software enables office professionals to easily create and edit documents, including inserting, deleting, and moving words, sentences through the use of different types and styles and through different arrangements, Save and retrieve files, print files, check spelling and grammar, and also find synonyms, and Formatting and page layout, document

margins and text justification and alignment are all word processing skills required of office professional for effective job performance

Finding on the on the communication skills required of office professionals reveals that [Active listening](#) of office professionals is one of the most important skills that can develop, Empathy skill of office professionals can go along way to understand how co-workers feel and how to get more from them, Patience skill of office professionals allow them to calmly communicate they are feeling, even when frustrated and annoyed, and Positive approach makes life so much easier and an awful lot nicer in the workplace communication skills required by office professionals for effective job performance.

From the findings on the human relation skills required by office professionals for effective performance, it was also revealed that; Human relations skills are the interpersonal skills office professionals use to accomplish goals through the use of human resources, The office Professional 's success in the office (bank) setup depends on his/ her skills in developing and maintaining the human factors of the company progress, Human relation advocate the creation of a positive work environment where organizational goals are achieved through satisfaction of office Professional, and the work group is the centre of focus of human relations studies. It has an important role in determining the attitudes and performance of individual workers are human relation skills required by office professionals for effective performance.

Finding on the management skills required by office professionals for effective job performance, it was revealed that the Office Professional should be goal—oriented on a daily basis to enable checkmate time wasting, but achieve most in little time, the Office Professional has to work according to schedules and also set personal targets to ensure efficient time management., Office Professional that hopes to perform effectively in the offices must examine critical issues of time management to achieve organizational goals, and Planning and scheduling organizational activities, prioritizing such activities, allocating time to the tasks according to their degree of importance in enhancing productivity are all management skills required by office professionals for effective job performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter is the concluding chapter in this research work; it provides the summary of the study, conclusions drawn from the result of the analysis of the study and recommendation. Also, suggestions for further studies are also presented in this chapter.

5.1 Summary

This research was carried out specifically to examine the management skills required of office professionals for effective job performance with the following objectives; identify the word processing skills required by office professionals for effective job performance, ascertain the communication skills required of office professionals, the human relation skills required of office professionals and management skills required of office professionals for effective job performance. Four (4) research questions were drawn to guide the study in the course of investigation.

Several books and websites were visited so as to provide theoretical framework for the problem under investigation which comprises of the concept of office professionals, office information management skills needed by office professionals, word processing skills needed by office professionals, communication skills needed by office professionals, human relation skills needed by office professionals and management skills needed by office professionals. The population for the study comprises of 33 executives and office professionals in selected organizations (United Bank for Africa, Access Bank plc, Wema Bank plc and Union Bank plc) in Kaduna metropolis under study, and whole population is used as sample size (Ndagi, 2016). The research is based on the analysis of data, it was discovered that management skills required by office professionals for effective job performance has significance impact on organization performance.

5.2 Conclusion

Based on the findings the study concludes that:

Microsoft word is a word processing application software package that can be basically used to create letters, reports and other documents by office professionals, and word processing software enables office professionals to easily create and edit documents, including inserting, deleting, and moving words, sentences through the use of different type sizes and styles and through different arrangements.

Empathy skill of office professionals can go along way to understand how co-workers feel and how to get more from them. Also, patience skill of office professionals allow them to calmly communicate their feeling, even when frustrated and annoyed.

The office Professionals success in the office (bank) setup depends on his/ her skills in developing and maintaining good human relation with other employees also, human relation advocate the creation of positive work environment where organizational goals are achieved through satisfactory performance of office Professional.

Office Professional that hopes to perform effectively in the offices must examine critical issues of time management to achieve organizational goals. Planning and scheduling organizational activities, prioritizing such activities, allocating time to the tasks according to their degree of importance in enhancing productivity.

5.3 Recommendations

Based on the findings in this research work, it is very important to make the following recommendations to the organization and office professionals.

Organization:

1. The management of the organization should train and retrain the office professional on management skills to enable perform their jobs effectively.
2. Office professional s should endeavour to develop themselves through seminars and conferences in order to keep abreast of modern management skills needed to perform higher managerial roles.
3. Organizations should give room to office professional willing to go on staff development especially in the area of management skills in order to enhance their performance.
4. The management of the organization should give managerial responsibilities to office professional in order to bring out the hidden skills that will project their confidence and the image of the organization.
5. The organization should also organize periodic talk show in the area of management skills in order to enhance the job performance of office professionals.
6. Office professional should endeavour to belong to professional body relevant to their profession and attend professional meetings in order to interact and update their knowledge in the area of management skills which will consequently affect their job performance.
7. Office professionals should attend seminars and conferences in the area of management skills in order to updates their knowledge to enhance performance of their duties.

5.4 Suggestion for Further Studies

The scope of this project is limited to certain area and as such could not deal with some aspect relevant to this study. The researcher therefore, suggests the following topics for future studies.

1. Benefit of management skills among office professionals in enhancing industrial harmony in an organization.
2. Problems and prospect of management skills among office professionals.

3. Role of office professionals in the use of management skills for effective information management and organizational performance
4. The impact of human relation and interpersonal relation in the attainment of organizational objectives.
5. Replication of this study using other organizations rather banking industries.

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APPENDIX

Department of Office Technology and Management,
College of Business and Management Studies,
Kaduna Polytechnic,
Kaduna State.

Dear Respondents,

LETTER OF INTRODUCTION

I am a student of the above named institution, and currently conducting a research on “**Management Skills Required by Office Professionals for Effective Job Performance in selected Banking Industries in Kaduna Metropolis**”. It is a pre-requisite for the award of Higher National Diploma in the Department of Office Technology and Management studies.

I would like you to fill the questionnaire so as to provide me with the necessary information that will enable me to successfully write the project for academic purpose only.

I wish to assure you that any data or information elicited would be held confidential and would not be used for any other purpose than this study.

Thanks in anticipation and cooperation.

Yours Faithfully

Rahila Garba
KPT/CBMS/19/42896

APPENDIX B

QUESTIONNAIRE

SECTION A

Please tick [] where appropriate.

1. Name of Organization.....
2. Sex: Male () Female ()
3. Educational Qualification: O’level () ND/NCE () HND/BSc () MSc/Ph.D ()
4. Work Experience: (a) 1-5yrs () (b) 6-19yrs () (c) 11years and above ()
5. Position: Executives () Office professionals ()

SECTION B

The instrument below is an opinion rating scale. It is designed in four point rating scale with the following acronyms:

SA = Strongly Agreed 4 point

A = Agreed 3 point

SD = Strongly Disagreed 2 point

D = Disagreed 1 point

Please indicate the extent to which you agree to the following questions by ticking the correct option (x) using the above keys

Research Question 1: What are the word processing skills required of office professional for effective job performance?

S/N	VARIABLES	SA	A	D	SD
1	Microsoft word is a word processing application software package that can be basically used to create letters, reports and other documents by office professionals				
2	Word processing software enables office professionals to easily create and edit documents, including inserting, deleting, and moving words, sentences through the use of different type sizes and styles and through different arrangements.				
3	Save and retrieve files, print files, check spelling and grammar, and also find synonyms are associated with office professional skills.				
4	Formatting and page layout, document margins and text justification and alignment are not associated with office professional skills.				
5	Word processing skills of office professional is not tied to effective job performance.				

Research Question 2: What are the communication skills required by office professionals for effective job performance?

S/N	VARIABLES	SA	A	D	SD
6	Active listening of office professionals is one of the most				

	important skills that can develop, from directors down.				
7	Empathy skill of office professionals can go a long way to understand how co-workers feel and how to get more from them.				
8	Patience skill of office professionals allow them to calmly communicate their feelings even when frustrated and annoyed.				
9	Positive approach makes life so much easier and an awful lot nicer in the workplace				
10	Writing skills helps the office professional to communicate effectively on the job performance.				

Research Question3: What are the human relation skills required by office professionals for effective performance?

S/N	VARIABLES	SA	A	D	SD
11	Human relations skills are the interpersonal skills office professionals use to accomplish goals of the organization.				
12	The office Professionals success in the office (bank) setup depends on his/ her skills in developing and maintaining good human relation with other employees.				
13	Human relation advocate the creation of positive work environment where organizational goals are achieved through satisfactory performance of office Professional				
14	The work group is the centre of focus of human relations studies. It has an important role in determining the attitudes and performance of individual workers				

Research Question4:What are the management skills required by office professionals for effective job performance?

S/N	VARIABLES	SA	A	D	SD
15	The Office Professional should be goal—oriented on a daily basis to enable checkmate time wasting, but achieve most in little time				

16	The Office Professional has to work according to schedules and also set personal targets to ensure efficient time management.				
17	Office Professional that hopes to perform effectively in the offices must examine critical issues of time management to achieve organizational goals				
18	Planning and scheduling organizational activities, prioritizing such activities, allocating time to the tasks according to their degree of importance in enhancing productivity.				
19	Management information skills, that helps in arriving at managerial decisions.				

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