Effectiveness of Duty Performance and Secretarial Services at Suan Sunandha Rajabhat University

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Abstract

This study examines the effectiveness of duty performance and secretarial services at Suan Sunandha Rajabhat University (SSRU), focusing on the administrative functions that support faculty, staff, and student operations. The research aims to evaluate how well the secretarial services meet the university's standards and expectations, identify key factors influencing performance, and offer recommendations for improving operational efficiency. Data were collected through surveys and interviews from faculty members, administrative staff, and secretaries, with a total of 150 respondents participating. The results indicate that while the majority of personnel express satisfaction with the overall service, challenges remain in areas such as time management, workload distribution, and the use of technology. The study finds that effective communication, continuous training, and better workload management are crucial factors for improving secretarial performance. The findings contribute to the broader field of administrative management and provide valuable insights for SSRU in optimizing its secretarial services and ensuring better support for the university's academic and administrative functions.

Keywords: Duty performance, Secretarial services, Administrative efficiency, Suan Sunandha Rajabhat University

1. Introduction

1.1 Principles and Rationale

Effective duty performance and secretarial services are critical components of organizational success, particularly in educational institutions like Suan Sunandha Rajabhat University (SSRU). These functions ensure smooth administrative operations, enhance communication efficiency, and contribute to the achievement of institutional goals. The role of secretarial staff extends beyond routine administrative tasks to include coordination, organization, and support for leadership, which directly impacts institutional productivity and service quality (Drucker, 1999).

Secretarial services are evolving with the advancement of technology and increased expectations for multitasking and professionalism. Studies have shown that the effectiveness of administrative and secretarial functions hinges on several factors, including competency, technology utilization, organizational support, and interpersonal skills (Mintzberg, 1973). For universities like SSRU, these roles are particularly important as they support academic, research, and administrative activities that align with the institution's strategic goals.

In the context of higher education, secretarial efficiency is linked to the quality of service delivery, responsiveness, and the ability to adapt to diverse and dynamic challenges. According

to Robbins and Judge (2018), clear organizational roles, continuous professional development, and effective communication channels are essential for fostering an efficient work environment. Secretarial services also play a pivotal role in ensuring compliance with institutional policies, maintaining records, and facilitating stakeholder interactions.

The current study explores the effectiveness of duty performance and secretarial services at SSRU. By identifying key strengths and areas for improvement, this research aims to provide actionable recommendations for enhancing these essential functions. The findings will contribute to the broader understanding of administrative excellence in higher education and offer insights into strategies for optimizing institutional support services.

1.2 Research Objective

The following specific research objectives are outlined:

1. To assess the current level of efficiency and effectiveness in secretarial services

2. To analyze internal and external factors such as training, technological tools, work environment, and organizational policies that affect secretarial performance.

3. To propose actionable recommendations for improving secretarial effectiveness, ensuring alignment with SSRU's operational goals and strategic priorities.

2. Literature Review

The effectiveness of duty performance and secretarial services plays a crucial role in organizational success, particularly in academic institutions where administrative efficiency is integral to achieving institutional goals (Mintzberg, 1973). This review explores key themes and findings from existing literature to provide a comprehensive understanding of factors affecting duty performance and secretarial services.

2.1 Role of Secretarial Services in Organizational Effectiveness

Secretarial services serve as the backbone of administrative operations, ensuring smooth communication, record-keeping, and task coordination. Drucker (1999) emphasizes the importance of administrative roles in supporting managerial decision-making and achieving organizational objectives. Studies in educational institutions have shown that effective secretarial services contribute significantly to time management and resource optimization, thereby enhancing overall productivity (Robbins & Judge, 2018).

2.2 Factors Influencing Duty Performance

Numerous factors influence the effectiveness of duty performance, including skill levels, technological support, and work environment. Modern secretarial roles demand proficiency in digital tools and platforms to manage tasks efficiently (Davenport, 2005). Additionally, Robbins and Judge (2018) highlight that factors such as job satisfaction, workload balance, and training opportunities significantly impact performance. Workplace culture and organizational support also play critical roles. Positive relationships with supervisors and clear communication channels are associated with higher levels of job satisfaction and efficiency (Kreitner & Kinicki, 2013).

2.3 Challenges in Secretarial Services

Secretarial staff frequently encounter challenges such as high workloads, unclear job expectations, and limited access to training and development opportunities. Mintzberg (1973)

identifies role conflict as a common issue, particularly in institutions with complex organizational structures. In the context of higher education, additional challenges include adapting to rapid technological changes and maintaining work-life balance amidst demanding schedules (Adler, 2011).

2.4 Strategies for Improving Effectiveness

Research indicates that targeted interventions such as regular training, performance feedback, and the use of advanced technological tools can significantly enhance secretarial performance. For instance, implementing knowledge-sharing systems and providing access to professional development programs have been linked to improved efficiency and job satisfaction (Davenport, 2005; Senge, 2006). Organizations that prioritize supportive leadership, recognize employee contributions, and maintain open communication channels are more likely to foster a high-performance culture (Techarattanased, 2024). In academic institutions, aligning secretarial roles with strategic goals ensures that administrative services effectively support teaching, research, and community engagement missions.

3. Research Methodology

This study employs a mixed-methods approach to investigate the effectiveness of duty performance and secretarial services at Suan Sunandha Rajabhat University (SSRU). The methodology is designed to collect comprehensive data through quantitative and qualitative techniques, ensuring a robust analysis of factors influencing administrative effectiveness.

3.1 Population and Sample

The population comprises administrative and secretarial staff at SSRU across all faculties and departments. A stratified random sampling method is employed to ensure proportional representation from different roles, such as senior administrators, middle-level staff, and support personnel. The sample size is determined using Krejcie and Morgan's (1970) formula, resulting in 150 participants.

3.2 Data Collection Methods

3.2.1 Quantitative Data Collection

A structured questionnaire is developed based on previous studies (Robbins & Judge, 2018; Mintzberg, 1973) and validated through a pilot study. The questionnaire includes the following sections:

- Demographic Information: Age, education level, years of experience, and job title.

- Effectiveness of Duty Performance: Measured using a 5-point Likert scale assessing task efficiency, time management, and problem-solving.

- Secretarial Services: Evaluates communication skills, technological proficiency, and administrative support.

- Work Environment: Assesses job satisfaction, workload, and access to resources.

To ensure validity, the questionnaire is reviewed by experts in organizational behavior and academic administration. The pilot test results guide revisions for clarity and relevance. Reliability is confirmed through Cronbach's alpha

3.2.2 Qualitative Data Collection

Semi-structured interviews are conducted with 15 participants selected through purposive sampling to gain deeper insights into challenges and opportunities in duty performance. Questions focus on personal experiences, perceptions of organizational support, and suggestions for improvement.

3.3 Data Analysis

3.3.1 Quantitative Analysis

Data from the questionnaires are analyzed using descriptive and inferential statistics. Key methods include:

Descriptive Statistics: Frequencies, means, and standard deviations to summarize data.

Inferential Statistics: Multiple regression analysis to identify factors significantly affecting performance. Reliability is tested using Cronbach's alpha, with a threshold of 0.7 for internal consistency.

3.3.2 Qualitative Analysis

Interview data are transcribed and coded using thematic analysis to identify recurring patterns and themes. Qualitative software is employed for efficient coding and organization.

4. Results

The research results provide insights into the factors affecting the effectiveness of duty performance and secretarial services at Suan Sunandha Rajabhat University (SSRU). The findings are based on the analysis of data collected from both quantitative surveys and qualitative interviews.

4.1 Demographic Characteristics

The participants were predominantly female (68%), aged between 30 and 50 years (72%), and had an average of 8 years of experience in administrative or secretarial roles. Most respondents held a bachelor's degree (65%), while 25% held postgraduate qualifications.

4.2 Effectiveness of Duty Performance

The analysis revealed that duty performance was perceived as moderately effective overall, with a mean score of 3.8 out of 5. Key strengths identified included:

Time Management: Participants scored highly (mean = 4.2) on their ability to prioritize tasks and meet deadlines.

Task Efficiency: Respondents reported confidence in completing assigned tasks accurately (mean = 4.1).

Problem-Solving Skills: Rated as average (mean = 3.5), indicating a need for training in complex problem resolution.

Interdepartmental Coordination: A moderate score (mean = 3.4) highlighted challenges in cross-functional collaboration.

4.3 Secretarial Services

Secretarial services received a mean effectiveness score of 3.7, with notable strengths in:

Communication Skills: Respondents reported strong verbal and written communication abilities (mean = 4.0).

Technological Proficiency: The use of modern tools, such as document management systems, was rated positively (mean = 3.9).

Workload Management: A high volume of tasks reduced efficiency (mean = 3.3).

Training Opportunities: Limited access to skill development programs was identified as a constraint (mean = 3.2).

4.4 Work Environment and Resources

The study found that the work environment significantly influenced performance outcomes. Respondents appreciated the supportive atmosphere but noted gaps in resource availability:

Job Satisfaction: A high level of satisfaction (mean = 4.0) was reported, attributed to supportive supervisors and teamwork.

Access to Resources: Limited access to advanced software and office supplies was a recurring issue (mean = 3.4).

4.5 Factors Influencing Effectiveness

A multiple regression analysis identified key predictors of effectiveness:

Training Programs: Positively correlated with performance ($\beta = 0.42$, $p < 0.05$), emphasizing the need for ongoing professional development.

Technological Tools: A significant predictor of efficiency in secretarial services ($\beta = 0.38$, $p < 0.05$).

Workload Management: Negatively correlated with performance ($\beta = -0.30$, $p < 0.05$), indicating that excessive tasks hinder effectiveness.

4.6 Qualitative Insights

Interviews revealed additional insights into operational challenges and potential solutions:

Collaboration Issues: Participants highlighted the need for clearer communication protocols between departments.

Recognition and Motivation: A lack of recognition for outstanding work was cited as a factor affecting morale and long-term commitment.

The findings align with studies by Robbins and Judge (2018), which emphasize the importance of training and resource availability in administrative roles. Additionally, Mintzberg's (1973) framework on managerial work underlines the significance of time management and coordination, which were echoed in this study's results.

5. Conclusion

The study on the effectiveness of duty performance and secretarial services at Suan Sunandha Rajabhat University (SSRU) highlights several key findings that underscore the strengths and areas for improvement in administrative operations. Overall, the effectiveness of both duty performance and secretarial services was rated as moderately high, with participants demonstrating strong competencies in task efficiency, communication, and time management.

However, challenges related to interdepartmental coordination, problem-solving skills, and access to training and resources were identified as significant areas requiring attention.

Key factors influencing effectiveness were found to include the availability of training programs, technological tools, and effective workload management strategies. The positive correlation between training and performance underscores the importance of ongoing professional development to enhance competencies, a finding consistent with Robbins and Judge (2018). Furthermore, limited access to advanced technological resources and excessive workloads were highlighted as barriers, aligning with Mintzberg's (1973) emphasis on the need for balanced managerial practices and adequate resource allocation.

The study also revealed the critical role of a supportive work environment in fostering job satisfaction and teamwork. Participants emphasized the importance of recognition and clear communication protocols as mechanisms to boost morale and productivity. These findings support Herzberg's (1968) two-factor theory, which suggests that both intrinsic and extrinsic factors contribute to workplace effectiveness.

In conclusion, enhancing duty performance and secretarial services at SSRU requires strategic investment in training programs, technological upgrades, and resource management. Addressing these areas will not only improve operational efficiency but also contribute to a more cohesive and motivated workforce, ultimately aligning with SSRU's mission of administrative excellence.

Based on the findings of the study on the effectiveness of duty performance and secretarial services at Suan Sunandha Rajabhat University (SSRU), the following recommendations are proposed to enhance operational efficiency and service quality:

Strengthening Training Programs: Implement comprehensive and continuous professional development programs focused on administrative and secretarial skills. Training topics should include advanced technological tools, time management, and effective communication.

Investment in Technology: Upgrade and modernize technological resources to support administrative tasks. Providing access to user-friendly software and systems for scheduling, data management, and communication will improve task efficiency.

Enhanced Workload Management: Reassess and redistribute workloads to prevent employee burnout and improve task focus. Introducing team-based approaches to task delegation and providing additional staff support for high-demand periods can create a more balanced workflow.

Improving Communication Protocols: Establish clear and efficient communication channels to facilitate interdepartmental collaboration. Regular meetings, feedback mechanisms, and standardized reporting systems can improve coordination and reduce misunderstandings.

Recognition and Motivation: Develop recognition programs to acknowledge exceptional performance. Providing incentives, awards, or opportunities for career advancement can boost morale and encourage higher levels of engagement and productivity.

Periodic Performance Evaluations: Conduct regular evaluations of administrative and secretarial services to identify areas of improvement and ensure alignment with institutional goals.

6. Acknowledgment

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