

THE ROLE OF THE EXECUTIVE SECRETARY/ADMINISTRATIVE  
ASSISTANT IN THE OFFICE OF THE FUTURE AS PERCEIVED  
BY PERSONNEL ADMINISTRATORS, OFFICE MANAGERS,  
AND EXECUTIVES OF SELECTED BUSINESSES  
IN OKLAHOMA

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## PREFACE

This study is concerned with the role of the executive secretary/administrative assistant in the offices of Oklahoma businesses. A primary objective is to provide information regarding salary levels, job responsibilities, promotional opportunities, and educational requirements of the executive secretary/administrative assistant position.

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## TABLE OF CONTENTS

Chapter	Page
I. INTRODUCTION . . . . .	1
Statement of the Problem . . . . .	4
Hypotheses . . . . .	5
Importance and Need of the Study . . . . .	6
Limitations . . . . .	8
Definition of Terms . . . . .	8
Basic Assumptions . . . . .	9
II. A REVIEW OF SELECTED RELATED RESEARCH . . . . .	10
Summary . . . . .	18
III. METHODS AND PROCEDURES . . . . .	19
Sample Selection . . . . .	19
Questionnaire Development . . . . .	24
Analysis and Interpretation of Data . . . . .	27
IV. FINDINGS RELATED TO DIFFERENCES AMONG SMALL, MEDIUM-SIZE AND LARGE BUSINESSES . . . . .	28
Findings Regarding Salary Levels of the Executive Secretary/Administrative Assistant Position . . . . .	28
Findings Regarding Promotional Opportunities of the Executive Secretary/Administrative Assistant Position . . . . .	32
Findings Regarding Educational Requirements of the Executive Secretary/Administrative Assistant Position . . . . .	40
Findings Regarding Job Responsibilities of the Executive Secretary/Administrative Assistant Position . . . . .	83
V. FINDINGS RELATED TO THE DIFFERENCES AND SIMILARITIES OF OPINIONS AMONG PERSONNEL ADMINISTRATORS, OFFICE MANAGERS, AND EXECUTIVES . . . . .	130
Findings Regarding Salary Levels of the Executive Secretary/Administrative Assistant Position . . . . .	131
Findings Regarding Promotional Opportunities of the Executive Secretary/Administrative Assistant Position . . . . .	134

Chapter	Page
Findings Regarding Educational Requirements of the Executive Secretary/Administrative Assistant Position . . . . .	137
Findings Regarding Job Responsibilities of the Executive Secretary/Administrative Assistant Position . . . . .	141
Summary . . . . .	148
 VI. ADDITIONAL FINDINGS OF THE STUDY . . . . .	 157
Findings Regarding Procedures Used by Businesses to Fill Executive Secretarial/Administrative Assistant Positions . . . . .	157
Findings Regarding Current Problems Experienced by Businesses in Filling Executive Secretarial/Administrative Assistant Positions . . . . .	159
Summary . . . . .	162
 V. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS . . . . .	 163
Purposes of the Study . . . . .	163
Methods and Procedures . . . . .	163
Findings . . . . .	164
Conclusions . . . . .	172
Recommendations . . . . .	175
 A SELECTED BIBLIOGRAPHY . . . . .	 178
 APPENDIXES . . . . .	 182
APPENDIX A - COVER LETTER . . . . .	183
APPENDIX B - QUESTIONNAIRE . . . . .	185
APPENDIX C - ATTACHMENTS TO QUESTIONNAIRES . . . . .	190
APPENDIX D - FOLLOW-UP LETTER . . . . .	193
APPENDIX E - PERSONALIZED FOLLOW-UP LETTER . . . . .	195
APPENDIX F - PILOT STUDY COVER LETTER . . . . .	197

LIST OF TABLES

Table	Page
I. Types of Businesses Responding . . . . .	23
II. Respondents Classified by Number of Employees in Firm . . .	24
III. Size of Office Staff . . . . .	25
IV. Distribution of Respondents by Size of Community . . . . .	25
V. Beginning Yearly Salary Range for Executive Secretaries/ Administrative Assistants . . . . .	30
VI. Salary Range for All Secretarial Grades or Categories . . .	31
VII. Anticipated Change in the Status of Secretarial Salaries Relative to Other Salaries in the Company . . . . .	33
VIII. Anticipated Change in Promotional Opportunities for Executive Secretaries/Administrative Assistants . . . . .	35
IX. Opportunities Other Than Secretarial Positions Which Exist for Employees with Educational Preparation in Secretarial Administration . . . . .	36
X. Educational Level Required for Executive Secretarial/ Administrative Assistant Positions . . . . .	41
XI. Anticipated Change in Educational Requirements for Executive Secretaries/Administrative Assistants . . . . .	44
XII. Current and Future Importance of Accounting as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	46
XIII. Current and Future Importance of Finance as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	48
XIV. Current and Future Importance of Business Law as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	50

Table	Page
XV. Current and Future Importance of Typewriting as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	52
XVI. Current and Future Importance of Oral Communications as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	54
XVII. Current and Future Importance of Written Communications as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	56
XVIII. Current and Future Importance of Shorthand as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	58
XIX. Current and Future Importance of Management as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	60
XX. Current and Future Importance of Personnel Management as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	62
XXI. Current and Future Importance of Marketing as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	63
XXII. Current and Future Importance of Statistics as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	65
XXIII. Current and Future Importance of Data Processing as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	67
XXIV. Current and Future Importance of Production Management as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	69
XXV. Current and Future Importance of Economics as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	70
XXVI. Current and Future Importance of Word Processing as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	72
XXVII. Current and Future Importance of Office Administration as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	73

Table	Page
XXVIII. Current and Future Importance of Records Management as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	75
XXIX. Current and Future Importance of Secretarial Procedures as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	77
XXX. Current and Future Importance of Human Relations as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	78
XXXI. Current and Future Importance of Micrographics as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	80
XXXII. Current and Future Importance of Office Machines as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	82
XXXIII. Current and Future Importance of Reprographics as a Business Subject Studied by Secretarial Administration Students in Collegiate Schools of Business . . . . .	84
XXXIV. Current and Future Importance of Using Shorthand in the Taking and Transcribing of Dictation as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	86
XXXV. Current and Future Importance of Scheduling Appointments as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	88
XXXVI. Current and Future Importance of Placing and Answering Telephone Calls as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	89
XXXVII. Current and Future Importance of Supervision of Office Workers as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	91
XXXVIII. Current and Future Importance of Arranging Meetings and Conferences as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	92



Table	Page
XXXIX. Current and Future Importance of Purchasing Office Supplies as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	94
XL. Current and Future Importance of Purchasing Office Furnishings and Equipment as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	95
XLI. Current and Future Importance of Keeping Minutes of Committee Meetings as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	96
XLII. Current and Future Importance of Collecting, Analyzing, and Interpreting Financial and Nonfinancial Information to be Included in Reports as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	98
XLIII. Current and Future Importance of Preparing Reports in Draft of Final Form as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	100
XLIV. Current and Future Importance of Composing Routine Correspondence as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	101
XLV. Current and Future Importance of Composing Non-Routine Correspondence as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	103
XLVI. Current and Future Importance of Keeping Financial Records as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	104
XLVII. Current and Future Importance of Organizing and Managing Routine Files As a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	106
XLVIII. Current and Future Importance of Organizing and Managing Confidential Files as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	107

Table	Page
XLIX. Current and Future Importance of Interviewing Prospective Office Employees as a Responsibility assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	109
L. Current and Future Importance of Using a CRT to Input Data or Search for Information as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	110
LI. Current and Future Importance of Preparing Typewritten Documents on an Electric Typewriter as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	112
LII. Current and Future Importance of Preparing Typewritten Documents on an Electronic Typing System as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	113
LIII. Current and Future Importance of Handling Incoming and Outgoing Mail as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	115
LIV. Current and Future Importance of Transcribing Using Dictation Machines as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	117
LV. Current and Future Importance of Using Reprographic Equipment as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	118
LVI. Current and Future Importance of Organizing the Office Routine as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	119
LVII. Current and Future Importance of Using Microfilm Equipment as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	121
LVIII. Current and Future Importance of Using Facsimile and Electronic Mail System As a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	122

Table	Page
LIX. Current and Future Importance of Maintaining an Office or Departmental Budget as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	124
LX. Current and Future Importance of Organizing and Planning Work of Self and Others as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	125
LXI. Current and Future Importance of Setting Priorities for Work When Received From More Than One Boss as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	127
LXII. Current and Future Importance of Using Telecommunications Systems as a Responsibility Assigned to Executive Secretaries/Administrative Assistants in the Offices of Oklahoma Businesses . . . . .	129
LXIII. A Comparison of the Opinions of Personnel Administrators, Office Managers, and Executives Regarding the Beginning Yearly Salary Range for Executive Secretaries/Administrative Assistants . . . . .	132
LXIV. A Comparison of the Opinions of Personnel Administrators, Office Managers, and Executives Regarding the Salary Range for All Secretarial Grades or Categories . . . . .	133
LXV. A Comparison of the Opinions of Personnel Administrators, Office Managers, and Executives Regarding the Anticipated Change in the Status of Secretarial Salaries Relative to Other Salaries in the Company . . . . .	135
LXVI. A Comparison of the Opinions of Personnel Administrators, Office Managers, and Executives Regarding the Anticipated Change in Promotional Opportunities for Executive Secretaries/Administrative Assistants . . . . .	136
LXVII. A Comparison of the Opinions of Personnel Administrators, Office Managers, and Executives Regarding the Opportunities Other Than Secretarial Positions Which Exist for Employees with Educational Preparation in Secretarial Administration . . . . .	138
LXVIII. A Comparison of the Opinions of Personnel Administrators, Office Managers, and Executives Regarding the Educational Level Required for Executive Secretarial/Administrative Assistant Positions . . . . .	139

Table	Page
LXIX. A Comparison of the Opinions of Personnel Administrators, Office Managers, and Executives Regarding the Anticipated Change in Educational Requirements for Executive Secretaries/Administrative Assistants . . . . .	140
LXX. Current Importance of Business Subject Areas Studied by Secretarial Administration Students as Perceived by Personnel Administrators, Office Managers, and Executives . . . . .	142
LXXI. Future Importance of Business Subject Areas Studied by Secretarial Administration Students as Perceived by Personnel Administrators, Office Managers, and Executives . . . . .	145
LXXII. Current Importance of Secretarial Responsibilities as Perceived by Personnel Administrators, Office Managers, and Executives . . . . .	149
LXXIII. Future Importance of Secretarial Responsibilities as Perceived by Personnel Administrators, Office Managers, and Executives . . . . .	153
LXXIV. Procedures Used by Businesses to Fill Executive Secretarial/Administrative Assistant Positions . . . . .	158
LXXV. Current Problems Experienced by Businesses in Filling Executive Secretarial/Administrative Assistant Positions . . . . .	161

## CHAPTER I

### INTRODUCTION

The American business office is today experiencing change at an accelerated pace unlike that of any time in the past. According to McKennon (1979), the office of tomorrow will be characterized by an increasing interrelationship among word processing, data processing, telecommunications, and the emerging electronic office. As a result of this increasing automation and specialization in the area of office support, there will be a reorganization of secretarial and clerical structures, new reporting relationships, and a realignment of duties and responsibilities (Primrose, 1979).

As office operations change, the duties performed by office employees in the future are also expected to change. As Quible (1977, p. 26) states, "They will not necessarily require characteristics unlike those needed by today's office workers, but future office employees will need certain higher level characteristics.

In a further description of the expected change in the office and in the role of the secretary, Toffler (1980), in his book, The Third Wave, predicts,

... even a partial shift toward the electronic office will be enough to trigger an eruption of social, psychological, and economic consequences. The coming wordquake means more than just new machines. It promises to restructure all the human relationships and roles in the office as well. It will, for a start, eliminate many of the secretary's functions (p. 178).

Toffler quotes Randy Goldfield of Booz Allen and Hamilton who predicts that secretaries will become "para-principals" sharing in some of the professional work and decision-making from which they have been largely excluded until now.

As technology, word processing, the paperwork explosion, and new business procedures change the secretary's work environment, another environmental change--a serious shortage of qualified secretarial personnel--has already begun affecting the way management views the secretarial role in the business organization (Goldfield, 1981). This shortage of secretarial personnel comes at a time when new secretarial positions are being created at a rate of 440,000 a year. This shortage has been attributed, at least in part, to the fact that women entering organizational life are no longer willing to enter as secretaries or clerks unless organizations can demonstrate that this work is only an intermediate stage and that career paths are available for women interested in administrative careers.

Anderson (1976) states that progressive companies are no longer relegating qualified secretaries to lifetime secretarial careers unless these persons wish to remain in a secretarial position, especially since college-trained secretaries have the same broad core of business knowledge as other business majors. She further states that personnel directors indicate a preference for four-year college graduates for top-level positions even though the demand far exceeds the supply. She notes that employers are showing a reluctance to consider students just out of high school for such positions, especially with the increasing accessibility of secretarial programs in community colleges.

Further support for Anderson's position comes from Arnold (1979) as she describes a conversation with the placement director of a large southern university.

Even when recruiters are on campus for the purpose of interviewing computer science, engineering, and accounting graduates, they usually ask me if I can help them locate some executive secretaries, that is, the college graduate with shorthand and typing skills who is also capable of assuming some administrative and supervisory duties. A beginning salary of from twelve to fourteen thousand dollars for these graduates would not be unusual . . . (p. 369).

According to Arnold, the placement director had recently been contacted by a major oil company for help in filling the approximately 150 secretarial openings they have annually. The oil company indicated that they continually seek to employ college graduates with degrees from the School of Business Administration and the Department of Business Education who have received secretarial training. She agrees with Anderson as she describes the way company policies are being changed to provide new opportunities for well-trained secretaries within a business firm to serve as administrative assistants or to move into management jobs.

Hershey (1980), however, would disagree with the statement that businesses are eager to hire four-year college graduates for secretarial positions in their organizations. He reports that discussions with business leaders, personnel representatives, and placement officers clearly suggest that firms are reluctant to employ four-year college graduates because of the problems of underemployment and perceptions of inequity experienced by the graduates. These same business representatives did, however, express considerable interest in students who complete a two-year program of secretarial studies because they believed that two-year graduates would tend to be satisfied with the secretarial role and rewards commonly accompanying such positions.

Hershey suggests there may be some merit in believing that business executives could profit from the capable assistance of a secretary who has four years of college preparation, but it seems unlikely that either employers or employees will view such opportunity or placement as a practical long-term option. Thus, he questions the feasibility of offering four-year secretarial programs.

What, then, is the status of the college-trained secretary in today's business organizations? Experts in the office stress the need for a whole new range of management and communications skills to augment the heightened need for decision-making capabilities in the office worker of the eighties. These critical skills are normally taught in the collegiate schools of business. Institutions of higher education continue to offer programs in secretarial or office administration. But, as Ownby (1978) questions, do we really know the added potential of an office worker having a postsecondary education and does this potential lead to advancement in the secretarial field or does it serve as a steppingstone to a higher position? What percent of secretaries need a college education for their jobs and what rewards, if any, are they given for their higher level of education?

#### Statement of the Problem

The purpose of this study was to survey personnel administrators, office managers, and executives of selected businesses in Oklahoma:

1. To provide information about job responsibilities, promotional opportunities, salary levels, and educational requirements of the executive secretary/administrative assistant position and to identify changes which are expected to occur in the future for use in the



recruiting and counseling of students into secretarial administration degree programs in collegiate schools of business.

2. To gather information which can be used to determine if changes are needed in the curriculum of secretarial administration programs in collegiate schools of business in order to better prepare students for careers in the office of the future.

3. To clarify and summarize present requirements for the executive secretary/administrative assistant and to indicate the areas in which changes are expected to occur.

#### Null Hypotheses

The major null hypothesis is: .

There is no significant difference of opinion among personnel administrators, office managers, and executives of small, medium-size, or large businesses in Oklahoma with respect to promotional opportunities, salary levels, educational requirements, and job responsibilities of the executive secretary/administrative assistant position.

To more specifically identify the differences of opinions that might exist, the following null hypotheses were tested:

1. There is no significant difference among large businesses, medium-size businesses, and small businesses with respect to salary levels of the executive secretary/administrative assistant position.

2. There is no significant difference among large businesses, medium-size businesses, and small businesses with respect to promotional opportunities of the executive secretary/administrative assistant position.

3. There is no significant difference among large businesses, medium-size businesses, and small businesses with respect to educational requirements of the executive secretary/administrative assistant position.

4. There is no significant difference among large businesses, medium-size businesses, and small businesses with respect to job responsibilities of the executive secretary/administrative assistant position.

6. There is no significant difference among personnel administrators, office managers, and executives with respect to salary levels of the executive secretary/administrative assistant position.

5. There is no significant difference among personnel administrators, office managers, and executives with respect to promotional opportunities of the executive secretary/administrative assistant position.

7. There is no significant difference among personnel administrators, office managers, and executives with respect to educational requirements of the executive secretary/administrative assistant position.

8. There is no significant difference among personnel administrators, office managers, and executives with respect to job responsibilities of the executive secretary/administrative assistant position.

#### Importance and Need of the Study

This study was designed to gather specific information from businesses regarding the role of the executive secretary/administrative assistant. Such information can be used to insure that graduates of

office or secretarial administration programs in colleges and universities have the training and competencies necessary for functioning in the new office environment. As Dean Robert L. Sandmeyer expressed in an article published by Irol W. Balsley (1979),

. . . I believe that collegiate schools of business should make a concerted effort to determine competencies needed by administrative office management and administrative services support personnel so that the curriculum offerings will reflect the dynamic nature of the administrative services systems in business organizations (p. 112).

The information can also be used to provide accurate information for the counseling of students who are considering educational programs designed to prepare them for careers as executive secretaries/ administrative assistants.

Presently, 34 institutions of higher learning in Oklahoma, Texas, and New Mexico offer a four-year program in administrative services or office administration. Twenty-four of these institutions also offer a two-year secretarial program. Twenty institutions of higher learning in Louisiana, Arkansas, and Mississippi offer a four-year program in administrative services or office administration. Eighteen of these institutions also offer a two-year secretarial administration program and six offer a one-year program (Busch, 1980). In addition, an examination of college catalogs in the Oklahoma State University library revealed that several institutions of higher learning in Kansas such as Kansas State University, Emporia State University, Wichita State University, and Pittsburg State University offer two-year and/or four-year secretarial administration programs. The information furnished by the study should be of use to the faculty of office administration departments in these

institutions as curricular changes are made to reflect the impact of the changing office environment on office education.

#### Limitations

This study was limited to a sample of the Oklahoma businesses listed in Dun and Bradstreet's Million Dollar Directory (1979). The analysis of data was limited to the 108 companies which returned the questionnaire. Other types of institutions which may have personnel classified as executive secretaries or administrative assistants such as governmental offices, medical offices, and legal offices were not included in the survey.

This research gave emphasis to the demand side of business operations--what the employer believes to be true about the executive secretary/administrative assistant position. There was no attempt to determine how executive secretaries and administrative assistants perceive the position. Neither was there a determination of how business educators perceive the position. The research also was not concerned with determining the relative importance of the various job responsibilities inherent in the secretarial position.

#### Definition of Terms

In order to assist in the interpretation of this report, the following terms are defined as they are used in this study:

Small business: A business with one to 49 employees

Medium-size business: A business with 50 to 299 employees

Large business: A business with 300 or more employees

### Basic Assumptions

The basic assumptions of the study are:

1. The findings of a similar study including a larger sample would yield results comparable to the findings of this study.
2. The personnel administrators, office managers, and executives who responded to the survey are representative of other personnel administrators, office managers, and executives in similar business in Oklahoma.
3. The findings of this study may be generalized to states in this economic region and can, therefore, be useful to faculty members who have teaching responsibilities in administrative services.

## CHAPTER II

### A REVIEW OF SELECTED RELATED RESEARCH

Business education literature reveals that much research has been done during the past sixty years to determine the traits, skills, and knowledges needed by students as they prepare to enter careers in the secretarial and office occupations. Studies by Nichols (1935) and Place (1946) are examples of early attempts to identify important elements of the secretarial position which should be included in the curricular of high school and postsecondary office occupations programs. During the 1950's and the 1960's, further research was done. Three of the studies will be reviewed.

Kosy (1958) used a questionnaire to obtain information concerning which secretarial duties and responsibilities are more critical from the standpoint of success on the job than others. He did not attempt to add, as a result of the study, any new secretarial duties to those lists already compiled, nor did he obtain data concerning frequency of or time spent on each duty or responsibility.

Noyes' 1960 research examined the role of the executive secretary as a member of management. She surveyed approximately 200 secretaries to determine educational levels attained by the secretaries, management activities performed by the secretaries, and the type of company training programs available to them. Basic elements of the respondents' present positions were filing, telephoning, handling appointments, interviewing,

composing letters, taking dictation, using business machines, banking, and supervision.

In addition, 38 percent of the respondents indicated that they supervised one or more workers, 13 percent had secretaries or stenographers of their own, 46 percent had responsibility for arranging affairs such as dinners and luncheons, 53 percent made decisions concerning office decorations and furnishings, 25 percent summarized discussions at meetings and wrote up pertinent results, 35 percent made decisions as to what materials were to go into reports and how such reports could be most effectively organized and presented in written form, 23 percent analyzed statistical studies and interpreted and simplified them into report form, and 26 percent participated in conferences with members of management by giving their opinions and reporting significant information.

The data concerning the educational level attained by the respondents revealed that 49 percent had some college training, and 40 percent had four or more years of college. Of those respondents with four or more years of college, 55 percent majored in business or secretarial work, 10 percent majored in English, and the rest majored in a variety of subjects. Three percent of the respondents held masters degrees.

Noodell's (1967) study was designed to determine the adequacy of high school office practice instruction in the preparation of students for the modern business office. He surveyed businesses in Nebraska to obtain information about the requirements needed for successful employment in clerical positions and what employers desired from high

school graduates. Noodell found that of the 40 respondents, approximately 33 percent wanted college-trained employees.

During the 1970's additional research was done to determine job requirements, required educational levels and advancement opportunities. Twelve of these studies will be reviewed.

Gray (1972) used a questionnaire to obtain data from 50 corporations in eleven Southern states in order to compare requirements of secretarial science programs of 126 public junior colleges in the South with business criteria for employing beginning secretaries. She found that duties which secretaries perform most frequently are receiving callers, using the telephone, processing outgoing and incoming mail, typing letters, taking dictation in shorthand and transcribing, and filing. Gray's conclusion was that junior college secretarial program offerings appear to meet business requirements for employing beginning secretaries.

A study done by Johnson (1978) had as its purpose an evaluation of the secretarial science curriculum at Erie Community College. From information obtained from 181 graduates of the secretarial program at Erie, she concluded the following skills and competencies are considered necessary by graduates and their employers: typewriting, shorthand, transcription, business letter writing, filing, secretarial procedures, and duplicating machines operation. Secretarial accounting, business mathematics, office calculations, and machine transcription were perceived as not needed by a majority of the graduates. A majority of the employers did not see the need for secretarial accounting. Johnson also found that the secretarial curriculum prepares graduates for



promotion to higher level positions, but future needs will require further development of supervisory and administrative skills.

Murranka (1979) investigated specific task and job element information for fifteen correspondence secretaries, fifteen administrative secretaries, and fifteen supervisors in word processing installations. Her findings led her to conclude: (1) shorthand was being used by a majority of administrative secretaries, (2) written communications skills were used in writing letters and composing reports, (3) decision-making skills, interpersonal communications skills, and responsibility were evident for administrative secretaries and supervisors, (4) job incumbents scheduled their individual work assignments, and (5) machine transcription skills were used in all three positions. She also concluded that correspondence secretaries can be trained at the high school level and administrative secretaries and supervisors can be trained at the two-year college level.

Garrison's (1973) study used a questionnaire to gather information as to the sources of training of presently employed legal secretaries in Illinois, to determine career opportunities available in the legal secretarial field and to obtain information which would aid the Illinois Association of Legal Secretaries in identifying legal secretaries who were interested in certification as a legal assistant and in training activities leading to such certification. She found that the legal secretarial field provided opportunities for women of almost any age and educational background. Some of the secretaries had college degrees, although many had only a high school education. Her research data also revealed that salaries earned by legal secretaries ranged from \$200 to \$1,500 a month.

In a study concerned with career opportunities for office personnel, Burford (1981) sought to determine how features of the office of the future, as perceived by administrative, supervisory, and clerical persons, were related to career paths of office workers. Burford interviewed 41 administrative, 57 supervisory, and 80 clerical persons employed by 16 insurance companies located in the Columbus, Ohio area. The interviewees responded to questions relating to new office equipment, educational backgrounds, company-sponsored training/education programs, job classifications or titles that reflect new occupational specialties, and career paths or perceived career paths available to them in the next three to five years.

Burford found that about 80 percent of the administrative-level persons had begun their careers at a level lower than supervisory and had climbed the career ladder via supervisory jobs. The majority of supervisory-level persons had progressed from a level lower than supervisory and had received from one to three clerical advances prior to becoming supervisors. Formal education and training were found to be significantly related to career success.

Using a descriptive-survey method, Sullivan (1977) collected data from 220 female graduates who obtained a Bachelor of Arts in Business Administration from Michigan State University between 1955 and 1975 inclusive. She examined the office administration major in terms of the level of position attained by women who received a degree with a secretarial specialization; the career aspirations of the graduates; the obstacles to obtaining a high-level secretarial, managerial, or executive position; and the advantages or disadvantages of a secretarial background in meeting the aspirations of the graduates.

Her data indicated that high-level executive secretarial or administrative assistant positions were obtained by 44.9 percent of the graduates. A total of 15.6 percent attained the managerial level, of which 8.4 percent were office managers. Over 70 percent of the graduates felt that their secretarial skills contributed to their advancement. They recommended that the secretarial and the general education core be given the same emphasis in the future, but that the business administration core be given greater emphasis.

Although over 92 percent recommended the major for women interested in advancing into high-level secretarial positions, only 39.5 percent recommended it for advancement into a managerial position. Therefore, Sullivan concluded that while the office administration major provides a distinct advantage for women in obtaining a high-level secretarial position, opportunities to advance into non-secretarial middle-management positions are limited for office administration majors.

In a study designed to provide information concerning desired educational levels for office personnel, Hahn (1976) made a survey of 724 officers in 130 chapters of the 15 United States regions of the Administrative Management Society. According to Hahn, persons seeking employment in office administration personnel positions will preferably have a high school diploma plus two years or more education. An additional conclusion of Hahn was that such personnel will need some typewriting, but will likely not need shorthand skills.

Huggins (1977) attempted to identify the continuing educational needs of women for upgrading of their administrative skills, concepts, and knowledges for employment as administrative assistants and executive

secretaries. She mailed a questionnaire to personnel managers and women employed as administrative assistants or executive secretaries in companies randomly selected from the Fortune lists. She found that the college-degree employee was promoted to the position of administrative assistant or executive secretary in seven years; the high school employee spent 18 years reaching this level. More education was required by many companies for the position of administrative assistant than for the position of executive secretary, and work experience was a prime requisite for the positions of administrative assistant and executive secretary in many companies. She also found that being able to handle human relations problems more effectively in current positions was a need felt by many of the respondents.

Hawkin's (1975) study was designed to help determine the effectiveness of four-year programs in office administration by comparing office employees having four years of collegiate education with those office employees having two years of collegiate education in office administration. Comparisons were made in the following areas: monthly salaries received, job-level classifications, promotability, lateral mobility, and productivity ratings.

She found that a significant difference existed between the four-year graduates and the two-year graduates in their job-level classification. More of the four-year graduates were in positions classified as administrative support than was true of the two-year graduates. However, no significant difference existed between the two groups in promotability, in lateral mobility, in monthly salaries received, and in productivity ratings.

To identify the characteristics of office workers who had advanced rapidly in their fields, Gerhardt (1978) gathered data from ninety-five sets of superiors and their employees. The employees were identified as office workers who at one time had held an entry position in the clerical, typing, stenographic, secretarial, or machine-operation fields and had advanced rapidly in his or her field or a closely allied field. He found that, of the 95 employees who had advanced rapidly, three-fourths had college work or degrees and slightly under two-thirds had undertaken business majors.

Hoggatt (1979) compared the perceptions of vocational teachers, entry-level office workers, and employees regarding employable qualifications for entry-level office workers in Utah. The three groups surveyed were in agreement concerning the need for entry-level workers to complete high school and the desirability of some college training.

Matthews' (1975) study had as its purpose the identification of capabilities required for the successful performance of modern office work. A questionnaire was used to gather data based on 81 specific abilities included in 13 clusters of tasks associated with major office activities. She used a stratified random sample consisting of 199 employees in 100 businesses in South Carolina. She found major differences between small and large businesses and between medium and large businesses in their rankings of the 81 variables analyzed. She concluded that substantial differences exist in the competencies needed by students who will be employed by large businesses and those who will be employed by small businesses.

### Summary

Much research has been completed concerning the traits, skills, and knowledges needed by students preparing to enter careers in the secretarial occupation. Some of this research has attempted to identify additional aspects of the secretarial position such as the specific level of education required and the promotional opportunities available to persons holding these positions. Most studies, however, were concerned with describing the present environment with regard to the secretarial role. No studies were found which gave emphasis to the changes which are expected to occur in the future. Also, no studies were found which had as a primary concern the position of the executive secretary/administrative assistant in the offices of Oklahoma businesses.

## CHAPTER III

### METHODS AND PROCEDURES

#### Sample Selection

To gather the needed data for testing the hypotheses, a survey instrument was sent to personnel administrators, office managers, and executives in 300 businesses in Oklahoma. The sample was selected from Oklahoma firms listed in Dun and Bradstreet's Million Dollar Directory (1979).

Of the 1061 Oklahoma firms listed, 522 had 1-49 employees, 299 had 50-299, and 135 had 300 or more employees. The number of employees was not available for 105 of the businesses listed. Because most of the businesses for which the number of employees was not available were banks, which were adequately represented in the remaining list of businesses, this category of firms was eliminated from consideration during the selection process, leaving a total of 955 firms.

A nonproportional stratified random sample of 300 businesses was selected from the list of 955 businesses. This method of sampling assures each item in a population a chance of being chosen, but prevents a disproportionate number of one group from being represented in the sample (Mason, 1970). A stratified random sample is considered superior to a simple random sample because it is more likely to be representative of the population being sampled and can, therefore, attain a given degree of accuracy with a smaller sample size than would be likely with simple

random samples (Hanson and Brabb, 1961). A table of random digits (Runyon and Haber 1976) was used to determine which businesses would be included in the study.

A cover letter (Appendix A) and three questionnaires (Appendix B) were sent to the personnel directors of the selected businesses explaining the purpose of the survey and asking them to participate in the study by completing the personnel director's form and by asking the office manager (or the person fulfilling the responsibilities of an office manager) and a selected manager or executive to complete the other two forms. A stamped, addressed envelope was included for each form. In addition, a note of explanation (Appendix C) briefly explaining the purpose of the survey was attached to the office manager and executive forms so the personnel director would not have to make a detailed explanation in order to gain the cooperation of the other two persons in the business. Because many of the businesses were small, and, therefore, would not be expected to have persons filling all of these positions, the personnel director was asked to return the unused forms. This process simplified the task of determining when a complete response had been received from a particular firm. However, a business was assumed to have responded when the first form was received.

Seventy-four usable responses from personnel directors, 28 usable responses from managers or executives, and 29 usable responses from office managers were received by the June 1 suggested return date. Unusable questionnaires were received from two companies, three companies indicated that only their parent company was allowed to respond to surveys of this type, one business had been sold, one company returned



blank questionnaires indicating the the survey was not applicable to their situation, and two firms indicated they had no one in an executive secretary or administrative assistant position.

Several sets of questionnaires were returned marked "undeliverable." Corrected addresses were obtained for all but three of the firms and the questionnaires were again mailed, with a change in the suggested deadline date. Correct addresses could not be found for three of the firms, so three new firms were selected from the original list of businesses and questionnaires mailed. Six sets of questionnaires were returned marked "undeliverable" near the end of the time allowed for the survey. These companies were not replaced with new ones. The initial mailing was coded to allow for a follow-up of nonrespondents. A follow-up made in late June resulted in completed forms being received from 13 personnel directors.

Because the response rate, especially of medium-size and large businesses, was lower than desired, a trial procedure was implemented to determine if a larger response could be ensured by the use of a slightly different survey procedure. A personalized letter (Appendix D), along with a complete set of questionnaires and stamped, addressed envelopes, addressed to an individual in the organization were sent to 34 large and medium-size companies randomly selected from the list of nonrespondents.

The names used were obtained from Dun and Bradstreet's Million Dollar Directory (1979) and were generally persons at the vice presidential level. Whenever possible, the person filling the position of vice president for personnel services (or similar title) or vice president of operations or administration was the person contacted, since these positions are the ones most likely to involve responsibilities

related to the purpose of the study. Questionnaires were received from eleven personnel directors, three executives, and four office managers. Because this response rate was similar to the response rate when letters were sent addressed only to "personnel director," and because this was both a costly and time-consuming procedure, a decision was made to not complete the third step of the follow-up.

Usable questionnaires received and included in the study were 98 personnel director questionnaires, 31 manager or executive questionnaires, and 33 office manager questionnaires. This represents a response rate of companies returning usable questionnaires of 32.6 percent. Because no changes were made in the questionnaire after the pilot study, the ten questionnaires received in the pilot study were also included, for a total number of 108 businesses.

Table I shows the distribution by business classification of the firms responding to the survey. These classifications were not used as a part of the data analysis, but the information was gathered to help determine if the sampling procedure had allowed a diversified grouping of businesses. The five classifications on the questionnaire were listed because they represent major industries in Oklahoma. The "other" classification allowed companies which did not fit into one of those five classifications to indicate the type of business in which they are engaged.

Table II shows the total distribution of respondents by size of business. As described by Table II, 32 or 30 percent of the participating businesses had 1-49 employees, 35 or 32 percent of the participating businesses had 50-299 employees, and 41 or 38 percent of the participating businesses had 300 or more employees.

TABLE I  
TYPES OF BUSINESSES RESPONDING

Type	Number	Percent of Total
Financial	23	21
Manufacturing	20	19
Wholesale/Retail	9	8
Agriculture/Agribusiness	5	5
Petroleum/Petroleum related	25	23
Other*	26	24
	108	100

\*Other

Accounting office	Media (TV)
Architect's office	Movie theatres
Aviation Services	Newspaper publisher
Both agriculture and petroleum	Real estate
Both manufacturing and petroleum	Telephone company
Business Forms	Transportation (4)
Communications Construction	Utilities (5)
Insurance (3)	Warehousing/Distributing of Metals
Meats	

TABLE II  
RESPONDENTS CLASSIFIED BY NUMBER OF EMPLOYEES IN FIRM

Size	Number	Percentage
Small - 1-49	32	30
Medium - 50-299	35	32
Large - 300 or over	41	38
	—	—
	108	100

Tables III and IV indicate the sizes of the office staffs of the participating businesses and the sizes of the communities represented. As indicated by the tables, there is a fairly even distribution of respondent companies by office staff size. The distribution of community sizes is more uneven, but is probably not inappropriate since larger communities would have a greater number of businesses.

#### Questionnaire Development

The survey instrument for this study was developed after a review of literature and was designed to make it easy for the respondents to provide the requested information. Although the items on the instrument were made up of multiple-choice, dichotomous, and Likert-type questions, most of the items provided the choice of "Other (please specify)" so as to not unnecessarily restrict possible responses. (Hillestad, 1977) The first five questions on the questionnaire were designed to identify the type of organization, the number of employees in the organization, the

TABLE III  
 SIZE OF OFFICE STAFF

Size	Number	Percent
1-4	21	19
5-9	16	15
10-19	19	18
20-49	25	23
50-99	10	9
100 or over	17	16
	—	—
	108	100

TABLE IV  
 DISTRIBUTION OF RESPONDENTS BY SIZE OF COMMUNITY

Size	Number	Percent
100-4,999	13	12
5,000-9,999	6	5
10,000-29,999	18	17
30,000-59,999	20	19
60,000 or over	50	47

size of the office staff, and the size of the community in which the business is located. Questions five through eight and eleven through thirteen were designed to provide information to be used in testing the hypothesis of no significant difference among personnel administrators, office managers, and executives of small, medium-size, or large businesses in Oklahoma with respect to promotional opportunities, salary levels, and educational requirements of the executive secretary/administrative assistant position. Questions nine and ten provide additional information which can be used by educators in training and advising students enrolled in secretarial administration educational programs.

The business subject areas listed in Question 14 represent subjects taken by students enrolled in the four-year degree program in secretarial administration at Oklahoma State University. The listing of major areas of secretarial responsibilities was compiled based on findings from a review of related literature and an analysis of topics covered in collegiate-level secretarial procedures textbooks as well as information gathered during discussion with secretaries and other persons having responsibilities related to administering office activities.

After consultation with the doctoral committee members at Oklahoma State University, the questionnaire was pretested in the Stillwater area. Twenty questionnaires were mailed to firms, ten of which were listed in Dun and Bradstreet's Million Dollar Directory (1979). The other ten firms were selected by the researcher based on knowledge concerning approximate number of employees. Five firms classified as small, four classified as medium-sized, and one classified as large returned questionnaires for a

50 percent response rate. No problems were indicated by the pretest; therefore, no changes were made in the questionnaire.

The questionnaire was printed as a four-sided form on 8 1/2 by 14 paper. The same questionnaire was used for personnel administrators, office managers, and managers or executives. However, white paper was used for the personnel administrator form, gold paper for the office manager forms, and green paper for the manager or executive form to facilitate identification of the proper form by the personnel administrator and also to aid in the proper identification of returned forms.

#### Analysis and Interpretation of Data

The data collected were classified and tabulated in percentage tables and frequency tables as well as statistically tested using the Statistical Analysis System (SAS) available on the Oklahoma State University computer. The Chi Square ( $X^2$ ) was selected for use in testing the null hypotheses. According to Hillestad (1977), the  $X^2$  is one of the most useful and widely used statistics for testing hypotheses and is appropriate when the data consists of frequencies rather than actual score data. The 0.05 percent level of significance was used throughout the research to interpret the data.

Although some results may be statistically insignificant, these findings can also be considered important to this research because similarities among small, medium, and large-sized businesses and among personnel administrators, office managers, and executives have implications for curriculum analysis and provide information for counseling students in the same way as do the differences found to be significant.

## CHAPTER IV

### FINDINGS RELATED TO DIFFERENCES AMONG SMALL, MEDIUM-SIZE, AND LARGE BUSINESSES

This chapter describes the findings related to the differences and similarities of opinions among small, medium-size, and large businesses. Null hypotheses one through four were statistically tested by the Chi Square ( $X^2$ ) from the data gathered in the questionnaire survey. An analysis was performed on each item or statement on the questionnaire related to a specific hypothesis. The .05 significance level was used throughout the research for interpreting the data.

The data are reported in percentage tables which also include the  $X^2$  statistic. Although some results may be statistically insignificant, insignificant findings are important to this research because similarities of opinions also indicate items or null hypotheses that are or are not of importance in the educational preparation of executive secretaries and administrative assistants.

#### Findings Regarding Salary Levels of the Executive Secretary/Administrative Assistant Position

Responses to questions five, six and seven were used to test the following hypothesis:

Null Hypothesis 1. There is no significant difference among large businesses, medium-size businesses, and small businesses with respect to salary levels of the executive secretary/administrative assistant position.



Question five was used to obtain data concerning yearly beginning salaries for executive secretaries and administrative assistants. As shown in Table V, 14, or 45.16 percent, of the small businesses; 13, or 37.14 percent, of the medium-size businesses; and 4, or 9.76 percent, of the large businesses reported a beginning salary range of \$5,000-\$9,999. A beginning salary range of \$10,000-\$13,999 was reported by 14, or 45.16 percent, of the small businesses; 12, or 34.29 percent, of the medium-size businesses; and 22, or 53.66 percent, of the large businesses. A beginning salary range of \$14,000-\$17,999 was reported by 3, or 9.68 percent, of the small businesses; 8, or 22.86 percent, of the medium-size businesses; and 3, or 7.32 percent, of the large businesses. A salary range of \$18,000 or over was reported by none of the small businesses, by 2, or 5.71 percent, of the medium-size businesses, and by 3, or 7.32 percent of the large businesses. The obtained  $X^2$  of 15.757 leads to a rejection of Null Hypothesis 1.

Questions six and seven were used to gather additional data regarding salary. Data concerning salary ranges for all secretarial grades or categories is shown in Table VI. Twenty-five, or 83.33 percent, of small businesses reported a salary range of \$5,000-\$15,000, as did 19, or 57.58 percent of medium-size businesses and 13, or 32.50 percent, of large businesses. A salary range of \$10,000-\$20,000 was reported by 4, or 13.33 percent, of small businesses; by 22, or 33.33 percent of medium-size businesses; and by 25, or 62.50 percent, of large businesses. A salary range of \$12,000-\$25,000 was reported by one, or 3.33 percent, of small businesses; by 3, or 9.09 percent, of medium-size businesses; and by 2, or 5.00 percent, of large businesses. One firm reported a salary range of \$8,000-\$16,000, while 4 firms failed to respond to this questionnaire

TABLE V

## BEGINNING YEARLY SALARY RANGE FOR EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS

Salary Range	Small Businesses (N = 31)	Medium-size Businesses (N = 35)	Large Businesses (N = 41)	Percent of All Respondents (N = 107)
\$ 5,000--9,999	45.16	37.14	9.76	28.97
\$10,000-13,999	45.16	34.29	53.66	44.86
\$14,000-17,999	9.68	22.86	29.27	21.50
\$18,000-up	0.00	5.71	7.32	4.67

Chi Square 15.757      Prob = 0.0151

TABLE VI

## SALARY RANGE FOR ALL SECRETARIAL GRADES OR CATEGORIES

Salary Range	Small Businesses (N = 30)	Medium-size Businesses (N = 33)	Large Businesses (N = 40)	Percent of All Respondents (N = 103)
\$ 5,000-15,000	83.33	57.58	32.50	55.34
\$10,000-20,000	13.33	33.33	62.50	38.83
\$12,000-25,000	3.33	9.09	5.00	5.83
Other-\$8-16,000		N = 1		

Chi Square 20.069

Prob = 0.0005

item. The difference among the small, medium-size, and large businesses was significant at the .0005 level of significance.

To determine what changes in secretarial salaries might occur in the future, respondents were asked to answer question 11 indicating whether they expected these salaries to increase, decrease, or remain the same relative to other salaries in the company. As shown in Table VII, six, or 19.35 percent, of the small businesses, 13, or 38.24 percent, of the medium-size businesses, and 12, or 29.27 percent, of the large businesses reported an expectation that salaries would remain at the same level relative to other salaries in the company. An expected increase in secretarial salaries relative to other salaries in the company was reported by 6, or 19.35 percent, of the small businesses; by 13, or 38.24 percent, of the medium-size businesses; and by 12, or 29.27 percent, of the large businesses. No business reported an expected decrease in secretarial salaries. The difference among small, medium-size, and large business regarding anticipated change in the status of secretarial salaries is insignificant.

Findings Regarding Promotional Opportunities of  
the Executive Secretary/Administrative  
Assistant Position

Responses to questions 12 and 13 were used to test the following hypothesis:

Null Hypothesis 2. There is no significant difference among large businesses, medium-size businesses, and small businesses with respect to promotional opportunities of the executive secretary/administrative assistant position.

Question 12 asked the respondents to indicate whether promotional opportunities for executive secretaries and administrative

TABLE VII

ANTICIPATED CHANGE IN THE STATUS OF SECRETARIAL SALARIES  
RELATIVE TO OTHER SALARIES IN THE COMPANY

Change	Small Businesses (N = 31)	Medium-size Businesses (N = 34)	Large Businesses (N = 41)	Percent of All Respondents (N = 106)
Increase	19.35	38.24	29.27	29.25
Decrease	0.00	0.00	0.0	0.00
Remain the same	80.65	61.76	70.73	70.75

Chi Square 2.793

Prob = 0.2474

assistants would increase, decrease, or remain the same in the future. As shown in Table VIII, 19, or 59.38 percent, of the small businesses; 17, or 48.57 percent, of the medium-size businesses; and 20, or 50 percent, of the large businesses indicated an expectation that promotional opportunities would increase in the future. No businesses reported an expected decrease in promotional opportunities. The expectation that promotional opportunities would remain the same was reported by 13, or 40.63 percent, of the small businesses; by 18, or 51.43 percent of the medium-size businesses; and by 20, or 47.66 percent, of the large businesses. There was no significant difference among the three sizes of businesses.

To obtain more specific information regarding opportunities for executive secretaries and administrative assistants, the respondents were asked to answer the question 13: Do opportunities other than secretarial/administrative assistant positions exist for prospective or current employees who have educational preparation in secretarial administration? A listing of eight possible positions, as well as an "other" category, was to be checked either "yes" or "no." Table IX shows the responses for each of the eight positions. There was no significant difference among the three sizes of businesses for five of the eight positions: word processing supervisor, manager of secretarial support services, administrative office manager, administrative services manager, and management aide.

Seven, or 24.14 percent, of the small businesses, 8, or 25 percent, of the medium-size businesses, and 19, or 46.34 percent, of the large businesses indicated that the position of word processing supervisor was available to employees with educational preparation in secretarial

TABLE VIII

ANTICIPATED CHANGE IN PROMOTIONAL OPPORTUNITIES FOR  
EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS

Change	Small Businesses (N = 32)	Medium-Size Businesses (N = 35)	Large Businesses (N = 40)	Percent of All Respondents (N = 107)
Increase	59.38	48.57	50.00	52.34
Decrease	0.00	0.00	0.00	0.00
Remain the Same	40.63	51.43	50.00	47.66

Chi Square      0.922      Prob = 0.6307

TABLE IX

OPPORTUNITIES OTHER THAN SECRETARIAL POSITIONS WHICH EXIST FOR EMPLOYEES  
WITH EDUCATIONAL PREPARATION IN SECRETARIAL ADMINISTRATION

Position	Small Businesses (N = 29)	Medium-Size Businesses (N = 32)	Large Businesses (N = 41)	Percent of All Respondents (N = 102)
Word Processing Supervisor	24.14	25.00	46.34	33.33
		Chi Square 5.225	Prob = 0.0733	
Manager of Secretarial Support Services	24.24	21.88	29.27	25.49
		Chi Square 0.556	Prob = 0.7572	
Administrative Office Manager	37.93	61.29	39.02	45.54
		Chi Square 4.479	Prob = 0.1065	
Personnel Specialist	17.24	51.61	68.29	48.51
		Chi Square 17.895	Prob = 0.0001	
Specialist	3.45	3.23	19.51	9.90
		Chi Square 7.148	Prob 0.0280	



TABLE IX (Continued)

Position	Small Businesses (N = 29)	Medium-Size Businesses (N = 32)	Large Businesses (N = 41)	Percent of All Respondents (N = 102)
Records Manager	17.24	29.03	43.90	31.68
		Chi Square 5.723	Prob = 0.0572	
Administrative Services Manager	17.24	40.00	34.15	31.00
		Chi Square 3.892	Prob = 0.1428	
Management Aide	48.28	43.75	46.34	46.08
		Chi Square 0.117	Prob = 0.9383	
Other	14.81	9.68	10.00	11.22

administration. The position of manager of secretarial support services was reported as an available position by 7, or 24.14 percent, of the small businesses; by 7, or 21.88 percent, of the medium-size businesses; and by 12, or 29.27 percent, of the large businesses.

Approximately 50 percent of all the responding firms reported opportunities as management aide. Fourteen, or 48.28 percent, of the small businesses; 14, or 43.75 percent, of the medium-size businesses; and 19, or 46.34 percent, of the large businesses reported such opportunities.

It is interesting to note the somewhat similar statistics for the positions of administrative services manager and administrative office manager. Five, or 17.24 percent, of the small businesses; 12, or 40 percent, of the medium-size businesses; and 14, or 34.15 percent, of the large businesses reported opportunities as administrative services manager, while 11, or 37.93 percent, of the small businesses; 19, or 61.29 percent, of the medium-size businesses; and 16, or 39.02 percent, of the large businesses reported opportunities as administrative office manager. In both cases, the number of medium-size businesses reporting opportunities in these positions was greater than either the small businesses or the large businesses, a trend unlike that of the other positions, although the difference is not statistically significant.

Positions for which significant differences did exist were those of records manager, personnel specialist, and reprographics specialist. Five, or 17.24 percent, of the small businesses; 9, or 29.03 percent, of the medium-size businesses; and 18, or 43.90 percent, of the large businesses reported opportunities as records manager. Opportunities as personnel specialist were reported by 5, or 17.24 percent, of the small

businesses; 16, or 51.61 percent, of the medium-size businesses; and 28, or 68.29 percent, of the large businesses. Opportunities as reprographics specialist were reported by only one small and one medium-size business, while 8, or 19.51 percent, of the large businesses indicated such opportunities.

As indicated in the table, several respondents indicated that other opportunities were also available for persons with educational preparation in secretarial administration. Many of those so responding did not describe the types of positions available. The "other" comments are listed below:

Can promote to various other jobs in the company.

Some of our secretaries are working toward positions as loan officers.

Manager

Computer programming

Any could be a possibility

We are a small company and do not have the personnel breakdown you state above.

Word processor [distinguished from word processing supervisor]

Marketing Products Department

We do all promotion from within the company

In summary, there is no significant difference among small, medium-size, and large businesses with regard to the anticipated change in promotional opportunities for executive secretaries and administrative assistants and in opportunities such as word processing supervisor, manager of secretarial support services, administrative office manager, administrative services manager, and management aide. There is a

significant difference among small, medium-size, and large businesses in opportunities such as records manager, personnel specialist, and reprographics specialist.

Findings Regarding Educational Requirements of the  
Executive Secretary/Administrative  
Assistant Position

Responses to questions 8, 11, and 14 were used to test the following hypothesis:

Null Hypothesis 3. There is no significant difference among large businesses, medium-size businesses, and small businesses with respect to educational requirements of the executive secretary/administrative assistant position.

Question eight asked the respondents to indicate the educational level required for executive secretarial/administrative assistant positions. As shown in Table X, high school with business training was required by 20, or 62.50 percent, of the small businesses; by 18, or 51.43 percent, of the medium-size businesses; and by 16, or 39.02 percent, of the large businesses. Five, or 15.62 percent, of the small businesses had high school without business training as a requirement, as did 4, or 11.43 percent, of the medium-size businesses; and 3, or 7.32 percent, of the large businesses. Approximately 61 percent, then, require only a high school education. A college or university two-year program was required by 3, or 9.38 percent, of the small businesses; by 9, or 25.71 percent, of the medium-size businesses; and by 5, or 12.20 percent, of the large businesses. A college or university four-year program was required by 2, or 6.25 percent, of the small businesses; by 1, or 2.86 percent, of the medium-size businesses, and by 5, or 12.20 percent, of the large

TABLE X

## EDUCATIONAL LEVEL REQUIRED FOR EXECUTIVE SECRETARIAL/ADMINISTRATIVE ASSISTANT POSITIONS

Education required	Small Businesses (N = 32)	Medium-size Businesses (N = 35 )	Large Businesses (N = 41)	Percent of All Respondents N = 108
High school with business training	62.50	51.43	39.02	50.00
High school without business training	15.62	11.43	7.32	11.11
College/university two-year program	9.38	25.71	12.20	15.74
College/university four-year program	6.25	2.86	12.20	7.41
Other	N = 2	N = 3	N = 12	

Chi Square 7.321 Prob = 0.2922

businesses. Seventeen of the respondents indicated some other requirement. There was no significant difference among the businesses in regard to educational level.

Several respondents completed the "other" portion of question eight. In addition, the "business school" item was omitted from the analysis of the data because only two businesses reported this as a requirement. This response was included in the "other" category. The comments from the "other" item are listed below.

Skill and experience

High school with or without business training

Would like to have secretaries in number 4 [two-year college]

Two-year college or five years of experience

College preferred, but not required

Business school, college, or formal secretarial training preferred

No specific requirement

High school with business experience

Training or equivalent experience

Business school

High school with business training or business school referral

Take what we can get at our pay level, usually with year or more experience working

Experience will substitute for training; shorthand and typing required for executive secretary or administrative assistant position

All apply; we hire those who pass our steno and typing tests from a wide range of sources, i.e., four-year college, junior college, vo-tech, high school, etc.

Two years of college or equivalent work experience

Both high school with business training and business school

Experience is important

Must have necessary typing and dictating [sic] and filing skills regardless of where or how acquired

Items 2, 3, and 4 all apply

Requirements depend upon specific job

Because question eight asked for the educational level required rather than for the educational level most preferred, the data provided by the question should be studied in light of the responses to question 11: During the next five to ten years, do you expect the education requirement for executive secretaries/administrative assistants in your company to increase, decrease, or remain the same? As shown in Table XI, 25, or 78.13 percent, of the small businesses expect the educational requirement to increase, as do 18, or 51.43 percent, of the medium-size businesses and 23, or 56.10 percent, of the large businesses. The educational requirement is expected to remain the same by 7, or 21.88 percent of the small businesses, by 17, or 48.57 percent, of the medium-size businesses; and by 18, or 43.90 percent, of the large businesses. No firms reported an expected decrease in educational requirements.

Question 14 asked the respondents to indicate the importance of 22 business subject areas and whether they will increase or decrease in importance for executive secretaries/administrative assistants within the next five years. The tables indicate the percent of businesses which consider a subject area essential, highly desirable, somewhat desirable, or unimportant as well as showing whether the businesses believe the subject area will increase, decrease, or remain the same in importance

TABLE XI

ANTICIPATED CHANGE IN EDUCATIONAL REQUIREMENTS FOR  
EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS

Change	Small Businesses (N = 32)	Medium-Size Businesses (N = 35)	Large Businesses (N = 41)	Percent of All Respondents
Increase	78.13	51.43	56.10	58.51
Decrease	0.00	0.00	0.00	0.00
Remain the Same	21.88	48.57	43.90	41.49

Chi Square 5.712 Prob = 0.0575



within the next five years. Examination of the tables will also reveal, for example, how many of the businesses considering a subject essential also believe it will increase in importance, how many considering it essential believe it will decrease in importance, and how many considering it essential believe it will remain the same in importance. The numbers in the tables reflect only the number of businesses responding to both parts of question 14. Each business subject area will be considered separately.

### Importance of Accounting as a Business

#### Subject Area

As shown in Table XII, accounting was considered essential by 10, or 38.46 percent, of small businesses; by 6, or 20.69 percent, of medium-size businesses; and by 3, or 8.57 percent, of large businesses. Seven, or 26.92 percent, of the small businesses; 12, or 41.38 percent, of the medium-size businesses; and 8, or 22.86 percent, of the large businesses considered it highly desirable. Accounting was considered somewhat desirable by 9, or 34.62 percent, of the small businesses; by 10, or percent of the medium-size businesses; and by 19, or 54.29 percent, of the large businesses. None of the small businesses considered it unimportant, while only 1, or 3.45 percent, of the medium-size businesses considered it unimportant as did 5, or 14.29 percent, of the large businesses. As indicated by the table, the difference in desirability is significant at the .01 level of significance.

Responses regarding the change in importance indicate that 17, or 65.38 percent, of small businesses; 12, or 41.38 percent, of medium-size businesses; and 13, or 37.14 percent, of large businesses believe

TABLE XII

CURRENT AND FUTURE IMPORTANCE OF ACCOUNTING AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 26)				Medium-Size Businesses (N = 29)				Large Businesses (N = 35)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total
Essential	26.92	0.00	11.54	38.46	13.79	0.00	6.90	20.69	8.57	0.00	0.00	8.57
Highly Desirable	19.23	0.00	7.69	26.92	17.24	0.00	24.14	41.38	11.43	0.00	11.43	22.86
Somewhat Desirable	19.23	0.00	15.38	34.62	10.34	0.00	24.14	34.48	17.14	0.00	37.14	54.29
Unimportant	0.00	0.00	0.00	0.00	0.00	0.00	3.45	3.45	0.00	0.00	14.29	14.29
	65.38	0.00	34.62	100.00	41.38	0.00	41.38	100.00	37.14	0.00	62.86	100.00

Desirability Chi Square      15.390      Prob = 0.0174

Importance Chi Square      5.261      Prob = 0.0720

accounting will increase in importance. Nine, or 34.62 percent, of the small businesses; 17, or 41.38 percent, of the medium-size businesses; and 22, or 62.86 percent, of the large businesses believe it will remain the same in importance. None of the respondents believe accounting will decrease in importance. Although the difference in opinion regarding the change in importance is not statistically significant, the large percentage of small businesses reporting an increase in importance should be noted and compared to the smaller percentage of medium-size and large businesses. This finding may reflect the fact that larger firms are more likely to have full-time accountants than would generally be true in the case of smaller firms.

#### Importance of Finance as a Business Subject Area

The current and future importance of finance is reported in Table XIII. Only 1, or 3.57 percent, of the medium-size businesses regarded finance as essential, while 4, or 16 percent, of the small businesses and 5, or 14.71 percent, of the large businesses classified it as essential. Eleven, or 44 percent, of the small businesses; 10, or 35.71 percent of the medium-size businesses; and 5, or 14.71 percent, of the large businesses considered it highly desirable. Finance was considered somewhat desirable by 8, or 32 percent, of the small businesses; 11, or 39.39 percent, of the medium-size businesses; and 15, or 44.12 percent, of the large businesses. Only 2, or 8 percent, of the small businesses regarded it as unimportant, while 6, or 21.43 percent, of the medium-size businesses and 9, or 26.47 percent, of the large businesses considered it as unimportant.

TABLE XIII

CURRENT AND FUTURE IMPORTANCE OF FINANCE AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 25)				Medium-Size Businesses (N = 28)				Large Businesses (N = 34)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Essential	12.00	0.00	4.00	16.00	3.57	0.00	0.00	3.57	5.88	0.00	8.82	14.71
Highly Desirable	32.00	0.00	12.00	44.00	21.43	0.00	14.29	35.71	8.82	0.00	5.88	14.71
Somewhat Desirable	16.00	0.00	16.00	32.00	3.57	0.00	35.71	39.29	11.76	0.00	32.35	44.12
Unimportant	0.00	4.00	4.00	8.00	0.00	0.00	21.43	21.43	0.00	0.00	26.47	26.47
	60.00	4.00	36.00	100.00	28.57	0.00	71.43	100.00	26.47	0.00	73.53	100.00

Desirability Chi Square      10.907      Prob = 0.0913

Importance Chi Square      11.864      Prob = 0.0184

It is difficult to discern a clear trend in these figures. However, an examination of the combined totals for all three sizes of businesses gives a clearer indication of the importance given to finance. Approximately 11 percent of all respondents consider it essential, 30 percent consider it highly desirable, 39 percent consider it somewhat desirable, and 20 percent consider it unimportant. The difference among the sizes of businesses was not statistically significant.

Responses regarding the change in importance indicate that 15, or 60 percent, of the small businesses believe that finance will increase in importance, while only 1, or 4 percent, of these same businesses believe it will decrease in importance and 9, or 36 percent, believe it will remain the same in importance. The medium-size businesses and large business had very similar responses to this question. Eight, or 28.57 percent, of the medium-size businesses and 9, or 26.47 percent, of the large businesses believe finance will increase in importance; none of the medium-sized or large businesses indicated that it would decrease in importance. Twenty, or 71.43 percent, of the small businesses and 25, or 73.53 percent, of the large businesses believe that finance will remain the same in importance. The difference in the responses regarding the change in importance was significant at the .05 level of significance.

#### Importance of Business Law as a Business

##### Subject Area

As shown in Table XIV, business law was considered essential by 2, or 8 percent, of the small businesses; by 1, or 3.85 percent, of the medium-size businesses; and by 4, or 12.12 percent, of the large businesses. Nine, or 36 percent, of the small businesses; 8, or 30.77

TABLE XIV

CURRENT AND FUTURE IMPORTANCE OF BUSINESS LAW AS A BUSINESS SUBJECT STUDIED  
BY SECRETARIAL ADMINISTRATION STUDENTS  
IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 25)				Medium-Size Businesses (N = 26)				Large Businesses (N = 33)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total
Essential	8.00	0.00	0.00	8.00	0.00	0.00	3.85	3.85	3.03	0.00	9.09	12.12
Highly Desirable	28.00	0.00	8.00	36.00	26.92	0.00	3.85	30.77	9.09	0.00	9.09	18.18
Somewhat Desirable	20.00	0.00	24.00	44.00	18.18	0.00	34.62	42.31	15.15	3.03	27.27	45.45
Unimportant	0.00	0.00	12.00	12.00	0.00	0.00	23.08	23.08	0.00	3.03	21.21	24.24
	56.00	0.00	44.00	100.00	34.62	0.00	65.38	100.00	27.27	6.06	66.67	100.00

Desirability Chi Square 5.645 Prob = 0.4641

Importance Chi Square 7.737 Prob = 0.1017

percent of the medium-size businesses; and 6, or 18.18 percent, of the large businesses consider it highly desirable. Business law was considered somewhat desirable by 11, or 44 percent, of the small businesses, by 11, or 42.31 percent, of the medium-size businesses; and by 15, or 45.45 percent, of the large businesses. Slightly more of the large and medium-size businesses consider business law unimportant than is true of the small businesses. Eight, or 24.24 percent, of the large businesses and 6, or 23.08 percent, of the medium-size businesses compared to 3, or 12 percent, of the small businesses indicated that they considered business law unimportant. Less than half of the firms in each category consider business law either essential or highly desirable.

An increase in importance was expected by 14, or 56 percent, of the small businesses, compared to 9, or 34.62 percent, of the medium-size businesses and 9, or 27.27 percent, of the large businesses. None of the small or medium-size businesses indicated an expected decrease in the importance of business law, while only 2, or 6.06 percent, of the large businesses reported an expected decrease in importance. Neither the difference among the firms regarding the level of desirability nor the change in importance was significant at the .05 level of significance. However, there is slightly more difference among the firms regarding the change of importance in business law.

#### Importance of Typewriting as a Business

##### Subject Area

The current and future importance of typewriting is reported in Table XV. None of the firms responding consider typewriting unimportant, while only 2, or 7.69 percent, of the small businesses, and none of the

TABLE XV

CURRENT AND FUTURE IMPORTANCE OF TYPEWRITING AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 26)				Medium-Size Businesses (N = 31)				Large Businesses (N = 38)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Essential	46.15	3.85	26.92	76.92	12.90	9.68	67.74	90.32	34.21	0.00	50.00	84.21
Highly Desirable	7.69	0.00	7.69	15.38	0.00	3.23	6.45	9.68	7.89	0.00	7.89	15.79
Somewhat Desirable	0.00	0.00	7.69	7.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Unimportant	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	53.85	3.85	42.31	100.00	12.90	12.90	74.19	100.00	42.11	0.00	57.89	100.00

Desirability Chi Square    5.812    Prob = 0.2136

Importance Chi Square    15.317    Prob = 0.0041



medium-size or large businesses consider it somewhat desirable.

Typewriting was considered essential by 20, or 76.92 percent, of the small businesses; by 28, or 90.32 percent, of the medium-size businesses; and by 32, or 84.21 percent, of the large businesses. Considering it highly desirable were 4, or 15.38 percent, of the small businesses, 3, or 9.68 percent, of the medium-size businesses, and 6, or 15.79 percent of the large businesses. The difference among the businesses in regard to the level of desirability was not significant.

There was, however, a significant difference among the businesses in their responses to the change in importance. Fourteen, or 53.85 percent, of the small businesses; 4, or 12.90 percent, of the medium-size businesses; and 16, or 42.11 percent, of the large businesses believe that typewriting will increase in importance. Eleven, or 42.31 percent, of the small businesses; 23, or 74.19 percent, of the medium-size businesses; and 22, or 57.89 percent, of the large businesses indicated that typewriting would remain the same in importance. The only category indicating an expected decrease in importance was the medium-size businesses.

#### Importance of Oral Communications as a Business Subject Area

The findings regarding the current and future importance of oral communications are shown in Table XVI. Fifty percent or more of all three categories of business reported that oral communications was considered essential, and 90 percent or more consider it either essential or highly desirable. Only 2, or 8.33 percent, of the small businesses; 2, or 3.23 percent, of the medium-size businesses; and 2, or 5.41 percent,

TABLE XVI

CURRENT AND FUTURE IMPORTANCE OF ORAL COMMUNICATIONS AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 24)				Medium-Size Businesses (N = 31)				Large Businesses (N = 37)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total
Essential	41.67	0.00	8.33	50.00	48.39	0.00	22.58	70.97	45.95	0.00	27.03	72.97
Highly Desirable	25.00	0.00	16.67	41.67	9.68	0.00	16.13	25.81	13.51	0.00	8.11	21.62
Somewhat Desirable	4.17	0.00	4.17	8.33	3.23	0.00	0.00	3.23	2.70	2.70	0.00	5.41
Unimportant	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	70.83	0.00	29.17	100.00	61.29	0.00	38.71	100.00	62.16	2.70	35.14	100.00

Desirability Chi Square      4.436      Prob = 0.6179

Importance Chi Square      2.072      Prob = 0.7225

of the large businesses considered it only somewhat desirable. None of the firms reported it as unimportant.

An increase in importance was indicated by 17, or 70.83 percent, of the small businesses; by 19, or 61.29 percent, of the medium-size businesses; and by 23, or 62.16 percent, of the large businesses. None of the small businesses or medium-size businesses expected oral communications to decrease in importance. One, or 2.70 percent, of the large businesses reported an expected decrease. There were no significant differences among the categories of businesses in regard to level of desirability or in regard to change of importance.

Importance of Written Communications as a  
Business Subject Area

As indicated by Table XVII, written communications was regarded as either essential or highly desirable by 80 percent or more of the businesses, while none of the small or medium-size businesses and only 2, or 5.71 percent, of the large businesses consider it unimportant. There was some difference in the number of small businesses reporting it as essential compared to the number of medium-size and large businesses. Eleven, or 42.31 percent, of the small businesses consider written communications as essential compared to 25, or 80.65 percent, of the medium-size businesses and 26, or 74.29 percent, of the large businesses. Three of the small businesses, one of the medium-size businesses, and three of the large businesses consider it as somewhat desirable. These results should be considered along with the responses reported later in this study related to the importance of composing correspondence as a responsibility assigned to executive secretaries and administrative assistants.

TABLE XVII

CURRENT AND FUTURE IMPORTANCE OF WRITTEN COMMUNICATIONS AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 26)				Medium-Size Businesses (N = 31)				Large Businesses (N = 35)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Essential	38.46	0.00	3.85	42.31	48.39	3.23	29.03	80.65	45.71	0.00	28.57	74.29
Highly Desirable	26.92	0.00	19.23	46.15	3.23	0.00	12.90	16.13	8.57	0.00	2.86	11.43
Somewhat Desirable	3.85	0.00	7.69	11.54	0.00	0.00	3.23	3.23	2.86	0.00	5.71	8.57
Unimportant	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.86	0.00	2.86	5.71
	69.23	0.00	30.77	100.00	51.61	3.23	45.16	100.00	60.00	0.00	40.00	100.00

Desirability Chi Square      10.941      Prob = 0.0902

Importance Chi Square      3.462      Prob = 0.4837

At least 50 percent of all the categories of businesses reported an expected increase in importance for written communications. None of the small or large businesses and only one of the medium-size businesses reported an expected decrease in importance. There were no significant differences among the sizes of businesses in either the level of desirability or the change in importance.

#### Importance of Shorthand as a Business

##### Subject Area

As shown in Table XVIII, shorthand was considered an essential business subject by 4, or 16 percent, of the small businesses; by 4, or 12 percent, of the medium-size businesses; and by 10, or 27.03 percent, of the large businesses. Five, or 20 percent, of the small businesses considered it highly desirable, as did 14, or 45.16 percent, of the medium-sized businesses and 15, or 40.54 percent, of the large businesses. When the categories "essential" and "highly desirable" are combined, it becomes evident that a difference does exist among the categories of businesses. Thirty-six percent of the small businesses indicated shorthand was either essential or highly desirable, while 58 percent of the medium-size businesses and 68 percent of the large businesses indicated that shorthand was either essential or highly desirable. These findings are consistent with the findings reported later in this chapter regarding the use of shorthand as a secretarial responsibility. The difference among the business categories was significant at the .0297 level of significance.

An expected decrease in the importance of shorthand was reported by 25 percent of all the respondents. Again, this findings is consistent

TABLE XVIII

CURRENT AND FUTURE IMPORTANCE OF SHORTHAND AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 25)				Medium-Size Businesses (N = 31)				Large Businesses (N = 37)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Essential	8.00	0.00	8.00	16.00	3.23	3.23	6.45	12.90	8.11	2.70	16.22	27.03
Highly Desirable	8.00	4.00	8.00	20.00	0.00	12.90	32.26	45.16	13.51	8.11	18.92	40.54
Somewhat Desirable	8.00	12.00	16.00	36.00	0.00	6.45	16.13	22.58	2.70	5.41	16.22	24.32
Unimportant	0.00	8.00	20.00	28.00	0.00	9.68	9.68	19.35	0.00	2.70	5.41	8.11
	24.00	24.00	52.00	100.00	3.23	32.26	64.52	100.00	24.32	18.92	56.76	100.00

Desirability Chi Square      13.993      Prob = 0.0297

Importance Chi Square      6.895      Prob = 0.1416

with the finding regarding change in importance of shorthand as a secretarial responsibility. An expected increase in importance was reported by 6, or 24 percent, of the small businesses; by 1, or 3.23 percent, of the medium-size businesses; and by 9, or 24.32 percent, of the large businesses. Thirteen, or 52 percent, of the small businesses; 20, or 64.52 percent, of the medium-size businesses; and 21, or 56.76 percent of the large businesses expect shorthand to remain the same in importance. There was no significant difference among the business categories in regard to the change in importance.

#### Importance of Management as a Business Subject Area

The current and future importance of management is reported in Table XIX. Five, or 19.23 percent, of the small businesses; 2, or 6.90 percent, of the medium-size businesses; and 1, or 3.03 percent, of the large businesses considered management essential. Eight, or 30.77 percent, of the small businesses; 10, or 34.48 percent, of the medium-size businesses; and 12, or 36.36 percent, of the large businesses consider management highly desirable. Management was considered somewhat desirable by 11, or 42.31 percent, of the small businesses; by 13, or 44.83 percent, of the medium-size businesses; and by 14, or 42.42 percent, of the large businesses. Six, or 18.18 percent, of the large businesses; 4, or 13.79 percent, of the medium-size businesses; and 2, or 7.69 percent, of the small businesses consider management unimportant.

There was more difference, although it was not statistically significant, among the responses by the businesses regarding change in importance in management. Eighteen, or 69.23 percent, of the small businesses indicated that management would increase in importance, while

TABLE XIX

CURRENT AND FUTURE IMPORTANCE OF MANAGEMENT AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 26)				Medium-Size Businesses (N = 29)				Large Businesses (N = 33)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total
Essential	15.38	0.00	3.85	19.23	6.90	0.00	0.00	6.90	0.00	0.00	3.03	3.03
Highly Desirable	26.92	0.00	3.85	30.77	13.79	0.00	20.69	34.48	24.24	3.03	9.09	36.36
Somewhat Desirable	23.08	0.00	19.23	42.31	13.79	3.45	27.59	44.83	12.12	0.00	30.30	42.42
Unimportant	3.85	0.00	3.85	7.69	0.00	0.00	13.79	13.79	0.00	0.00	18.18	18.18
	69.23	0.00	30.77	100.00	34.48	3.45	62.07	100.00	36.36	3.03	60.61	100.00

Desirability Chi Square 4.007 Prob = 0.6757

Importance Chi Square 8.723 Prob = 0.0684



only 10, or 34.48 percent, of the medium-size businesses and 12, or 36.36 percent, of the large businesses indicated an expected increase in importance. None of the small businesses and only one each of the medium-size businesses and large businesses indicated an expected decrease in importance.

Importance of Personnel Management as a  
Business Subject Area

As shown in Table XX, personnel management is considered essential by only 2, or 8.33 percent, of the small businesses and by none of the medium-size or large businesses. Seven, or 29.17 percent, of the small businesses; 12, or 38.17 percent, of the medium-size businesses; and 8, or 23.53 percent, of the large businesses consider it highly desirable. Over 50 percent of the respondents indicated that personnel management is considered either somewhat desirable or unimportant. There was no significant difference among the small, medium-size or large businesses in regard to the desirability of personnel management.

Some difference among the firms does exist in regard to the change in importance of personnel management. Thirteen, or 54.17 percent, of the small businesses reported an expected increase in importance, compared to 11, or 35.48 percent, of the medium-size businesses and 8, or 23.53 percent, of the large businesses. No firms reported an expected decrease in importance. This difference was significant at the .0567 level.

Importance of Marketing as a Business Subject Area

The current and future importance of marketing is reported in Table XXI. None of the small or medium-size businesses and only 1, or 2.86

TABLE XX

CURRENT AND FUTURE IMPORTANCE OF PERSONNEL MANAGEMENT AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 24)				Medium-Size Businesses (N = 31)				Large Businesses (N = 34)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Essential	8.33	0.00	0.00	8.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Highly Desirable	20.83	0.00	8.33	29.17	22.58	0.00	16.13	38.17	14.71	0.00	8.82	23.53
Somewhat Desirable	25.00	0.00	29.17	54.17	12.90	0.00	25.81	38.71	5.88	0.00	50.00	55.88
Unimportant	0.00	0.00	8.33	8.33	0.00	0.00	22.58	22.58	2.94	0.00	17.65	20.59
	54.17	0.00	45.83	100.00	35.48	0.00	64.52	100.00	23.53	0.00	76.47	100.00

Desirability Chi Square      4.272      Prob = 0.6399

Importance Chi Square      5.739      Prob = 0.0567

TABLE XXI

CURRENT AND FUTURE IMPORTANCE OF MARKETING AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 24)				Medium-Size Businesses (N = 28)				Large Businesses (N = 35)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Essential	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.86	0.00	0.00	2.86
Highly Desirable	12.50	0.00	12.50	25.00	0.00	0.00	3.57	3.57	11.43	0.00	8.57	20.00
Somewhat Desirable	16.67	0.00	29.17	45.83	10.71	0.00	50.00	60.71	5.71	0.00	34.29	40.00
Unimportant	0.00	4.17	25.00	29.17	0.00	3.57	32.14	35.71	0.00	0.00	37.14	37.14
	29.17	4.17	66.67	100.00	10.71	3.57	85.71	100.00	20.20	0.00	80.00	100.00

Desirability Chi Square      5.173      Prob = 0.5218

Importance Chi Square      3.936      Prob = 0.4148

percent, of the large businesses consider marketing essential. Six, or 25 percent, of the small businesses; 1, or 3.57 percent, of the medium-size businesses; and 7, or 20 percent, of the large businesses consider it highly desirable. Marketing was considered somewhat desirable by 11, or 45.83 percent, of the small businesses; by 17, or 60.71 percent, of the medium-size businesses; and by 14, or 40 percent, of the large businesses. Seven, or 29.17 percent, of the small businesses consider marketing unimportant, as do 10, or 35.71 percent, of the medium-size businesses and 13, or 37.14 percent, of the large businesses. There was no significant difference among the categories of businesses in regard to level of desirability.

Seven, or 29.17 percent, of the small businesses reported an expected increase in the importance of marketing, compared to 3, or 10.71 percent, of the medium-size businesses, and 7, or 20.20 percent, of the large businesses. A decrease in importance was reported by only one each of the small and medium-size businesses. In each case, the decrease was reported by a business which had reported marketing as unimportant. There was no significant difference among the firms in regard to the expected change in importance.

#### Importance of Statistics as a Business Subject Area

The findings regarding the current and future importance of statistics are shown in Table XXII. Only a small number of respondents indicated that statistics was either essential or highly desirable. One, or 4 percent, of the small businesses; 4, or 14.81 percent, of the medium-size businesses; and 1, or 2.86 percent, of the large businesses regard statistics as essential, while 5, or 20 percent, of the small

TABLE XXII

CURRENT AND FUTURE IMPORTANCE OF STATISTICS AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 25)				Medium-Size Businesses (N = 27)				Large Businesses (N = 35)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Essential	0.00	0.00	4.00	4.00	14.81	0.00	0.00	14.81	2.86	0.00	0.00	2.86
Highly Desirable	16.00	0.00	4.00	20.00	3.70	0.00	14.81	18.52	14.29	0.00	2.86	17.14
Somewhat Desirable	12.00	0.00	20.00	32.00	11.11	0.00	22.22	33.33	25.71	0.00	28.57	54.29
Unimportant	0.00	4.00	40.00	44.00	0.00	0.00	33.33	33.33	0.00	0.00	25.71	25.71
	28.00	4.00	68.00	100.00	29.63	0.00	70.37	100.00	42.86	0.00	57.14	100.00

Desirability Chi Square      6.139      Prob = 0.4078

Importance Chi Square      4.167      Prob = 0.3839

businesses; 5, or 18.52 percent, of the medium-size businesses; and 6, or 17.14 percent, of the large businesses regard it as highly desirable. However, 28 percent of the small businesses, 29.63 percent of the medium-size businesses, and 42.86 percent of the large businesses expect an increase in the importance of statistics within the next five years. It is possible this finding is related somewhat to the finding of increasing importance of analyzing and interpreting financial and nonfinancial information to be included in reports as a responsibility assigned to executive secretaries and administrative assistant. There was no significant difference among the categories of businesses in regard to either the level of desirability or the change in importance.

#### Importance of Data Processing as a Business

##### Subject Area

Data processing was considered either essential or highly desirable by 33 percent of the large businesses, by 41 percent of the medium-size businesses, and by 48 percent of the small businesses. Eighteen percent of the total respondents considered data processing unimportant. It had been expected that, due to the increasing computerization of office processes, a much larger number of businesses would indicate that data processing was either essential or highly desirable and that very few would indicate that it was unimportant. Perhaps business persons do not yet relate data processing and office automation. However, as shown in Table XXIII, 18, or 72 percent, of the small businesses; 20, or 74.07 percent of the medium-sized businesses; and 18, or 50 percent, of the large businesses believe that data processing will increase in importance in the future. Of the firms which classified data processing as somewhat

TABLE XXIII

CURRENT AND FUTURE IMPORTANCE OF DATA PROCESSING AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 25)				Medium-Size Businesses (N = 27)				Large Businesses (N = 36)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total
Essential	16.00	0.00	0.00	16.00	22.22	0.00	0.00	22.22	11.11	0.00	0.00	11.11
Highly Desirable	28.00	0.00	4.00	32.00	14.81	0.00	3.70	18.52	19.44	0.00	2.78	22.22
Somewhat Desirable	20.00	0.00	8.00	28.00	37.04	0.00	18.52	55.56	16.67	0.00	22.22	38.89
Unimportant	8.00	0.00	16.00	24.00	0.00	0.00	3.70	3.70	2.78	0.00	25.00	27.78
	72.00	0.00	28.00	100.00	74.07	0.00	25.93	100.00	50.00	0.00	50.00	100.00

Desirability Chi Square      9.705      Prob = 0.1376

Importance Chi Square      4.920      Prob = 0.0854

desirable or unimportant, 43 percent indicated that it would increase in importance in the future. There were no significant differences among the the categories of businesses in regard to either level of desirability or change in importance.

#### Importance of Production Management as a Business Subject Area

The current and future importance of production management is reported in Table XXIV. None of the small or large businesses and only one, or 3.85 percent, of the medium-size businesses consider production management essential. It was considered unimportant by over 50 percent of the small and large businesses and by 35 percent of the medium-size businesses. An increase in importance was reported by only 7, or 28 percent, of the small businesses; by only 2, or 7.69 percent, of the medium-size businesses; and by only 4, or 11.76 percent, of the large businesses. There was no significant difference among the small, medium-size, and large businesses in regard to either level of desirability or change in importance of production management.

#### Importance of Economics as a Business Subject Area

Table XXV shows the current and future importance of economics as a subject studied by secretarial administration students. Over 70 percent of all the respondents classified economics as somewhat desirable or unimportant. In addition, only 24 percent of the respondents indicated an anticipated increase in importance. Four, or 16 percent, of the small businesses considered economics as highly desirable, as did 3, or 11.11 percent, of the medium-size businesses and 6, or 17.14 percent, of the



TABLE XXIV

CURRENT AND FUTURE IMPORTANCE OF PRODUCTION MANAGEMENT AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 25)				Medium-Size Businesses (N = 26)				Large Businesses (N = 34)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Essential	0.00	0.00	0.00	0.00	0.00	0.00	3.85	3.85	0.00	0.00	0.00	0.00
Highly Desirable	16.00	0.00	8.00	24.00	0.00	0.00	3.85	3.85	2.94	0.00	11.76	14.71
Somewhat Desirable	12.00	0.00	8.00	20.00	7.69	3.85	46.15	57.69	8.82	0.00	26.47	35.29
Unimportant	0.00	4.00	52.00	56.00	0.00	3.85	30.77	34.62	0.00	2.94	47.06	50.00
	28.00	4.00	68.00	100.00	7.69	7.69	84.62	100.00	11.76	2.94	85.29	100.00

Desirability Chi Square      11.611      Prob = 0.0712  
 Importance Chi Square      5.281      Prob = 0.2597

TABLE XXV

CURRENT AND FUTURE IMPORTANCE OF ECONOMICS AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 25)				Medium-Size Businesses (N = 27)				Large Businesses (N = 35)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Essential	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.86	0.00	0.00	2.86
Highly Desirable	8.00	0.00	8.00	16.00	7.41	0.00	3.70	11.11	5.71	0.00	11.43	17.14
Somewhat Desirable	24.00	0.00	24.00	48.00	11.11	0.00	40.74	51.85	14.29	0.00	37.14	51.43
Unimportant	0.00	4.00	32.00	36.00	0.00	3.70	33.33	37.04	0.00	0.00	28.57	28.57
	32.00	4.00	64.00	100.00	18.52	3.70	77.78	100.00	22.86	0.00	77.14	100.00

Desirability Chi Square      3.752      Prob = 0.7103

Importance Chi Square      2.805      Prob = 0.5909

large businesses. Only one business considered economics essential. There was no significant difference among the businesses responding to this item.

Importance of Word Processing as a  
Business Subject Area

As indicated by Table XXVI, word processing will be of increasing importance in the future. Slightly over 60 percent of all the respondents indicated they anticipated an increase in importance. The firms did not differ significantly in their opinion regarding the change in importance. The firms did differ significantly in their responses to the level of desirability of word processing. Although a similar number of small, medium-size, and large businesses consider word processing essential, only 4, or 16.67 percent, of the small businesses consider it highly desirable compared to 19, or 52.78 percent of the large businesses and 10, or 37.04 percent, of the medium-size businesses. Forty-five percent of the small businesses and 44 percent of the medium-size businesses consider word processing somewhat desirable, compared to 28 percent of the large businesses. The difference among the businesses in regard to the level of desirability was significant at the .0165 level.

Importance of Office Administration as a  
Business Subject Area

As shown in Table XXVII, office administration was regarded as either essential or highly desirable by 68 percent of the small businesses, by 82 percent of the medium-size businesses, and by 72 percent of the large businesses. Only two of the respondents considered office administration

TABLE XXVI

CURRENT AND FUTURE IMPORTANCE OF WORD PROCESSING AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 24)				Medium-Size Businesses (N = 27)				Large Businesses (N = 36)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase/Decrease/	Remain	Same	Total	Increase/Decrease/	Remain	Same	Total	Increase/Decrease/	Remain	Same	Total
Essential	12.50	0.00	0.00	12.50	11.11	0.00	0.00	11.11	11.11	0.00	2.78	13.89
Highly Desirable	16.67	0.00	0.00	16.67	29.63	0.00	7.41	37.04	41.67	0.00	11.11	52.78
Somewhat Desirable	37.50	0.00	8.33	45.83	18.52	0.00	25.93	44.44	11.11	0.00	16.67	27.78
Unimportant	0.00	0.00	25.00	25.00	3.70	0.00	3.70	7.41	0.00	0.00	5.56	5.56
	66.67	0.00	33.33	100.00	62.96	0.00	37.04	100.00	63.89	0.00	36.11	100.00

Desirability Chi Square      15.532      Prob = 0.0165

Importance Chi Square      2.250      Prob = 0.6899

TABLE XXVII

CURRENT AND FUTURE IMPORTANCE OF OFFICE ADMINISTRATION AS A BUSINESS SUBJECT STUDIED  
BY SECRETARIAL ADMINISTRATION STUDENTS  
IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 25)				Medium-Size Businesses (N = 28)				Large Businesses (N = 36)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Essential	20.00	0.00	4.00	24.00	14.29	0.00	7.14	21.43	25.00	0.00	8.33	33.33
Highly Desirable	32.00	0.00	12.00	44.00	35.71	0.00	25.00	60.71	25.00	0.00	13.89	38.89
Somewhat Desirable	12.00	0.00	16.00	28.00	7.14	0.00	10.71	17.86	8.33	0.00	16.67	25.00
Unimportant	0.00	0.00	4.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	2.78	2.78
	64.00	0.00	36.00	100.00	57.14	0.00	42.86	100.00	58.33	0.00	41.67	100.00

Desirability Chi Square      3.205      Prob = 0.7827

Importance Chi Square      2.277      Prob = 0.6850

unimportant. Seven, or 28 percent, of the small businesses considered it somewhat desirable, as did 5, or 17.86 percent, of the medium-size businesses and 9, or 25 percent, of the large businesses.

None of the firms believe that office administration will decrease in importance. Approximately 60 percent of all the businesses believe that it will increase in importance and approximately 40 percent believe that it will remain the same in importance. There was no significant difference among the businesses with regard to either the level of desirability or the change in importance.

Importance of Records Management as a  
Business Subject Area

The importance of records management is reported in Table XXVIII. Although the responses from the three categories of businesses are similar, no clear trends are evident. Four, or 16.67 percent, of the small businesses; 7, or 25 percent, of the the medium-size businesses; and 11, or 30.56 percent, of the large businesses consider records management essential. Eight, or 33.33 percent, of the small businesses; 15, or 53.57 percent, of the medium-size businesses; and 15, or 41.67 percent, of the large businesses regard records management as highly desirable. It was classified as somewhat desirable by 9, or 37.50 percent, of the small businesses; by 5, or 17.86 percent, of the medium-size businesses; and by 9, or 25 percent, of the large businesses. These findings should be compared to the findings regarding the secretarial responsibilities of organizing and managing routine and confidential files. There were no significant differences among the businesses in regard to level of desirability or change in importance.

TABLE XXVIII

CURRENT AND FUTURE IMPORTANCE OF RECORDS MANAGEMENT AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 24)				Medium-Size Businesses (N = 28)				Large Businesses (N = 36)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Essential	8.33	0.00	8.33	16.67	14.29	3.57	7.14	25.00	22.22	0.00	8.33	30.56
Highly Desirable	25.00	0.00	8.33	33.33	21.43	0.00	32.14	53.57	22.22	2.78	16.67	41.67
Somewhat Desirable	25.00	0.00	12.50	37.50	3.57	0.00	14.29	17.86	5.56	0.00	19.44	25.00
Unimportant	0.00	0.00	12.50	12.50	0.00	0.00	3.57	3.57	0.00	0.00	2.78	2.78
	58.33	0.00	41.67	100.00	39.29	3.57	57.14	100.00	50.00	2.78	47.22	100.00

Desirability Chi Square      5.253      Prob = 0.5117

Importance Chi Square      3.594      Prob = 0.4638

Importance of Secretarial Procedures as a  
Business Subject Area

Secretarial procedures was considered as essential by 10, or 38.46 percent, of the small businesses; by 22, or 73.33 percent, of the medium-size businesses; and by 22, or 57.89 percent, of the large businesses. When the categories of "essential" and "highly desirable" are combined, the degree of importance, as indicated by the respondents, becomes even more evident. None of the small or medium-size businesses consider secretarial procedures unimportant, and only 3, or 7.89 percent, of the large businesses responded that it was unimportant. As can be seen in Table XXIX, there were some differences among the small, medium-size, and large businesses with respect to the level of desirability and change in importance. However, no differences were statistically significant.

Importance of Human Relations as a  
Business Subject Area

As shown in Table XXX, human relations is considered either essential or highly desirable by over 80 percent of the respondents. Five, or 18.52 percent, of the small businesses; 8, or 28.57 percent, of the medium-size businesses; and 15, or 42.86 percent, of the large businesses consider the study of human relations essential. Seventeen, or 62.96 percent, of the small businesses, 15, or 53.57 percent, of the medium-size businesses, and 16, or 45.71 percent, of the large businesses considered human relations highly desirable. None of the medium-size businesses and two each of the small and large businesses regard the study of human relations as unimportant.



TABLE XXIX

CURRENT AND FUTURE IMPORTANCE OF SECRETARIAL PROCEDURES AS A BUSINESS SUBJECT STUDIED  
BY SECRETARIAL ADMINISTRATION STUDENTS  
IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 26)				Medium-Size Businesses (N = 30)				Large Businesses (N = 38)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Essential	26.92	0.00	11.54	38.46	26.67	3.33	43.33	73.33	34.21	0.00	23.68	57.89
Highly Desirable	42.31	0.00	11.54	53.85	3.33	0.00	16.67	20.00	15.79	2.63	13.16	31.58
Somewhat Desirable	0.00	0.00	7.69	7.69	3.33	0.00	3.33	6.67	2.63	0.00	0.00	2.63
Unimportant	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.89	7.89
	69.57	0.00	30.77	100.00	33.33	3.33	63.33	100.00	52.63	2.63	44.74	100.00

Desirability Chi Square      10.930      Prob = 0.0906

Importance Chi Square      8.679      Prob = 0.0697

TABLE XXX

CURRENT AND FUTURE IMPORTANCE OF HUMAN RELATIONS AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 27)				Medium-Size Businesses (N = 28)				Large Businesses (N = 35)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Essential	7.41	0.00	11.11	18.52	25.00	0.00	3.57	28.57	31.43	0.00	11.43	42.86
Highly Desirable	48.15	0.00	14.81	62.96	21.43	0.00	32.14	53.57	25.71	0.00	20.00	45.71
Somewhat Desirable	3.70	0.00	11.11	14.81	0.00	0.00	17.86	17.86	0.00	0.00	8.57	8.57
Unimportant	0.00	0.00	3.70	3.70	0.00	0.00	0.00	0.00	0.00	0.00	2.86	2.86
	59.26	0.00	40.74	100.00	46.43	0.00	53.57	100.00	57.14	0.00	42.86	100.00

Desirability Chi Square      5.349      Prob = 0.4999

Importance Chi Square      3.494      Prob = 0.4789

Approximately 50 percent of the firms indicated that the study of human relations would increase in importance. No businesses indicated that it would decrease in importance. There were no significant differences among the businesses in regard to level of desirability or change in importance.

Importance of Micrographics as a  
Subject Area

The current and future importance of micrographics is reported in Table XXXI. Only 1, or 4.17 percent, of the small businesses and 2, or 6.06 percent, of the large businesses regarded micrographics as essential. None of the medium-size businesses regarded micrographics as essential. None of the small businesses; 5, or 19.23 percent, of the medium-size businesses; and 6, or 18.18 percent, of the large businesses considered it highly desirable. Approximately 46 percent of the small businesses, 38 percent of the medium-size businesses, and 55 percent of the large businesses considered it somewhat desirable. Although the differences among the sizes of businesses were statistically insignificant, the difference in the number of small businesses reporting micrographics as unimportant and the number of large businesses so reporting should be noted. This difference can possibly be explained by the fact that large businesses are much more likely to have the equipment which is used in a micrographics system.

Little difference exists among the categories of businesses regarding change in importance of micrographics. Four, or 16.67 percent, of the small businesses; 5, or 19.23 percent, of the medium-size businesses; and 10, or 30.30 percent, of the large businesses believe there will be an

TABLE XXXI

CURRENT AND FUTURE IMPORTANCE OF MICROGRAPHICS AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 24)				Medium-Size Businesses (N = 26)				Large Businesses (N = 33)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase/Decrease/	Remain	Same	Total	Increase/Decrease/	Remain	Same	Total	Increase/Decrease/	Remain	Same	Total
Essential	0.00	0.00	4.17	4.17	0.00	0.00	0.00	0.00	3.03	0.00	3.03	6.06
Highly Desirable	0.00	0.00	0.00	0.00	3.85	0.00	15.38	19.23	9.09	0.00	9.09	18.18
Somewhat Desirable	12.50	0.00	33.33	45.83	11.54	3.85	23.08	38.46	18.18	0.00	36.36	54.55
Unimportant	4.17	0.00	45.83	50.00	3.85	3.85	34.62	42.31	0.00	0.00	21.21	21.21
	16.67	0.00	83.33	100.00	19.23	7.69	73.08	100.00	30.30	0.00	69.70	100.00

Desirability Chi Square      9.530      Prob = 0.1459

Importance Chi Square      8.185      Prob = 0.0850

increase in the importance of micrographics. None of the small or large businesses and 2, or 7.69 percent, of the medium-size businesses believe there will be a decrease in importance.

Importance of Office Machines as a  
Business Subject Area

As shown in Table XXXII, office machines was regarded as either essential or highly desirable by 79 percent of the businesses responding to this item on the questionnaire. Office machines was regarded as somewhat desirable by 8, or 30.77 percent, of the small businesses; by 3, or 10.34 percent, of the medium-size businesses; and by 7, or 23.33 percent, of the large businesses. None of the businesses classified it as unimportant, and only one business believes that office machines will decrease in importance. Twelve, or 46.15 percent, of the small businesses; 13, or 44.83 percent, of the medium-size businesses; and 13, or 43.33 percent, of the large businesses expect office machines to increase in importance. Fourteen, or 53.85 percent, of small businesses; 16, or 55.17 percent, of medium-size businesses; and 16, or 53.33 percent, of large businesses expect it to remain the same in importance. There was no significant difference among small, medium-size, and large businesses with regard to either the level of desirability or the change in importance.

Respondents were not asked to specify which office machines were important. However, some indication of machines considered important can be found in the findings related to areas of secretarial responsibilities which are described later in this chapter.

TABLE XXXII

CURRENT AND FUTURE IMPORTANCE OF OFFICE MACHINES AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 26)				Medium-Size Businesses (N = 29)				Large Businesses (N = 30)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Essential	23.08	0.00	15.38	38.46	24.24	0.00	13.79	37.93	10.00	0.00	13.33	23.33
Highly Desirable	19.23	0.00	11.54	30.77	20.69	0.00	31.03	51.72	30.00	0.00	23.33	53.33
Somewhat Desirable	3.85	0.00	26.92	30.77	0.00	0.00	10.34	10.34	3.33	3.33	16.67	23.33
Unimportant	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	46.15	0.00	53.85	100.00	44.83	0.00	55.17	100.00	43.33	3.33	53.33	100.00

Desirability Chi Square 4.532 Prob = 0.6050

Importance Chi Square 0.894 Prob = 0.9254

## Importance of Reprographics as a Business

### Subject Area

The importance of reprographics is reported in Table XXXIII. Most businesses reported reprographics as being only somewhat desirable or unimportant. It was considered essential by only 3 of the businesses. Four, or 16.67 percent, of the small businesses; 9, or 37.50 percent, of the medium-size businesses; and 9, or 33.33 percent, of the large businesses considered reprographics as highly desirable. There was no significant difference among the businesses in regard to the level of desirability.

Most of the businesses believe that reprographics will remain the same in importance. However, 6, or 25 percent, of the small businesses; 4, or 16.67 percent, of the medium-size businesses; and 5, or 18.52 percent, of the large businesses believe it will increase in importance. Only one firm indicated that reprographics would decrease in importance. The difference among the businesses in regard to the change in importance of reprographics was not statistically significant. These findings are consistent with the findings related to the use of reprographic equipment as a major area of secretarial responsibility.

### Findings Regarding Job Responsibilities of the

#### Executive Secretary/Administrative

#### Assistant Position

Responses to question 15 were used to test the following hypotheses:

Hypothesis 3. There is no significant difference among large businesses, medium-size businesses, and small businesses with respect to job responsibilities of the executive secretary/administrative assistant position.

TABLE XXXIII

CURRENT AND FUTURE IMPORTANCE OF REPROGRAPHICS AS A BUSINESS SUBJECT STUDIED  
 BY SECRETARIAL ADMINISTRATION STUDENTS  
 IN COLLEGIATE SCHOOLS OF BUSINESS

Desirability	Small Businesses (N = 24)				Medium-Size Businesses (N = 24)				Large Businesses (N = 27)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Essential	4.17	0.00	0.00	4.17	4.17	0.00	0.00	4.17	3.70	0.00	0.00	3.70
Highly Desirable	8.33	0.00	8.33	16.67	8.33	0.00	29.17	37.50	3.70	0.00	29.63	33.33
Somewhat Desirable	12.50	0.00	37.50	50.00	0.00	0.00	20.83	20.83	11.11	0.00	37.04	48.15
Unimportant	0.00	0.00	29.17	29.17	4.17	4.17	29.17	37.50	0.00	0.00	14.81	14.81
	25.00	0.00	75.00	100.00	16.67	4.17	79.17	100.00	18.52	0.00	81.48	100.00

Desirability Chi Square      7.964      Prob = 0.2408

Importance Chi Square      4.658      Prob = 0.3243



Question 15 asked the respondents to indicate the importance of 29 secretarial responsibilities and whether they will increase or decrease in importance for executive secretaries/administrative assistants within the next five years. The tables indicate the percentage of businesses which consider a responsibility important or unimportant as well as showing whether the businesses believe the responsibility will increase, decrease, or remain the same in importance within the next five years. The numbers in the tables reflect only the number of businesses responding to both parts of question 14. Each responsibility will be considered separately.

Importance of Using Shorthand in the Taking and  
Transcribing of Dictation as a  
Secretarial Responsibility

As shown in Table XXXIV, the use of shorthand in the taking and transcribing of dictation was considered important by significantly more large businesses than either medium-size or small businesses. Thirty-three, or 84.62 percent, of the large businesses; 19, or 57.58 percent, of the medium-size businesses; and 14, or 46.67 percent, of the small businesses consider it important. Of those who consider it important, 26 percent believe it will increase in importance in the future and 23 percent believe it will decrease in importance. Only three firms which consider the use of shorthand unimportant believe that it will increase in importance. When the responses "important, but will decrease," "unimportant and will decrease," and "unimportant and will remain the same," the trend for the future becomes more evident. Forty-eight, or 47 percent, of the respondents believe that shorthand will be less

TABLE XXXIV

CURRENT AND FUTURE IMPORTANCE OF USING SHORTHAND IN THE TAKING AND TRANSCRIBING  
OF DICTATION AS A RESPONSIBILITY ASSIGNED TO EXECUTIVE SECRETARIES/  
ADMINISTRATIVE ASSISTANTS IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 30)				Medium-Size Businesses (N = 33)				Large Businesses (N = 39)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total
Important	16.67	6.67	23.33	46.67	6.06	15.15	36.36	57.58	25.64	20.51	38.46	84.62
Unimportant	6.67	16.67	30.00	53.33	3.03	12.12	27.27	42.42	0.00	7.69	7.69	15.38
	23.33	23.33	53.33	100.00	9.09	27.27	63.64	100.00	25.64	28.21	46.15	100.00

Importance Chi Square 12.729 Prob = 0.0017

Change in Importance Chi Square 3.978 Prob = 0.4090

important in the future; and 54, or 53 percent, believe that shorthand will be important in the future.

Importance of Scheduling Appointments as a  
Secretarial Responsibility

A comparison of the percentage responses regarding the importance of scheduling appointments is reported in Table XXXV. All of the large businesses and over 60 percent of the small and medium-size businesses consider this an important responsibility. The difference among the small, medium-size, and large businesses was significant at the .05 level.

Of those firm which indicated scheduling appointments was unimportant, all but one believe that this responsibility will remain the same or decrease in importance. Only one firm which indicated that scheduling appointments was unimportant expects it to increase in importance.

Importance of Placing and Answering Telephone  
Calls as a Secretarial Responsibility

Regarding the importance of placing and answering telephone calls, 38, or 100 percent, of the large businesses; 30, or 90.91 percent, of the medium-size businesses; and 26, or 89.66 percent, of the small businesses indicated this was an important task. In addition, only one of the firms so responding indicated that the task would decrease in importance. As shown in Table XXXVI, six firms indicated that placing and answering telephone calls was an unimportant responsibility. There was no significant difference among the businesses responding to this item.

TABLE XXXV

CURRENT AND FUTURE IMPORTANCE OF SCHEDULING APPOINTMENTS AS A RESPONSIBILITY ASSIGNED  
TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 29)				Medium-Size Businesses (N = 33)				Large Businesses (N = 38)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Important	34.48	0.00	34.48	68.97	24.24	0.00	54.55	78.79	34.21	0.00	65.79	100.00
Unimportant	0.00	0.00	31.03	31.03	3.03	3.03	15.15	21.21	0.00	0.00	0.00	0.00
	34.48	0.00	65.52	100.00	27.27	3.03	69.70	100.00	34.21	0.00	65.79	100.00

Importance Chi Square 12.152 Prob = 0.0023

Change in Importance Chi Square 2.428 Prob = 0.6575

TABLE XXXVI

CURRENT AND FUTURE IMPORTANCE OF PLACING AND ANSWERING TELEPHONE CALLS AS A RESPONSIBILITY  
 ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
 IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 29)				Medium-Size Businesses (N = 33)				Large Businesses (N = 38)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Important	37.93	0.00	51.72	89.66	36.36	3.03	51.52	90.91	28.95	0.00	71.05	100.00
Unimportant	0.00	3.45	6.90	10.34	0.00	0.00	9.09	9.09	0.00	0.00	0.00	0.00
	37.93	3.45	58.62	100.00	36.36	3.03	60.61	100.00	28.95	0.00	71.05	100.00

Importance Chi Square                      3.864              Prob = 0.1449

Change in Importance Chi Square              2.196              Prob = 0.6997

Importance of Supervising Office Workers  
as a Secretarial Responsibility

As shown in Table XXXVII, supervising office workers is a responsibility considered important by 55 percent of all the respondents. In addition, 8 percent of the respondents who consider this task unimportant at the present time believe that it will increase in the future. This finding is somewhat inconsistent with the findings regarding the importance of management and personnel management as business subjects studied by secretarial administration students if it can be assumed that these courses are the ones in which many of the skills and knowledges necessary for success in supervision are learned by students.

Importance of Arranging Meetings and Conferences  
as a Secretarial Responsibility

As Table XXXVIII indicates, there was a significant difference of opinion among the sizes of business concerning the importance of arranging meetings and conferences. Thirty-six, or 94.74 percent, of the large businesses, compared to 24, or 77.42 percent, of the medium-size businesses and 18, or 62.07 percent, consider this task an important one.

There was no significant difference among the businesses in regard to the change in importance. Thirteen, or 44.83 percent, of the small businesses, 7, or 22.58 percent, of the medium-size businesses, and 16, or 42.11 percent, of the large businesses expect arranging meetings and conferences to increase in importance as a secretarial responsibility.



TABLE XXXVII

CURRENT AND FUTURE IMPORTANCE OF ARRANGING MEETINGS AND CONFERENCES AS A RESPONSIBILITY  
 ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
 IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 29)				Medium-Size Businesses (N = 31)				Large Businesses (N = 38)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Important	34.48	0.00	27.59	62.07	22.58	0.00	54.84	77.42	36.84	0.00	57.89	94.74
Unimportant	10.34	0.00	27.59	37.93	0.00	3.23	19.35	22.58	5.26	0.00	0.00	5.26
	44.83	0.00	55.17	100.00	22.58	3.23	74.19	100.00	42.11	0.00	57.89	100.00

Importance Chi Square 11.780 Prob = 0.0028

Change in Importance Chi Square 5.727 Prob = 0.2205



Importance of Purchasing Office Supplies  
as a Secretarial Responsibility

An examination of Table XXXIX reveals that purchasing office supplies is considered important by slightly less than half of the business responding. Fifteen, or 51.72 percent, of the small businesses and 19, or 50 percent of the large businesses indicated this was an important task, compared to only 9, or 29.03 percent, of the medium-size businesses. This difference was not, however, statistically significant. Most of the firms indicated that this responsibility would remain the same in importance. Only 5 firms indicated that it would decrease in important.

Importance of Purchasing Office Furnishings and  
Equipment as a Secretarial Responsibility

The current and future importance of purchasing office furnishings and equipment as a secretarial responsibility is reported in Table XL. This task is considered unimportant by more than 75 percent of the respondents. Further, only 3 of the firms reporting this task as unimportant expect it to increase in importance in the future. There is no significant difference among the categories of businesses in regard to either the importance or change in importance of this responsibility.

Importance of Keeping Minutes of Committee  
Meetings as a Secretarial Responsibility

A comparison of the percentage responses regarding the importance of keeping minutes of committee meetings is reported in Table XLI.

TABLE XXXIX

CURRENT AND FUTURE IMPORTANCE OF PURCHASING OFFICE SUPPLIES AS A RESPONSIBILITY  
ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
IN THE OFFICES OF OKLAHOMA BUSINESSES

	Small Businesses (N = 29)				Medium-Size Businesses (N = 31)				Large Businesses (N = 38)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
<u>Importance</u>	<u>Increase/</u>	<u>Decrease/</u>	<u>Remain Same</u>	<u>Total</u>	<u>Increase/</u>	<u>Decrease/</u>	<u>Remain Same</u>	<u>Total</u>	<u>Increase/</u>	<u>Decrease/</u>	<u>Remain Same</u>	<u>Total</u>
Important	17.24	0.00	34.48	51.72	6.45	3.23	19.35	29.03	13.16	0.00	36.84	50.00
Unimportant	6.90	6.90	34.48	48.28	6.45	3.23	61.29	70.97	0.00	5.26	44.74	50.00
	24.14	6.90	68.97	100.00	12.90	6.45	80.65	100.00	13.16	5.26	81.58	100.00

Importance Chi Square                                      4.953            Prob = 0.0840  
Change in Importance Chi Square                                      2.104            Prob = 0.7166

TABLE XL

CURRENT AND FUTURE IMPORTANCE OF PURCHASING OFFICE FURNISHINGS AND EQUIPMENT AS A  
 RESPONSIBILITY ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
 IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 29)				Medium-Size Businesses (N = 32)				Large Businesses (N = 36)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total
Important	17.24	0.00	10.34	27.59	6.25	3.13	6.25	15.63	8.33	0.00	13.89	22.22
Unimportant	0.00	6.90	65.52	72.41	6.25	3.13	75.00	84.38	3.57	8.33	66.67	77.78
	17.25	6.90	75.86	100.00	12.50	6.25	81.25	100.00	11.11	8.33	80.56	100.00

Importance Chi Square                      1.118              Prob = 0.5718  
 Change in Importance Chi Square              0.686              Prob = 0.9530

TABLE XLI

CURRENT AND FUTURE IMPORTANCE OF KEEPING MINUTES OF COMMITTEE MEETINGS AS A RESPONSIBILITY ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 27)				Medium-Size Businesses (N = 32)				Large Businesses (N = 38)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Important	33.33	0.00	22.22	55.56	31.25	3.13	34.38	68.75	39.47	0.00	36.84	76.32
Unimportant	11.11	0.00	33.33	44.44	3.13	0.00	28.13	31.25	7.89	2.63	13.16	23.68
	44.44	0.00	55.55	100.00	34.38	3.13	62.50	100.00	47.37	2.63	50.00	100.00

Importance Chi Square                      3.851              Prob = 0.1458

Change in Importance Chi Square              2.022              Prob = 0.7316

Twenty-nine, or 76.32 percent, of the large businesses; 22, or 68.75 percent, of the medium-size businesses; and 15, or 55.56 percent, of the small businesses consider this task an important responsibility. The difference among the sizes of businesses was not statistically significant.

Forty-two percent of the respondents believe this task will increase in importance. None of the small or medium-size firms and only one of the large firms reported an expected decrease in importance. There is no significant difference among the categories of businesses in regard to the change in importance of this responsibility.

Importance of Collecting, Analyzing, and  
Interpreting Financial and Nonfinancial  
Information to be Included in Reports  
as a Secretarial Responsibility

As shown in Table XLII, collecting, analyzing, and interpreting financial and nonfinancial information to be included in reports is a responsibility considered important by 60 percent of all the respondents. In addition, 10 percent of the respondents who consider this task unimportant at the present time believe that it will increase in importance in the future. Only one firm reporting this task as important believes that it will decrease in importance. Forty-three percent of all the respondents indicated that this responsibility was both important and would increase in importance, while 16 percent of all the respondents indicated that it was important and would remain the same in importance.

TABLE XLII

CURRENT AND FUTURE IMPORTANCE OF COLLECTING, ANALYZING, AND INTERPRETING FINANCIAL AND NONFINANCIAL INFORMATION TO BE INCLUDED IN REPORTS AS A RESPONSIBILITY ASSIGNED TO EXECUTIVE SECRETARIES/ ADMINISTRATIVE ASSISTANTS IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 29)				Medium-Size Businesses (N = 32)				Large Businesses (N = 37)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Important	55.17	0.00	10.34	65.52	31.25	3.13	15.63	50.00	43.24	0.00	21.62	64.86
Unimportant	3.45	0.00	31.03	34.48	15.63	0.00	34.38	50.00	10.81	2.70	21.62	35.14
	58.62	0.00	41.38	100.00	46.88	3.13	50.00	100.00	54.05	2.70	43.24	100.00

Importance Chi Square                      2.968              Prob = 0.2268

Change in Importance Chi Square              1.505              Prob = 0.8258

The percentages of large and small businesses reporting collecting, analyzing, and interpreting financial and nonfinancial information as important were almost identical, while the percentage of medium-size businesses was slightly lower. However, this difference, as well as the slight difference in opinion regarding the future importance of this task, was not significant.

Importance of Preparing Reports in Draft or Final  
Form as a Secretarial Responsibility

The current and future importance of preparing reports in draft or final form is reported in Table XLIII. Twenty-four, or 82.96 percent, of the small businesses; 28, or 84.85 percent, of the medium-size businesses; and 33, or 89.19 percent, of the large businesses regard this responsibility as an important one. Responses regarding the change in importance indicate that over 50 percent of all respondents believe that it will be of increasing importance in the future. Only one business believes that this task will decrease in importance. No significant difference was found among the businesses responding to this item.

Importance of Composing Routine Correspondence  
as a Secretarial Responsibility

As indicated by Table XLIV, composing routine correspondence was regarded as important by 36, or 94.74 percent, of the large businesses; by 30, or 93.75 percent, of the medium-size businesses; and 26, or 89.66 percent, of the small businesses. Only 7 percent of the respondents consider it an unimportant task, and 3 of these firms believe that it will

TABLE XLIII

CURRENT AND FUTURE IMPORTANCE OF PREPARING REPORTS IN DRAFT OR FINAL FORM AS A  
 RESPONSIBILITY ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
 IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 29)				Medium-Size Businesses (N = 33)				Large Businesses (N = 37)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase/Decrease/	Remain	Same	Total	Increase/Decrease/	Remain	Same	Total	Increase/Decrease/	Remain	Same	Total
Important	51.72	0.00	31.03	82.96	39.39	3.03	42.42	84.85	51.35	0.00	37.84	89.19
Unimportant	3.45	0.00	13.79	17.24	3.03	0.00	12.12	15.15	5.41	0.00	5.41	10.81
	55.17	0.00	44.83	100.00	42.42	3.03	54.55	100.00	56.76	0.00	43.24	100.00

Importance Chi Square 1.848 Prob = 0.3969

Change in Importance Chi Square 3.332 Prob = 0.5039



TABLE XLIV

CURRENT AND FUTURE IMPORTANCE OF COMPOSING ROUTINE CORRESPONDENCE AS A RESPONSIBILITY  
 ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
 IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 29)				Medium-Size Businesses (N = 32)				Large Businesses (N = 38)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Important	48.28	0.00	41.38	89.66	46.88	3.13	43.75	93.75	34.21	0.00	60.53	94.74
Unimportant	3.45	0.00	6.90	10.34	0.00	0.00	6.25	6.25	5.26	0.00	0.00	5.26
	51.72	0.00	48.28	100.00	46.88	3.13	50.00	100.00	39.47	0.00	60.53	100.00

Importance Chi Square                      1.587              Prob = 0.4523

Change in Importance Chi Square              3.229              Prob = 0.5202

increase in importance in the future. If the responses "essential" and "highly desirable" in question 14 are compared to the responses to this item, there does seem to be some consistency between the perceived importance of written communications as a business subject area and composing routine correspondence as a secretarial responsibility. There were no significant differences among the sizes of businesses in regard to either the importance or change in importance of this responsibility.

Importance of Composing Non-routine Correspondence  
as a Secretarial Responsibility

As shown in Table XLV, the responsibility of composing non-routine correspondence was considered important by a smaller number of respondents than was the task of composing routine correspondence. This responsibility was considered important by 30, or 81.08 percent, of the large businesses; by 23, or 74.19 percent, of the medium-size businesses; and by 22, or 75.86 percent, of the small businesses. Forty-four percent of the respondents expect composing non-routine correspondence to increase in importance as a secretarial responsibility. None of the small or large businesses and only one of the medium-size businesses reported an expected decrease in importance.

Importance of Keeping Financial Records as a  
Secretarial Responsibility

The importance of keeping records as a secretarial responsibility is reported in Table XLVI. Sixteen, or 59.26 percent, of the small businesses, 19, or 57.58 percent, of the medium-size businesses, and 28, or 73.68 percent, of the large businesses consider this an important

TABLE XLV

CURRENT AND FUTURE IMPORTANCE OF COMPOSING NON-ROUTINE CORRESPONDENCE AS A RESPONSIBILITY  
 ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
 IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 29)				Medium-Size Businesses (N = 31)				Large Businesses (N = 37)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Important	34.48	0.00	41.38	75.86	35.48	3.23	35.48	74.19	29.73	0.00	51.35	81.08
Unimportant	13.79	0.00	10.34	24.14	12.90	0.00	12.90	25.81	8.11	0.00	10.81	18.92
	48.28	0.00	51.72	100.00	48.39	3.23	48.39	100.00	37.84	0.00	62.16	100.00

Importance Chi Square                      0.744              Prob = 0.6893

Change in Importance Chi Square              3.348              Prob = 0.5014

TABLE XLVI

CURRENT AND FUTURE IMPORTANCE OF KEEPING FINANCIAL RECORDS AS A RESPONSIBILITY  
 ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
 IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 27)				Medium-Size Businesses (N = 33)				Large Businesses (N = 38)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Important	37.04	0.00	22.22	59.26	24.24	6.06	27.27	57.58	42.86	0.00	42.11	73.68
Unimportant	7.41	3.70	29.63	40.74	3.03	3.03	36.36	42.42	5.26	0.00	21.05	26.32
	44.44	3.70	51.85	100.00	27.27	9.09	63.64	100.00	36.84	0.00	63.16	100.00

Importance Chi Square 3.046 Prob = 0.2180

Change in Importance Chi Square 5.033 Prob = 0.2840

responsibility. Although the differences among the sizes of businesses were statistically insignificant, the difference in the responses of large businesses compared to those of the small and medium-size businesses should be noted.

As can be seen by examining the table, little change in importance is expected. Five businesses expect keeping records to increase in responsibility, and four businesses expect this task to decrease in importance.

#### Importance of Organizing and Managing Routine

##### Files as a Secretarial Responsibility

As shown in Table XLVII, organizing and managing routine files is a responsibility considered important by 95 percent of all the respondents. Only 5 of the respondents consider this task unimportant. Although there was no significant difference among the businesses in regard to the importance of this task, there was a significant difference among the businesses in regard to the change in importance. Fifteen, or 53.57 percent, of the small businesses expect organizing and managing routine files to increase in importance compared to 8, or 25 percent, of the medium-sized businesses and 11, or 29.73 percent, of the large businesses.

#### Importance of Organizing and Managing Confidential

##### Files as a Secretarial Responsibility

As can be seen by examining Table XLVIII, little difference exists between the responses regarding the importance of organizing and managing routine files and those responses regarding the importance of

TABLE XLVII

CURRENT AND FUTURE IMPORTANCE OF ORGANIZING AND MANAGING ROUTINE FILES AS A RESPONSIBILITY  
 ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
 IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 28)				Medium-Size Businesses (N = 32)				Large Businesses (N = 37)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase/Decrease/	Remain	Same	Total	Increase/Decrease/	Remain	Same	Total	Increase/Decrease/	Remain	Same	Total
Important	53.57	0.00	42.86	96.43	25.00	9.38	59.38	93.75	29.73	0.00	64.86	94.59
Unimportant	0.00	0.00	3.57	3.57	0.00	0.00	6.25	6.25	0.00	0.00	5.41	5.41
	53.57	0.00	46.43	100.00	25.00	9.38	65.63	100.00	29.73	0.00	70.27	100.00

Importance Chi Square                      0.320      Prob = 0.8522  
 Change in Importance Chi Square        11.629      Prob = 0.0203

TABLE XLVII

CURRENT AND FUTURE IMPORTANCE OF ORGANIZING AND MANAGING CONFIDENTIAL FILES AS A  
 RESPONSIBILITY ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
 IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 28)				Medium-Size Businesses (N = 32)				Large Businesses (N = 38)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Important	46.43	0.00	39.29	85.71	31.25	6.25	53.13	90.63	44.74	0.00	44.74	89.47
Unimportant	3.57	0.00	10.71	14.29	0.00	0.00	9.38	9.38	0.00	0.00	10.53	10.53
	50.00	0.00	50.00	100.00	31.25	6.25	62.50	100.00	44.74	0.00	55.26	100.00

Importance Chi Square                      0.133              Prob = 0.9359

Change in Importance Chi Square              5.929              Prob = 0.2045

organizing and managing confidential files. Thirty-four, or 89.47 percent, of the large businesses; 29, or 90.63 percent, of the medium-size businesses; and 24, or 85.71 percent, of the small businesses regard this responsibility as important. None of the small or large businesses and only 2 of the medium-size businesses expect this responsibility to decrease in importance. These findings are consistent with the findings regarding the change of importance of records management as a business subject.

#### Importance of Interviewing Prospective Office

##### Employees as a Secretarial Responsibility

The current and future importance of interviewing prospective office employees as a secretarial responsibility, as shown in Table XLIX, is considered unimportant by 70 percent of the respondents. Further, only 10 percent of the respondents who consider it unimportant expect it to increase in importance.

Although there were differences among the categories of businesses, the differences did not reach the .05 level of significance. It is interesting to note, however, the difference in the response regarding importance of the medium-size businesses as compared to the small and large businesses.

#### Importance of Using a CRT to Input Data or Search

##### for Information as a Secretarial Responsibility

A comparison of the responses regarding the importance of using a CRT to input data or search for information is reported in Table L. Fourteen, or 48.28 percent, of the small businesses; 19, or 57.58





TABLE L

CURRENT AND FUTURE IMPORTANCE OF USING A CRT TO INPUT DATA OR SEARCH FOR INFORMATION  
AS A RESPONSIBILITY ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 29)				Medium-Size Businesses (N = 33)				Large Businesses (N = 38)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Important	34.48	0.00	13.79	48.28	39.39	3.03	15.15	57.58	34.21	2.63	15.79	52.63
Unimportant	6.90	3.45	41.38	51.72	18.18	0.00	24.24	42.42	18.42	2.63	26.32	47.37
	41.38	3.45	55.17	100.00	57.58	3.03	39.39	100.00	52.63	5.26	42.11	100.00

Importance Chi Square                      0.265      Prob = 0.8757

Change in Importance Chi Square           2.045      Prob = 0.7274

percent, of the medium-size businesses; and 20, or 52.63 percent, of the large businesses consider this task an important responsibility.

Fifty-one percent of the respondents expect this task to increase in importance in the future. This percentage includes 15 who consider this responsibility currently unimportant.

There were no significant differences among the businesses in regard to either the importance or change in importance of this responsibility.

Importance of Preparing Typewritten Documents on  
an Electric Typewriter as a Secretarial  
Responsibility

As indicated by Table LI, preparing typewritten documents on an electric typewriter was regarded as important by 27, or 100 percent, of the small businesses, by 30, or 93.75 percent, of the medium-size businesses, and by 36, or 92.31 percent, of the large businesses. Only 5 percent of the respondents regard this responsibility as unimportant.

Even though no significant differences were found among the businesses in regard to either the current importance or the expected change in importance, it is interesting to note the slight difference in the number of large businesses which expect preparing typewritten documents on an electric typewriter to decrease in importance as compared to the small and medium-size businesses.

Importance of Preparing Typewritten Documents on  
an Electronic Typewriting System as a  
Secretarial Responsibility

The importance of preparing typewritten documents on an electronic typewriting system is reported in Table LII. Eleven, or 42.31

TABLE LI

CURRENT AND FUTURE IMPORTANCE OF PREPARING TYPEWRITTEN DOCUMENTS ON AN ELECTRIC TYPEWRITER  
AS A RESPONSIBILITY ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 27)				Medium-Size Businesses (N = 32)				Large Businesses (N = 39)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total
Importance	55.56	0.00	44.44	100.00	34.38	9.38	50.00	93.75	28.21	10.26	53.85	92.31
Unimportant	0.00	0.00	0.00	0.00	0.00	0.00	3.13	3.13	0.00	0.00	7.69	7.69
	55.56	0.00	44.44	100.00	34.38	12.50	53.13	100.00	28.32	10.26	61.54	100.00

Importance Chi Square                      0.606      Prob = 0.7387

Change in Importance Chi Square        7.326      Prob = 0.1197



percent, of the small businesses; 18, or 56.25 percent, of the medium-size businesses; and 25, or 69.44 percent, of the large businesses consider this an important responsibility. Although the difference among the sizes of businesses was statistically insignificant, the difference in the responses of large businesses compared to those of the small and medium-size businesses should be noted.

There is less difference among the businesses regarding the expected change in importance. Sixteen, or 61.54 percent, of the small businesses; 17, or 53.13 percent, of the medium-size businesses; and 23, or 63.89 percent, of the large businesses expect this responsibility to increase in importance.

Importance of Handling Incoming and Outgoing Mail  
as a Secretarial Responsibility

Regarding the importance of handling incoming and outgoing mail, 35, or 94.59 percent, of the large businesses; 28, or 87.50 percent, of the medium-size businesses; and 23, or 79.31 percent, of the small businesses indicated that this was an important task. Of those businesses which consider this responsibility an important one, three indicated that it would decrease in importance. As shown in Table LIII, twelve percent of the firms consider handling incoming and outgoing mail an unimportant task. Only two of these firms believe this responsibility will increase in importance. Although there was some difference among the businesses, the difference was not significant.



Importance of Transcribing Using Dictation Machines  
as a Secretarial Responsibility

A comparison of the responses regarding the importance of transcribing using dictation machines is reported in Table LIV. Nine, or 34.62 percent, of the small businesses; 18, or 56.25 percent, of the medium-size businesses; and 25, or 67.57 percent, of the large businesses consider this task an important responsibility.

Thirty-three percent of the businesses expect transcribing using dictation machines to increase in importance, while 12 percent expect this responsibility to decrease in importance. The differences among the businesses, while not significant, should be noted.

Importance of Using Reprographic Equipment  
as a Secretarial Responsibility

The current and future importance of using reprographic equipment as a secretarial responsibility is reported in Table LV. This task is considered unimportant by more than 74 percent of the respondents. Further, only two of the firms reporting it as unimportant expect it to increase in importance in the future. There is no significant difference among the categories of businesses in regard to either the importance or change in importance of this responsibility.

Importance of Organizing the Office Routine  
as a Secretarial Responsibility

A comparison of the responses regarding the importance of organizing the office routine is reported in Table LVI. Thirty, or 83.33 percent, of the large businesses, 22, or 68.75 percent, of the



TABLE LIV

CURRENT AND FUTURE IMPORTANCE OF TRANSCRIBING USING DICTATION MACHINES AS A RESPONSIBILITY  
 ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
 IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 26)				Medium-Size Businesses (N = 32)				Large Businesses (N = 37)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total
Importance	23.08	0.00	11.54	34.62	21.88	6.25	28.13	56.25	24.32	18.92	24.32	67.57
Unimportant	11.54	3.85	50.00	65.38	12.50	0.00	31.25	43.75	5.41	5.41	21.62	32.43
	34.62	3.85	61.54	100.00	34.38	6.25	59.38	100.00	29.73	24.32	45.95	100.00

Importance Chi Square                      4.873      Prob = 0.0875

Change in Importance Chi Square        7.907      Prob = 0.0951

TABLE LV

CURRENT AND FUTURE IMPORTANCE OF USING REPROGRAPHIC EQUIPMENT AS A RESPONSIBILITY  
 ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
 IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 27)				Medium-Size Businesses (N = 32)				Large Businesses (N = 38)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Importance	14.81	0.00	7.41	22.22	6.25	6.25	15.63	28.13	7.89	2.63	15.79	26.32
Unimportant	3.70	11.11	62.96	77.78	3.13	9.38	59.38	71.88	0.00	21.50	52.63	73.68
	18.52	11.11	70.37	100.00	9.38	15.63	75.00	100.00	7.89	23.68	68.42	100.00

Importance Chi Square                      0.053              Prob = 0.9740

Change in Importance Chi Square              3.452              Prob = 0.4852

TABLE LVI

CURRENT AND FUTURE IMPORTANCE OF ORGANIZING THE OFFICE ROUTINE AS A RESPONSIBILITY  
 ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
 IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 27)				Medium-Size Businesses (N = 32)				Large Businesses (N = 36)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Importance	44.44	0.00	25.93	70.37	37.50	3.13	28.13	68.75	36.11	0.00	47.22	83.33
Unimportant	7.41	3.70	18.52	29.63	3.13	0.00	28.13	31.25	2.78	2.78	11.11	16.67
	51.85	3.70	44.44	100.00	40.63	3.13	56.25	100.00	38.89	2.78	58.33	100.00

Importance Chi Square                      2.136              Prob = 0.3438

Change in Importance Chi Square              0.986              Prob = 0.9119

medium-size businesses; and 19, or 70.37 percent, of the small businesses consider this task an important responsibility. The difference among the sizes of businesses was not statistically significant.

Forty-three percent of the respondents expect this task to increase in importance. Only one firm in each category reported an expected decrease in important. There is no significant difference among the categories of businesses in regard to the change in importance of this responsibility.

#### Importance of Using Microfilm Equipment as a Secretarial Responsibility

As shown in Table LVII, using microfilm is considered unimportant by 76 percent of all the respondents. There was no significant difference among the businesses in regard to this task.

There was some slight difference among the businesses in regard to the change in importance, although the difference was not significant. Thirteen, or 35.14 percent, of the large businesses; 9, or 29.03 percent, of the medium-size businesses; and 4, or 14.81 percent, of the small businesses expect this responsibility to increase in importance.

#### Importance of Using Facsimile and Electronic Mail Systems as a Secretarial Responsibility

The importance of using facsimile and electronic mail systems as a secretarial responsibility is reported in Table LVIII. This task is considered unimportant by 72 percent of the respondents. There is some

TABLE LVII

CURRENT AND FUTURE IMPORTANCE OF USING MICROFILM EQUIPMENT AS A RESPONSIBILITY  
 ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
 IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 27)				Medium-Size Businesses (N = 31)				Large Businesses (N = 37)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total
Importance	11.11	0.00	7.41	18.52	12.90	3.23	6.45	22.58	21.62	0.00	8.11	29.73
Unimportant	3.70	7.41	70.37	81.48	16.13	12.90	48.39	77.42	13.51	2.70	54.05	70.27
	14.81	7.41	77.78	100.00	29.03	16.13	54.84	100.00	35.14	2.70	62.16	100.00

Importance Chi Square                      0.392              Prob = 0.8221  
 Change in Importance Chi Square              6.737              Prob = 0.1505

TABLE LVIII

CURRENT AND FUTURE IMPORTANCE OF USING FACSIMILE AND ELECTRONIC MAIL SYSTEMS AS A  
 RESPONSIBILITY ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
 IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 25)				Medium-Size Businesses (N = 30)				Large Businesses (N = 36)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Importance	16.00	0.00	4.00	20.00	13.33	6.67	3.33	23.33	22.22	0.00	13.89	36.11
Unimportant	8.00	4.00	68.00	80.00	16.67	3.33	56.67	76.67	8.33	2.78	52.78	63.89
	24.00	4.00	72.00	100.00	30.00	10.00	60.00	100.00	30.56	2.78	66.67	100.00

Importance Chi Square                      1.307              Prob = 0.5202

Change in Importance Chi Square              2.446              Prob = 0.6544

slight difference among the categories of businesses, but the difference is not statistically significant.

Eleven percent of the respondents who consider this responsibility currently unimportant expect it to increase in importance.

Importance of Maintaining an Office or Departmental  
Budget as a Secretarial Responsibility

As indicated in Table LIX, only 35 percent of the respondents consider maintaining an office or departmental budget an important task. This responsibility is regarded as important by 9, or 33.33 percent, of the small businesses; by 11, or 35.48 percent, of the medium-sized businesses; and by 13, or 35.14 percent, of the large businesses.

Ten, or 37.04 percent, of the small businesses; 10, or 32.26 percent, of the medium-size businesses; and only 5, or 13.41 percent, of the large businesses expect this task to increase in importance.

There was no significant difference among the businesses in regard to either the importance or change in importance of this responsibility.

Importance of Organizing and Planning Work of Self  
and Others as a Secretarial Responsibility

As shown in Table LX, organizing and planning work of self and others is a responsibility considered important by 30, or 81.08 percent, of large businesses; by 28, or 87.50 percent, of medium-size businesses; and by 25, or 89.29 percent, of small businesses. In addition, 28 percent of the respondents who consider this task unimportant believe that it will increase in importance in the future. Only one firm reporting this task as important believes that it will decrease in importance.

TABLE LIX

CURRENT AND FUTURE IMPORTANCE OF MAINTAINING AN OFFICE OR DEPARTMENTAL BUDGET AS A  
 RESPONSIBILITY ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
 IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 27)				Medium-Size Businesses (N = 31)				Large Businesses (N = 37)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total
Importance	29.63	0.00	3.70	33.33	22.58	3.23	9.68	35.48	8.11	0.00	27.03	35.14
Unimportant	7.41	7.41	51.85	66.67	9.68	3.23	51.61	64.52	5.41	5.41	54.05	64.86
	37.04	7.41	55.56	100.00	32.26	6.45	61.29	100.00	13.51	5.41	81.08	100.00

Importance Chi Square                      0.275      Prob = 0.8717  
 Change in Importance Chi Square        5.403      Prob = 0.2484



TABLE LX

CURRENT AND FUTURE IMPORTANCE OF ORGANIZING AND PLANNING WORK OF SELF AND OTHERS AS A  
 RESPONSIBILITY ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
 IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 28)				Medium-Size Businesses (N = 32)				Large Businesses (N = 37)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Importance	64.29	0.00	25.00	89.29	40.63	3.13	43.75	87.50	51.35	0.00	29.73	81.08
Unimportant	3.57	0.00	7.14	10.71	6.25	0.00	6.25	12.50	2.70	0.00	16.22	18.92
	67.86	0.00	32.14	100.00	46.88	3.13	50.00	100.00	54.05	0.00	45.95	100.00

Importance Chi Square                      1.011      Prob = 0.6033  
 Change in Importance Chi Square        4.437      Prob = 0.3501

Fifty-five percent of all the respondents indicated that this responsibility was important and would increase in importance, while 33 percent of all the respondents indicated that it was important and would remain the same in importance.

There were no significant differences among the businesses in regard to either the current importance or the change in importance of organizing and planning work of self and others.

Importance of Setting Priorities for Work When  
Received From More Than One Boss as a  
Secretarial Responsibility

A comparison of the responses regarding the importance of setting priorities for work when received from more than one boss is reported in Table LXI. Thirty-seven, or 97.37 percent, of the large businesses; 26, or 81.25 percent, of the medium-size businesses; and 26, or 89.66 percent, of the small businesses consider this task an important responsibility. The difference among the sizes of businesses is not statistically significant.

Fifty-eight percent of the respondents believe this task will be of increasing importance in the future. None of the small businesses, two of the medium-sized businesses, and one of the large businesses reported an expected decrease in importance. There is no significant difference among the categories of businesses in regard to the change in importance of this responsibility.

TABLE LXI

CURRENT AND FUTURE IMPORTANCE OF SETTING PRIORITIES FOR WORK WHEN RECEIVED FROM MORE THAN ONE BOSS AS A RESPONSIBILITY ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 29)				Medium-Size Businesses (N = 32)				Large Businesses (N = 38)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total	Increase/	Decrease/	Remain Same	Total
Importance	58.62	0.00	31.03	89.66	43.75	6.25	31.25	81.25	63.16	2.63	31.58	97.37
Unimportant	0.00	0.00	10.34	10.34	3.13	0.00	15.63	18.75	2.63	0.00	0.00	2.63
	58.62	0.00	41.38	100.00	46.88	6.25	46.88	100.00	65.79	2.63	31.58	100.00

Importance Chi Square 3.156 Prob = 0.2064

Change in Importance Chi Square 4.153 Prob = 0.3856

Importance of Using Telecommunications Systems as  
a Secretarial Responsibility

As shown in Table LXII, using telecommunications systems is considered an important responsibility by 27, or 71.05 percent, of the large businesses; by 23, or 74.19 percent, of the medium-size businesses; and by 14, or 51.85 percent, of the small businesses. There was some difference in the responses, especially when the responses from the small businesses are compared with those of the large businesses. However, the difference is not statistically significant.

Forty-nine percent of the respondents reported an expected increase in importance. This percentage includes six firms which reported this task as currently unimportant. None of the large businesses, two of the medium-size businesses, and one of the small businesses reported an expected decrease in importance. There was no significant difference among the businesses in regard to the change in importance.

TABLE LXII

CURRENT AND FUTURE IMPORTANCE OF USING TELECOMMUNICATIONS SYSTEMS AS A RESPONSIBILITY  
 ASSIGNED TO EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS  
 IN THE OFFICES OF OKLAHOMA BUSINESSES

Importance	Small Businesses (N = 27)				Medium-Size Businesses (N = 31)				Large Businesses (N = 38)			
	<u>Change in Importance</u>				<u>Change in Importance</u>				<u>Change in Importance</u>			
	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total	Increase	Decrease	Remain Same	Total
Importance	37.04	0.00	14.81	51.85	38.71	6.45	29.03	74.19	50.00	0.00	21.05	71.05
Unimportant	7.41	3.70	37.04	48.15	9.68	0.00	16.31	25.81	2.63	0.00	26.32	28.95
	44.44	3.70	51.85	100.00	48.39	6.45	45.16	100.00	52.63	0.00	47.37	100.00

Importance Chi Square                      2.499                      Prob = 0.2866  
 Change in Importance Chi Square        2.752                      Prob = 0.6001

## CHAPTER V

### FINDINGS RELATED TO THE DIFFERENCES AND SIMILARITIES OF OPINIONS AMONG PERSONNEL ADMINISTRATORS, OFFICE MANAGERS, AND EXECUTIVES

This chapter describes the findings related to the differences and similarities of opinions among personnel administrators, office managers, and executives. One purpose of this study was to determine if significant differences of opinion exist among personnel administrators, office managers, and executives. To gather the needed data, office managers and executives were asked to complete questionnaires identical to those completed by the personnel administrators. Thirty-one executives and 33 office managers completed the appropriate questionnaires. However, data from the questionnaires could be used for comparison purposes only if all three forms were returned from a company. Nine large businesses, four medium-size businesses, and four small businesses returned all three forms.

The sample was too small to allow for the proper use of the  $X^2$  in testing some of the items on the questionnaire because of the requirement that at least 80 percent of the cells have expected counts of five or more (McLean and Hopkins, 1976). Also, there were no statistically significant differences among the personnel administrators, office managers, or executives in regard to any of the responses elicited by the questionnaire. Therefore, the findings from the seventeen businesses are presented here in summary form.

Although there should be some variation in the responses of the three groups to the questionnaire items, the percentage of each group responding in any one way should be the same if there are no differences in the opinions of the personnel administrator, the office manager, and the executive from the same business. The items which were not completed by all the respondents are more difficult to interpret. The percentage figures vary by approximately 6 percent for a difference in response of one person and by approximately 12 percent for two persons.

Findings Regarding Salary Levels of the Executive  
Secretary/Administrative Assistant  
Position

Responses to questions five, six and seven were used to test the following hypothesis:

Null Hypothesis 5. There is no significant difference among personnel administrators, office managers, and executives with respect to salary levels of the executive secretary/administrative assistant position.

Question five was used to obtain data concerning yearly beginning salaries for executive secretaries/administrative assistants. As shown in Table LXIII, personnel administrators, office managers, and executives do not have the same opinion regarding the beginning yearly salary range for executive secretaries/administrative assistants.

The comparison of opinions regarding the salary range for all secretarial grades or categories is somewhat difficult because only 15 executives and 16 personnel administrators responded to this item. As shown in Table LXIV, eight, or 16.67 percent, of the personnel administrators; 6, or 35.29 percent, of the office managers; and 5, or 29.41 percent, of the executives reported a salary range of \$5,000-\$15,000.

TABLE LXIII

A COMPARISON OF THE OPINIONS OF PERSONNEL ADMINISTRATORS, OFFICE MANAGERS,  
AND EXECUTIVES REGARDING THE BEGINNING YEARLY SALARY RANGE FOR  
EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS

Salary Range	Personnel Ad. N = 17	Office Managers N = 17	Executives N = 17	Percent of all respondents N = 51
\$ 5,000--9,999	23.53	29.41	11.76	21.57
\$10,000-13,999	23.53	41.18	52.94	39.22
\$14,000-17,999	35.29	23.53	29.41	29.41
\$18,000-up	17.65	5.88	5.88	9.80



TABLE LXIV

A COMPARISON OF THE OPINIONS OF PERSONNEL ADMINISTRATORS, OFFICE MANAGERS, AND EXECUTIVES REGARDING THE SALARY RANGE FOR ALL SECRETARIAL GRADES OR CATEGORIES

Salary Range	Personnel Ad. N = 16	Office Managers N = 17	Executives N = 15	Percent of all respondents N = 48
\$ 5,000-15,000	16.67	35.29	29.41	39.58
\$10,000-20,000	43.75	41.18	64.71	52.08
\$12,000-25,000	6.25	11.76	5.88	6.25

A beginning salary range of \$10,000 to \$20,000 was reported by 7, or 43.75 percent, of the personnel administrators, by 7, or 41.18 percent, of the office managers, and by 11, or 64.71 percent, of the executives. A salary range of \$12,000-\$25,000 was reported by one, or 6.25 percent, of the personnel administrators, by 2, or 11.76 percent, of the office managers, and by one, or 5.88 percent of the executives.

Table LXV shows the responses of the three groups regarding the anticipated change in the status of secretarial salaries relative to other salaries in the company. Eight of the executives, compared to six of the personnel administrators and six of the office managers, expect salaries to increase relative to other salaries in the company. None of the groups indicated that salaries were expected to decrease.

Findings Regarding Promotional Opportunities of  
the Executive Secretary/Administrative  
Assistant Position

Responses to questions 12 and 13 were used to test the following hypothesis:

Null hypothesis 6. There is no significant difference among personnel administrators, office managers, and executives with respect to promotional opportunities of the executive secretary/administrative assistant position.

Question 12 asked the respondents to indicate whether promotional opportunities for executive secretaries/administrative assistants would increase, decrease, or remain the same in the future. As shown in Table LXVI, 6, or 35.29 percent, of the personnel administrators; 7, or 43.75 percent, of the office managers; and 10, or 58.82 percent, of the executives expect promotional opportunities to increase. None of the respondents reported an expected decrease in promotional opportunities.

TABLE LXV

A COMPARISON OF THE OPINIONS OF PERSONNEL ADMINISTRATORS, OFFICE MANAGERS, AND EXECUTIVES  
REGARDING THE ANTICIPATED CHANGE IN THE STATUS OF SECRETARIAL SALARIES  
RELATIVE TO OTHER SALARIES IN THE COMPANY

Change	Personnel Ad. (N = 17)	Office Managers (N = 17)	Executives (N = 17)	Percent of all respondents (N = 51)
Increase	35.29	35.29	47.06	39.22
Decrease	0.00	0.00	0.00	0.00
Remain the same	64.71	64.71	52.94	60.78

TABLE LXVI

A COMPARISON OF THE OPINIONS OF PERSONNEL ADMINISTRATORS, OFFICE MANAGERS, AND EXECUTIVES REGARDING THE ANTICIPATED CHANGE IN PROMOTIONAL OPPORTUNITIES FOR EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS

Change	Personnel Ad. (N = 17)	Office Managers (N = 16)	Executives (N = 17)	Percent of All Respondents N = 50
Increase	35.29	43.75	58.82	46.00
Decrease	0.00	0.00	0.00	0.00
Remain the Same	64.71	56.25	41.18	54.00

To obtain more specific information regarding possible differences of opinions regarding opportunities for executive secretaries/administrative assistants, the respondents were asked to answer question 13: Do opportunities other than secretarial/administrative assistant positions exist for prospective or current employees who have educational preparation in secretarial administration? A listing of eight possible positions was to be checked either "yes" or "no." Table LXVII shows the difference in the responses of the personnel administrators, office managers, and executives. The three groups were not in agreement on any of the listed positions.

Findings Regarding Educational Requirements of the  
Executive Secretary/Administrative  
Assistant Position

Responses to questions 8, 11, and 14 were used to test the following hypothesis:

Null Hypothesis 7. There is no significant difference among personnel administrators, office managers, and executives with respect to educational requirements of the executive secretary/administrative assistant position.

Question 8 asked the respondents to indicate the educational level required for executive secretarial/administrative assistant positions. Eleven personnel administrators, 14 office managers, and 15 executives responded to this item. As Table LXVIII shows, there are differences of opinion among the three groups regarding the required educational level. However, the amount of difference which exists is difficult to determine because opinions were not available from all of the respondents.

Table LXIX shows the responses of the three groups to question 11: During the next five to ten years, do you expect the educational

TABLE LXVII

A COMPARISON OF THE OPINIONS OF PERSONEL ADMINISTRATORS, OFFICE MANAGERS, AND EXECUTIVES REGARDING OPPORTUNITIES OTHER THAN SECRETARIAL POSITIONS WHICH EXIST FOR EMPLOYEES WITH EDUCATIONAL PREPARATION IN SECRETARIAL ADMINISTRATION

Position	Percent Indicating Positions Exist in Their Company			Percent of Total Respondents
	Personnel Ad.	Office Managers	Executives	
Word Processing Supervisor	29.41 (5)	53.33 (8)	41.18 (7)	40.82
Manager of Secretarial Support Services	23.53 (4)	28.57 (4)	29.41 (5)	27.08
Administrative Office Manager	41.18 (7)	57.14 (8)	64.71 (11)	54.17
Personnel Specialist	64.71 (11)	64.29 (9)	64.71 (11)	64.58
Reprographics Specialist	17.65 (3)	0.00	0.00	6.38
Records Manager	23.53 (4)	14.29 (2)	23.53 (4)	20.83
Administrative Services Manager	52.94 (9)	41.18 (7)	41.18 (7)	47.92
Management Aide	35.29 (6)	57.14 (8)	23.53 (4)	37.50

TABLE LXVIII

A COMPARISON OF THE OPINIONS OF PERSONNEL ADMINISTRATORS, OFFICE MANAGERS,  
AND EXECUTIVES REGARDING THE EDUCATIONAL LEVEL REQUIRED FOR  
EXECUTIVE SECRETARIAL/ADMINISTRATIVE ASSISTANT POSITIONS

Education required	Personnel Ad. (N = 11)	Office Managers (N = 14 )	Executives (N = 15)	Percent of Total Respondents N = 40
High school with business training	72.73 (8)	78.57 (11)	60.00 (9)	70.00
High school without business training	9.09 (1)	0.00	6.67 (1)	5.00
College/university two-year program	9.09 (1)	14.29 (2)	33.33 (5)	20.00
College/university four-year program	9.09 (1)	7.14 (1)	0.00	5.00

TABLE LXIX

A COMPARISON OF THE OPINIONS OF PERSONNEL ADMINISTRATORS, OFFICE MANAGERS AND EXECUTIVES REGARDING THE ANTICIPATED CHANGE IN EDUCATIONAL REQUIREMENTS FOR EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS

Change	Personnel Ad. (N = 17)	Office Managers (N = 17)	Executives (N = 17)	Percent of Total Respondents (N = 51)
Increase	58.82	70.59	58.82	62.75
Decrease	0.00	0.00	0.00	0.00
Remain the Same	41.18	29.41	41.18	37.25



requirement for executive secretaries/administrative assistants in your company to increase, decrease, or remain the same? The responses to this question were somewhat more similar. Ten, or 58.82 percent, of the personnel administrators and 10, or 58.82 percent, of the executives compared to 12, or 70.59 percent, of the office managers, reported an anticipated change in educational requirements.

Question 14 asked the respondents to indicate the importance of 22 business subject areas and whether they will increase or decrease in importance for executive secretaries/administrative assistants within the next five years.

Tables LXX and LXXI show the percentage and number of personnel administrators, office managers, and executives responding to each category of desirability or future importance. Because not all of the business persons in each group responded to every item, the numbers do not always add to 17.

Examination of the tables reveals that differences do exist in the responses of personnel administrators, office managers, and executives concerning the desirability of various business subjects studied by secretarial administration students in collegiate schools of business.

Findings Regarding Job Responsibilities of the  
Executive Secretary/Administrative  
Assistant Position

Responses to question 15 were used to test the following hypothesis:

Null Hypothesis 8. There is no significant difference among personnel administrators, office managers, and executives with respect to job responsibilities of the executive secretary/administrative assistant position.

TABLE LXX

CURRENT IMPORTANCE OF BUSINESS SUBJECT AREAS STUDIED BY SECRETARIAL  
ADMINISTRATION STUDENTS AS PERCEIVED BY PERSONNEL  
ADMINISTRATORS, OFFICE MANAGERS, AND EXECUTIVES

Subject	Essential			Highly Desirable			Somewhat Desirable			Unimportant		
	PA	Exec	OM	PA	Exec	OM	PA	Exec	OM	PA	Exec	OM
Accounting	23.53 (4)	23.53 (4)	11.76 (2)	17.65 (3)	23.53 (4)	47.06 (8)	52.94 (9)	47.06 (8)	35.29 (6)	5.88 (1)	5.88 (1)	5.88 (1)
Finance	0.00	0.00	6.67 (1)	37.50 (6)	23.53 (4)	26.67 (4)	37.50 (6)	47.06 (8)	46.67 (7)	25.00 (4)	29.41 (5)	20.00 (3)
Business Law	0.00	0.00	6.67 (1)	37.50 (6)	29.41 (5)	26.67 (4)	37.50 (6)	47.06 (8)	53.33 (8)	25.00 (4)	23.53 (4)	13.33 (2)
Typewriting	82.35 (14)	76.47 (13)	70.59 (12)	11.76 (2)	17.65 (3)	23.53 (4)	5.88 (1)	5.88 (1)	5.88 (1)	0.00	0.00	0.00
Oral Communications	76.47 (13)	76.47 (13)	62.50 (10)	17.65 (3)	17.65 (3)	31.25 (5)	5.00 (1)	5.88 (1)	6.25 (1)	0.00	0.00	0.00
Written Communications	76.47 (13)	70.59 (12)	68.75 (11)	11.76 (2)	17.65 (3)	31.25 (5)	11.76 (2)	11.76 (2)	0.00	0.00	0.00	0.00
Shorthand	17.65 (3)	23.53 (4)	23.53 (4)	47.06 (8)	29.41 (5)	47.06 (8)	23.53 (4)	35.29 (6)	23.53 (4)	11.76 (2)	11.76 (2)	5.88 (1)
Management	12.50 (2)	23.53 (4)	6.67 (1)	50.00 (8)	41.18 (7)	53.33 (8)	25.00 (4)	23.53 (4)	26.67 (4)	12.50 (2)	11.76 (3)	13.33 (2)

TABLE LXX (Continued)

Subject	Essential			Highly Desirable			Somewhat Desirable			Unimportant		
	PA	Exec	OM	PA	Exec	OM	PA	Exec	OM	PA	Exec	OM
Personnel Mgmt.	5.88 (1)	11.76 (2)	0.00	41.18 (7)	41.18 (7)	43.75 (7)	41.18 (7)	35.29 (6)	37.50 (6)	11.76 (2)	11.76 (2)	18.75 (3)
Marketing	0.00	0.00	0.00	12.50 (2)	17.65 (3)	7.14 (1)	56.25 (9)	47.06 (8)	57.14 (8)	31.25 (5)	35.29 (6)	35.71 (5)
Statistics	0.00	5.88 (1)	0.00	12.50 (2)	17.65 (3)	26.67 (4)	37.50 (6)	35.29 (6)	33.33 (5)	50.00 (8)	41.18 (7)	40.00 (6)
Data Processing	12.50 (2)	17.65 (3)	6.67 (1)	12.50 (2)	23.53 (4)	20.00 (3)	43.75 (7)	35.29 (6)	60.00 (9)	31.25 (5)	23.53 (4)	13.33 (2)
Production Mgmt.	0.00	0.00	0.00	18.75 (3)	11.76 (2)	33.33 (5)	37.50 (6)	23.53 (4)	20.00 (3)	43.75 (7)	64.71 (11)	46.67 (7)
Economics	0.00	0.00	0.00	0.00	13.33 (2)	20.00 (3)	75.00 (12)	53.33 (8)	46.67 (7)	25.00 (4)	33.33 (5)	33.33 (5)
Word Processing	25.00 (4)	11.76 (2)	6.67 (1)	25.00 (4)	41.18 (7)	46.67 (7)	31.25 (5)	23.53 (4)	33.33 (5)	18.75 (3)	23.53 (4)	13.33 (2)
Office Administration	35.29 (6)	31.25 (5)	31.25 (5)	41.18 (7)	56.25 (9)	43.75 (7)	17.65 (3)	6.25 (1)	25.00 (4)	5.88 (1)	6.25 (1)	0.00

TABLE LXX (Continued)

Subject	Essential			Highly Desirable			Somewhat Desirable			Unimportant		
	PA	Exec	OM	PA	Exec	OM	PA	Exec	OM	PA	Exec	OM
Records Mgmt.	17.65 (3)	17.65 (3)	0.00	47.06 (8)	58.82 (10)	62.50 (10)	29.41 (5)	17.65 (3)	31.25 (5)	5.88 (1)	5.88 (1)	6.25 (1)
Secretarial Procedures	58.82 (10)	70.59 (12)	62.50 (10)	41.18 (7)	29.41 (5)	37.50 (6)	0.00	0.00	0.00	0.00	0.00	0.00
Human Relations	29.41 (5)	47.06 (8)	18.75 (3)	52.94 (9)	35.29 (6)	62.50 (10)	17.65 (3)	11.76 (2)	18.75 (3)	0.00	5.88 (1)	0.00
Micrographics	6.25 (1)	18.75 (3)	6.67 (1)	12.50 (2)	0.00	6.67 (1)	43.75 (3)	25.00 (4)	33.33 (5)	37.50 (4)	56.25 (9)	53.33 (8)
Office Machines	17.65 (3)	41.18 (7)	25.00 (4)	52.94 (9)	47.06 (8)	62.50 (10)	29.41 (5)	11.76 (2)	6.25 (1)	0.00	0.00	6.25 (1)
Reprographics	0.00	9.09 (1)	6.67 (1)	42.86 (2)	27.27 (3)	20.00 (3)	28.57 (4)	27.27 (3)	33.33 (5)	28.57 (4)	36.36 (4)	40.00 (6)

TABLE LXXI

FUTURE IMPORTANCE OF BUSINESS SUBJECT AREAS STUDIED BY SECRETARIAL  
ADMINISTRATION STUDENTS AS PERCEIVED BY PERSONNEL  
ADMINISTRATORS, OFFICE MANAGERS, AND EXECUTIVES

Subject	Increase			Decrease			Remain the Same		
	PA	Exec	OM	PA	Exec	OM	PA	Exec	OM
Accounting	41.18 (7)	52.94 (9)	47.06 (8)	0.00	0.00	0.00	58.82 (10)	47.06 (8)	52.94 (9)
Finance	33.33 (5)	25.00 (4)	33.33 (5)	0.00	0.00	0.00	66.67 (10)	75.00 (12)	66.67 (10)
Business Law	37.50 (6)	41.18 (7)	26.67 (4)	0.00	5.88 (1)	6.67 (1)	62.50 (10)	52.94 (9)	66.67 (10)
Typewriting	35.29 (6)	31.25 (5)	41.18 (7)	11.76 (2)	12.50 (2)	5.88 (1)	52.94 (9)	56.25 (9)	52.94 (9)
Oral Communications	58.82 (10)	64.71 (11)	56.25 (9)	0.00	0.00	0.00	41.18 (7)	35.29 (6)	43.75 (7)
Written Communications	52.94 (9)	64.71 (11)	50.00 (8)	5.88 (1)	5.88 (1)	0.00	41.18 (7)	29.41 (5)	50.00 (8)
Shorthand	11.76 (2)	17.65 (3)	18.75 (3)	17.65 (3)	17.65 (3)	12.50 (3)	70.59 (12)	64.71 (11)	68.75 (11)
Management	53.33 (8)	64.71 (11)	33.33 (5)	6.67 (1)	0.00	0.00	40.00 (6)	35.29 (6)	66.67 (10)
Personnel Mgmt.	35.29 (6)	41.18 (7)	43.75 (7)	0.00	5.88 (1)	0.00	64.71 (11)	52.94 (9)	56.25 (9)

TABLE LXXI (Continued)

Subject	Increase			Decrease			Remain the Same		
	PA	Exec	OM	PA	Exec	OM	PA	Exec	OM
Marketing	18.75 (3)	17.65 (3)	20.00 (3)	0.00	5.88 (1)	0.00	81.25 (13)	76.47 (13)	80.00 (12)
Statistics	18.75 (3)	12.50 (4)	26.67 (4)	0.00	5.88 (1)	0.00	81.25 (13)	70.59 (12)	73.33 (11)
Data Processing	56.25 (9)	64.71 (11)	60.00 (9)	0.00	5.88 (1)	0.00	43.75 (7)	29.41 (5)	40.00 (6)
Production Mgmt.	18.75 (3)	12.50 (2)	40.00 (6)	0.00	12.50 (2)	0.00	81.25 (13)	75.00 (12)	60.00 (9)
Economics	31.24 (5)	26.67 (4)	13.33 (2)	0.00	13.33 (2)	0.00	68.75 (11)	60.00 (9)	86.67 (13)
Word Processing	68.75 (11)	70.59 (12)	71.43 (10)	0.00	5.88 (1)	0.00	31.25 (5)	23.53 (4)	28.57 (4)
Office Administration	58.82 (10)	70.59 (12)	56.25 (9)	0.00	0.00	0.00	41.18 (7)	29.41 (5)	43.75 (7)
Records Mgmt.	35.29 (6)	41.18 (7)	31.25 (5)	5.88 (1)	0.00	0.00	58.82 (10)	58.82 (10)	68.75 (11)

TABLE LXXI (Continued)

Subject	Increase			Decrease			Remain the Same		
	PA	Exec	OM	PA	Exec	OM	PA	Exec	OM
Secretarial Procedures	47.06 (8)	41.18 (7)	37.50 (6)	5.88 (1)	0.00	0.00	47.06 (8)	58.82 (10)	62.50 (10)
Human Relations	58.82 (10)	47.06 (8)	37.50 (6)	0.00	0.00	0.00	41.18 (7)	52.94 (9)	62.50 (10)
Micrographics	18.75 (3)	20.00 (3)	33.33 (5)	0.00	0.00	0.00	81.25 (13)	80.00 (12)	66.67 (10)
Office Machines	35.29 (6)	47.06 (8)	37.50 (6)	5.88	0.00	0.00	58.82 (10)	52.94 (9)	62.50 (10)
Reprographics	25.00 (4)	30.77 (4)	33.33 (5)	0.00	0.00	0.00	75.00 (12)	69.23 (9)	66.67 (10)

Question 15 asked the respondents to indicate the importance of 29 secretarial responsibilities and whether they will increase or decrease in importance for executive secretaries/administrative assistants within the next five years.

Tables LXXII and LXXIII show the percentage and number of personnel administrators, office managers, and executives responding to the items concerning current importance and future importance of the listed responsibilities. Not all of the business persons in each group responded to every item; therefore, the numbers do not always add to 17.

Examination of the tables reveals that differences apparently do exist in the responses of personnel administrators, office managers, and executives concerning the current and future importance of job responsibilities. No areas of agreement among the three groups are indicated by the table.

#### Summary

The procedure used to obtain responses from all three groups was unsuccessful in eliciting responses from an adequate number of respondents to allow for findings of significant differences. However, the findings of this study indicate there is evidently some difference in the opinions and expectations of people in these three different positions.



TABLE LXXII

CURRENT IMPORTANCE OF SECRETARIAL RESPONSIBILITIES AS PERCEIVED BY PERSONNEL  
ADMINISTRATORS, OFFICE MANAGERS, AND EXECUTIVES

Responsibility	Important			Unimportant		
	PA	Exec	OM	PA	Exec	OM
Use shorthand in the taking and transcribing of dictation	70.59 (12)	58.82 (10)	68.75 (11)	29.41 (5)	41.18 (7)	31.25 (5)
Schedule appointments for boss	94.12 (16)	88.24 (15)	93.75 (15)	5.88 (1)	11.76 (2)	6.25 (1)
Place/answer telephone calls	100.00 (17)	94.12 (16)	100.00 (17)	0.00	5.88 (1)	0.00
Supervise office workers	50.00 (8)	52.94 (9)	46.67 (7)	50.00 (8)	47.06 (8)	53.33 (8)
Arrange meetings and conferences	81.25 (13)	82.35 (14)	86.67 (13)	18.75 (3)	17.65 (3)	13.33 (2)
Purchase office supplies	50.00 (8)	58.82 (10)	46.67 (7)	50.00 (8)	41.18 (7)	53.33 (8)
Purchase office furnishings and equipment	31.25 (5)	31.25 (5)	20.00 (3)	68.75 (11)	68.75 (11)	80.00 (12)
Be responsible for keeping minutes of various committee meetings	62.50 (10)	52.94 (9)	66.67 (10)	37.50 (6)	47.06 (8)	33.33 (5)

TABLE LXXII (Continued)

Responsibility	Important			Unimportant		
	PA	Exec	OM	PA	Exec	OM
Collect, analyze, and interpret financial and nonfinancial information to be included in reports	62.50 (10)	64.71 (11)	60.00 (9)	37.50 (6)	35.29 (6)	40.00 (6)
Prepare reports in draft or final form	88.24 (15)	100.00 (17)	93.75 (15)	11.76 (2)	0.00	6.25 (1)
Compose routine correspondence	93.75 (15)	94.12 (16)	100.00 (15)	6.25 (1)	5.88 (1)	0.00
Compose non-routine correspondence	81.25 (13)	52.94 (9)	86.67 (13)	18.75 (3)	47.06 (8)	13.33 (2)
Keep financial records	70.59 (12)	52.94 (9)	62.50 (10)	29.41 (5)	47.06 (8)	37.50 (6)
Organize and manage routine files	93.75 (15)	94.12 (16)	93.33 (14)	6.25 (1)	5.88 (1)	6.67 (1)
Organize and manage confidential files	93.75 (15)	82.35 (14)	93.33 (14)	6.25 (1)	17.65 (3)	6.67 (1)
Interview prospective office employees	18.75 (3)	23.53 (4)	33.33 (5)	81.25 (13)	76.47 (13)	66.67 (10)
Use CRT to input data or search for information	41.18 (7)	41.18 (7)	56.25 (9)	58.82 (10)	58.82 (10)	43.75 (7)

TABLE LXXII (Continued)

Responsibility	Important			Unimportant		
	PA	Exec	OM	PA	Exec	OM
Prepare typewritten documents on electric typewriter	93.75 (15)	82.35 (14)	100.00 (16)	6.25 (1)	17.65 (3)	0.00
Prepare typewritten documents on electronic typewriting systems	52.94 (9)	62.50 (10)	50.00 (8)	47.06 (8)	37.50 (6)	50.00 (8)
Handle incoming and outgoing mail	93.75 (15)	88.24 (15)	86.67 (13)	6.25 (1)	11.76 (2)	13.33 (2)
Transcribe using dictation machines	50.00 (8)	64.71 (11)	62.50 (10)	50.00 (8)	35.29 (6)	37.50 (6)
Use reprographic equipment	23.53 (4)	5.88 (1)	25.00 (4)	76.47 (13)	94.12 (16)	75.00 (12)
Organize office routine	80.00 (12)	70.59 (12)	73.33 (11)	20.00 (3)	29.41 (5)	26.67 (4)
Use microfilm equipment	18.75 (3)	5.88 (1)	20.00 (3)	81.24 (13)	94.12 (16)	80.00 (12)
Use facsimile/electronic mail systems	25.00 (4)	23.53 (4)	21.43 (3)	75.00 (12)	76.47 (13)	78.57 (11)
Maintain office/department budget	18.75 (3)	41.18 (7)	40.00 (6)	81.25 (13)	58.82 (10)	60.00 (9)

TABLE LXXII (Continued)

Responsibility	Important			Unimportant		
	PA	Exec	OM	PA	Exec	OM
Organize and plan work of self and others	81.25 (13)	88.24 (15)	100.00 (16)	18.75 (3)	11.76 (2)	0.00
Set priorities for work when received from more than one boss	100.00 (16)	94.12 (16)	100.00 (15)	0.00	5.88 (1)	0.00
Use telecommunications systems	62.50 (10)	58.82 (10)	66.67 (10)	37.50 (6)	41.18 (7)	33.33 (5)

TABLE LXXIII

FUTURE IMPORTANCE OF SECRETARIAL RESPONSIBILITIES AS PERCEIVED BY PERSONNEL  
ADMINISTRATORS, OFFICE MANAGERS, AND EXECUTIVES

Responsibility	Increase			Decrease			Remain the Same		
	PA	Exec	OM	PA	Exec	OM	PA	Exec	OM
Use shorthand in the taking and transcribing of dictation	17.65 (3)	5.88 (1)	25.00 (4)	29.41 (5)	29.41 (5)	12.50 (2)	52.94 (9)	64.71 (11)	62.50 (10)
Schedule appointments for boss	23.53 (4)	29.41 (5)	31.25 (5)	0.00	0.00	6.25 (1)	76.47 (13)	70.59 (12)	62.50 (10)
Place/answer telephone calls	29.41 (5)	23.53 (4)	25.00 (4)	0.00	11.76 (2)	6.25 (1)	70.59 (12)	64.71 (11)	68.75 (11)
Supervise office workers	25.00 (4)	47.06 (8)	46.67 (7)	0.00	0.00	6.67 (1)	75.00 (12)	52.94 (9)	46.67 (7)
Arrange meetings and conferences	26.67 (4)	29.41 (5)	40.00 (6)	0.00	0.00	6.67 (1)	73.33 (11)	70.59 (12)	53.33 (8)
Purchase office supplies	6.25 (1)	11.76 (2)	26.67 (4)	6.25 (1)	11.76 (2)	13.33 (2)	87.50 (14)	76.47 (13)	60.00 (9)
Purchase office furnishings and equipment	12.50 (2)	20.00 (3)	28.57 (4)	6.25 (1)	13.33 (2)	21.43 (3)	81.25 (13)	66.67 (10)	50.00 (7)
Be responsible for keeping minutes of various committee meetings	25.00 (4)	6.25 (1)	33.33 (5)	0.00	6.25 (1)	6.67 (1)	75.00 (12)	87.50 (14)	60.00 (9)

TABLE LXXIII (Continued)

Responsibility	Increase			Decrease			Remain the Same		
	PA	Exec	OM	PA	Exec	OM	PA	Exec	OM
Collect, analyze, and interpret financial and nonfinancial information to be included in reports	50.00 (8)	64.71 (11)	66.67 (10)	0.00	0.00	0.00	50.00 (8)	35.29 (6)	33.33 (5)
Prepare reports in draft or final form	47.06 (8)	35.29 (6)	37.50 (6)	0.00	5.88 (1)	0.00	52.94 (9)	58.82 (10)	62.50 (10)
Compose routine correspondence	43.75 (7)	29.41 (5)	46.67 (7)	0.00	0.00	0.00	56.25 (9)	70.59 (12)	53.33 (8)
Compose non-routine correspondence	43.75 (7)	31.25 (5)	53.33 (8)	0.00	0.00	0.00	56.25 (9)	68.75 (11)	46.67 (7)
Keep financial records	29.41 (5)	35.29 (6)	43.75 (7)	0.00	0.00	0.00	70.59 (12)	64.71 (11)	56.25 (9)
Organize and manage routine files	25.00 (4)	23.53 (4)	40.00 (6)	6.25 (1)	0.00	0.00	68.75 (11)	76.47 (13)	60.00 (9)
Organize and manage confidential files	25.00 (4)	17.65 (3)	35.71 (5)	6.25 (1)	0.00	0.00	68.75 (11)	82.35 (14)	64.29 (9)
Interview prospective office employees	25.00 (4)	29.41 (5)	26.67 (4)	6.25 (1)	5.88 (1)	6.67 (1)	68.75 (11)	64.71 (11)	66.67 (10)
Use CRT to input data or search for information	47.06 (8)	52.94 (9)	62.50 (10)	0.00	0.00	0.00	52.94 (9)	47.06 (8)	37.50 (6)

TABLE LXXIII (Continued)

Responsibility	Increase			Decrease			Remain the Same		
	PA	Exec	OM	PA	Exec	OM	PA	Exec	OM
Prepare typewritten documents on electric typewriter	31.25 (5)	18.75 (3)	46.67 (7)	18.75 (3)	6.25 (1)	6.67 (1)	50.00 (8)	75.00 (12)	46.67 (7)
Prepare typewritten documents on electronic typewriting systems	52.94 (9)	40.00 (6)	56.25 (9)	0.00	0.00	6.25 (1)	47.06 (8)	60.00 (9)	37.50 (6)
Handle incoming and outgoing mail	12.50 (2)	5.88 (1)	13.33 (2)	0.00	0.00	6.67 (1)	87.50 (14)	94.12 (16)	80.00 (12)
Transcribe using dictation machines	12.50 (2)	23.53 (4)	40.00 (6)	25.00 (4)	0.00	6.67 (1)	62.50 (10)	76.47 (13)	53.33 (8)
Use reprographic equipment	5.88 (1)	0.00	0.00	23.53 (4)	13.33 (2)	12.50 (2)	70.59 (12)	86.67 (13)	87.50 (14)
Organize office routine	60.00 (9)	50.00 (8)	53.33 (8)	6.67 (1)	0.00	0.00	33.33 (5)	50.00 (8)	46.67 (7)
Use microfilm equipment	31.25 (5)	18.75 (3)	26.67 (4)	0.00	0.00	0.00	68.75 (11)	81.25 (13)	73.33 (11)
Use facsimile/electronic mail systems	31.25 (5)	31.25 (5)	33.33 (5)	6.25 (1)	0.00	6.25 (1)	62.50 (10)	68.75 (11)	60.00 (9)
Maintain office/department budget	25.00 (4)	31.24 (5)	40.00 (6)	6.25 (1)	0.00	0.00	68.75 (11)	68.75 (11)	60.00 (9)

TABLE LXXIII (Continued)

Responsibility	Increase			Decrease			Remain the Same		
	PA	Exec	OM	PA	Exec	OM	PA	Exec	OM
Organize and plan work of self and others	56.25 (9)	70.59 (12)	62.50 (10)	0.00	5.88 (1)	0.00	43.75 (7)	23.53 (4)	37.50 (6)
Set priorities for work when received from more than one boss	43.75 (7)	37.50 (6)	66.67 (10)	0.00	6.25 (1)	0.00	56.25 (9)	56.25 (9)	33.33 (5)
Use telecommunications systems	50.00 (8)	50.00 (8)	60.00 (9)	0.00	0.00	0.00	50.00 (8)	50.00 (8)	40.00 (6)



## CHAPTER VI

### ADDITIONAL FINDINGS OF THE STUDY

This chapter describes the findings related to questions nine and ten. These questions were designed to: (1) obtain data regarding procedures used by businesses to fill executive secretarial/administrative assistant positions and, (2) determine what current problems businesses are experiencing in filling these positions.

The data are presented in percentage tables. No analysis was done to determine significant differences.

#### Findings Regarding Procedures Used by Businesses to Fill Executive Secretarial/Administrative Assistant Positions

The participants in the study were asked to answer question nine: How do you fill executive secretarial/administrative assistant positions? The respondents were to check all listed procedures that applied to their company. As shown in Table LXXIV, 24 small businesses, 29 medium-size businesses, and 36 large businesses promote from within. Advertising in newspapers is used by 5 small businesses, 17 medium-size businesses, and 30 large businesses. Eleven small businesses, 15 medium-size businesses, and 25 large businesses use the services of employment agencies. Fewer companies recruit on college and university campuses. This procedure was reported by only 3 small businesses, 9 medium-size businesses, and 7 large businesses.

TABLE LXXIV

## PROCEDURES USED BY BUSINESSES TO FILL EXECUTIVE SECRETARIAL/ADMINISTRATIVE ASSISTANT POSITIONS

Procedure	Small businesses	Medium-size businesses	Large businesses	Total
	N = 32	N = 35	N = 41	N = 108
Promote from within your company	24	29	36	89
Advertise in the newspaper	5	17	30	52
Use services of employment agencies	11	15	25	51
Recruit on college/university campuses	3	1	4	8
Other	9	9	7	25

Nine small businesses, nine medium-size businesses, and seven large businesses checked the "other" category. These responses are listed below.

Would like to begin recruiting on college and university campuses.

Personal contacts.

Vo-Tech.

When openings occur, colleges and universities are contacted relative to posting jobs with placement office or with instructors.

Employee referrals. [2 respondents]

State and affirmative action organizations.

Oklahoma State Employment Service. [4 respondents]

Hire lower level from outside.

Personal references.

Other business associates.

Word-of-mouth between close business associates.

From applications of prospective employees.

This position has been held by the same person for the past 30 years: no activity in this area.

Informal inquiries.

Recruit from list of personal references.

Outside sources if no qualified employee is available.

From parent company.

#### Findings Regarding Current Problems Experienced by

#### Businesses in Filling Executive Secretarial/

#### Administrative Assistant Positions

To determine current problems in filling executive secretarial/ administrative positions, the participants were asked to answer the

following question: What current problems are you experiencing in filling executive secretarial/administrative assistant positions? The respondents were to respond "yes" or "no" to each of the listed items.

As shown in Table LXXV, 15 small businesses, 18 medium-size businesses, and 23 large businesses find that applicants are inexperienced in office work. The problem of qualified applicants preferring another type of work is experienced by 6 small businesses, by 9 medium-size businesses, and by 12 large businesses. Applicants not qualified educationally was a problem for 9 small businesses, 11 medium-size businesses, and 12 large businesses. Applicants not adequately skilled in interpersonal relations is a problem experienced by 15 small businesses, 17 medium-size businesses, and 17 large businesses.

Six small businesses, 14 medium-size businesses, and 12 large businesses checked the "other" category. These responses are listed below:

Tight job market. [2 respondents]

Executive secretaries are in great demand in our present job market.

Each of the above may fit various applicants; no single set of problems exists now that is different from any time in history.

Not skilled in shorthand.

Cannot pass steno and typing test even though they have had formal training.

Poor English skills, no shorthand, lacking in good typing skills.

Major name firms pay better.

Even applicants with college education cannot spell and punctuate correctly.

Applicants lacking skills in shorthand or proofreading.

TABLE LXXV

CURRENT PROBLEMS EXPERIENCED BY BUSINESSES IN FILLING EXECUTIVE  
SECRETARIAL/ADMINISTRATIVE ASSISTANT POSITIONS

Problem	Small businesses N = 32	Medium-size businesses N = 35	Large businesses N = 41	Total N = 108
Applicants are inexperienced in office work	15	18	23	56
Qualified applicants prefer another type of work	6	9	12	27
Applicants not qualified educationally	9	11	12	32
Applicants not adequately skilled in interpersonal relations	15	17	17	49
Other	6	14	12	32

Low skill (or lack of) in shorthand.

Do not have required skills.

Lack shorthand and we require shorthand in executive secretary program.

They do not come from high school with typing skills as good as in years past.

Need to understand systems, supervision, planning.

Have had no particular problems.

Sometimes become eager to add additional responsibility.

Many secretaries do not have shorthand skill.

Shortage of applicants.

Can't find applicants at rate we want to pay.

Applicants expect too high a salary with limited experience.

#### Summary

Businesses use many different procedures to fill secretarial/administrative assistant positions. The most frequently reported procedure was promoting from within the company. A majority of the businesses also advertise in newspapers and use the services of employment agencies. More of the large businesses use these methods than do the small and medium-size businesses.

Current problems in filling positions reported by approximately 50 percent of the respondents were "applicants inexperienced in office work" and "applicants not adequately skilled in interpersonal relations."

## CHAPTER VII

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

#### Purposes of the Study

The purpose of this study was to survey personnel administrators, office managers, and executives of selected businesses in Oklahoma to provide information about job responsibilities, promotional opportunities, salary levels, and educational requirements of the executive secretary/administrative assistant position. This information can be used to determine if changes are needed in the curriculum of secretarial administration programs in collegiate schools of business. It should also be useful in the recruiting and counseling of students into secretarial administration degree programs in collegiate schools of business.

#### Methods and Procedures

To gather the needed data for testing the hypotheses, survey responses were obtained from 108 personnel administrators, 31 executives, and 33 office managers. The participants were selected from Oklahoma businesses listed in Dun and Bradstreet's Million Dollar Directory (1979).

The survey instrument was developed after a review of literature and was designed to provide information concerning promotional opportunities, salary levels, educational requirements, and job responsibilities of the executive secretary/administrative assistant position.

The data collected were classified and tabulated in percentage tables

as well as statistically tested using the Statistical Analysis System (SAS). The  $X^2$  was selected for use in testing the null hypotheses. The .05 level of significance was used throughout the research to interpret the data.

## Findings

### Findings Regarding Salary Levels

The results of the statistical tests on the null hypotheses disclosed that small, medium-size, and large business do differ significantly with respect to salary levels for the executive secretary/administrative assistant position and for all secretarial grades or categories. There was no significant difference among personnel administrators, office managers, or executives with respect to salary levels.

A beginning salary range of \$5,000-\$9,999 for executive secretary/administrative assistant positions was reported by 45.16 percent of the small businesses, by 37.14 percent of the medium-size businesses, and by 9.76 percent of the large businesses. The range of \$10,000-\$13,999 was reported by 45.16 percent of the small businesses, 34.29 percent of the medium-size businesses, and 53.66 percent of the large businesses. The salary range of \$14,000-\$17,999 was reported by 9.68 percent of the small businesses, by 22.86 percent of the medium-size businesses, and by 29.27 percent of the large businesses. None of the small businesses, 5.71 percent of the medium-size business, and 7.32 percent of the large businesses reported a salary range of \$18,000 or more.

The findings regarding the salary range for all secretarial grades or categories were somewhat similar to those regarding salary ranges for



the executive secretary/administrative assistant position. Large businesses report higher salary ranges than do either medium-size or small businesses. A salary range of \$5,000-\$15,000 was reported by 83.33 percent of the small businesses, by 57.58 percent of the medium-size businesses, and by 32.50 percent of the large businesses. The range of \$10,000-\$20,000 was reported by 13.33 percent of the small businesses, by 33.33 percent of the medium-size businesses, and by 62.50 percent of the large businesses. Few businesses reported the range of \$12,000-\$25,000. Only 3.33 of the small businesses, 9.09 percent of the medium-size businesses, and 5 percent of the large businesses indicated a salary range of \$12,000-25,000. One firm reported a salary range of \$8,000-\$16,000.

In summary, over 70 percent of the respondents indicated a beginning yearly salary range for executive secretaries/administrative assistants of at least \$10,000. A yearly salary of at least \$14,000 was reported by 4.67 percent of the respondents. Lower salary ranges were reported for all secretarial grades or categories. A majority of the businesses reported the range of \$5,000-\$15,000. The range of \$10,000-\$20,000 was reported by 38.83 percent of the respondents, while the range of \$12,000-\$25,000 was reported by only 5.83 percent of the respondents.

Twenty-nine percent of all the respondents reported an expected increase in secretarial salaries relative to other salaries in the firm. No respondents reported an expected decrease. There was no significant difference among small, medium-size, and large businesses or among personnel administrators, office managers, and executives with respect to the expected change in salary level.

### Findings Regarding Promotional Opportunities

There were no significant differences in the expectations of small businesses, medium-size business, and large businesses or in the expectations of personnel administrators, office managers, and executives with regard to the change in promotional opportunities. Fifty-two percent of all the respondents expect an increase in promotional opportunities, while 48 percent expect promotional opportunities to remain the same.

There was a significant difference among small, medium-size, and large businesses with regard to the positions of records manager, personnel specialist, and reprographics specialist. Of those companies which reported that the position of records manager existed for employees with educational preparation in secretarial administration, 17.24 percent were small businesses, 29.03 percent were medium-size businesses, and 43.90 percent were large businesses. The position of personnel specialist was reported by 17.24 percent of the small businesses, 51.61 percent of the medium-size businesses, and 68.29 percent of the large businesses. The position of reprographics specialist was reported by 3.45 percent of the small businesses, 3.23 percent of the medium-size businesses, and 19.51 percent of the large businesses.

There were no significant differences among small, medium-size, and large businesses or among personnel administrators, office managers, and executives with regard to the positions of: (1) word processing supervisor, (2) manager of secretarial support services, (3) administrative office manager, (4) administrative services manager, and (5) management aide. The opportunities reported by the businesses were

as follows: word processing supervisor, 33.33 percent of all respondents; manager of secretarial support services, 25.49 percent of all respondents; administrative office manager, 45.54 percent of all respondents; administrative services manager, 31 percent of all respondents; and management aide, 46.08 percent of all respondents. Other opportunities reported were manager, computer programmer, loan officer, and word processor.

#### Findings Regarding Educational Requirements

There was no significant difference among the businesses or among the personnel administrators, office managers, or executives with regard to the educational level required. Approximately 60 percent of the respondents require a high school education, 15 percent require a college or university two-year program, and 7 percent require a college or university four-year program. Fifty-nine percent of the respondents indicated that educational requirements would increase in the future, while 41 percent indicated that educational requirements would remain the same. More small businesses reported an expected increase than did medium-size or large businesses.

Business subjects for which there were no significant differences in the level of importance assigned were: (1) accounting, (2) finance, (3) business law, (4) typewriting, (5) oral communications, (6) written communications, (7) management, (8) personnel management, (9) marketing, (10) statistics, (11) data processing, (12) production management, (13) economics, (14) office administration, (15) records management, (16) secretarial procedures, (17) human relations, (18) micrographics, (19) office machines, and (20) reprographics.

Business subjects considered essential or highly desirable by at least 50 percent of all respondents were: (1) typewriting, 98.13 percent; (2) secretarial procedures, 97 percent; (3) oral communications, 94.23 percent; (4) written communications, 90 percent; (5) human relations, 83 percent; (6) office machines, 77 percent; (7) office administration, 74 percent; (8) records management, 69 percent; (9) shorthand, 56 percent; and (10) accounting, 53 percent.

Business subjects considered essential or highly desirable by at least 30 percent, but less than 50 percent, of the respondents were: (1) management, 44 percent; (2) finance, 43 percent; (3) word processing, 40 percent; (4) business law, 38 percent; (5) data processing, 38 percent; (6) reprographics, 35 percent; and (7) personnel management, 32 percent.

Subjects generally considered somewhat desirable or unimportant were: (1) statistics, (2) micrographics, (3) marketing, (4) economics, and (5) production management.

Business subjects for which there were significant differences in the level of importance assigned were (1) shorthand and (2) word processing. Shorthand was reported as either essential or highly desirable by 68 percent of the large businesses, 58 percent of the medium-size businesses, and by 36 percent of the small businesses. A similar number of small, medium-size and large businesses consider word processing essential. However, responses to the "highly desirable" category vary significantly among the businesses. Only 16.67 percent of the small businesses consider word processing highly desirable compared to 37.04 percent of the medium-size businesses and 52.78 percent of the large businesses.

Subjects for which there were no significant differences in the change in importance are: (1) accounting, (2) business law, (3) management, (4) shorthand, (5) written communications, (6) oral communications, (7) marketing, (8) statistics, (9) data processing, (10) production management, (11) economics, (12) word processing, (13) office administration, (14) records management, (15) secretarial procedures, (16) human relations, (17) micrographics, (18) office machines, and (19) reprographics.

Subjects for which there was a significant difference regarding the change in importance among the small, medium-size, and large businesses were (1) finance, (2) typewriting, and (3) personnel management. Finance was considered to be of increasing importance by 60 percent of the small businesses, 28.57 percent of the large businesses, and 26.47 percent of the small businesses. Typewriting was expected to increase in importance by 53.85 percent of the small businesses, 12.9 percent of the medium-size businesses and 42.11 percent of the large businesses. Personnel management was considered to be of increasing importance by 54.17 percent of the small businesses, 35.48 percent of the medium-size businesses, and 23.53 percent of the large businesses.

Business subjects which are expected to be of increasing importance by at least 50 percent of all respondents in the future are: (1) word processing, 67 percent; (2) oral communications, 65 percent; (3) data processing, 64 percent; (4) written communications, 61 percent; (5) office administration, 59 percent; (6) human relations, 53 percent; and (7) secretarial procedures, 51 percent. Accounting, finance, and management were expected by small businesses to be of increasing importance. Shorthand was the only subject expected to decrease by more than

20 percent of all respondents. Approximately 25 percent of the respondents expect shorthand to decrease in importance in the future.

#### Findings Regarding Job Responsibilities

Job responsibilities for which there were significant differences in importance among the small, medium-size, and large businesses were: (1) using shorthand in the taking and transcribing of dictation, (2) scheduling appointments for the boss, and (3) arranging meetings and conferences. The three responsibilities were considered important by more large businesses than either medium-size business or small businesses. This responsibility was considered important by 84.62 percent of the large businesses, by 57.58 percent of the medium-size businesses, and by 46.67 percent of the small businesses. Scheduling appointments was reported as important by 100 percent of the large businesses, 78.79 percent of the medium-size businesses, and by 68.97 percent of the small businesses. Arranging meetings and conferences was considered important by 94.74 percent of the large businesses, by 77.42 percent of the medium-size businesses and by 62.07 percent of the small businesses.

There were no significant differences among the small, medium-size, and large businesses or among the personnel administrators, office managers, or executives with respect to the importance of: (1) placing and answering telephone calls, (2) supervising office workers, (3) purchasing office supplies, (4) purchasing office furnishings and equipment, (5) keeping minutes of meetings, (6) collecting, analyzing, and interpreting financial and nonfinancial information for reports, (7) preparing reports in draft or final form, (8) composing routine and non-routine correspondence, (9) keeping financial records, (10) organizing

and managing routine files, (11) organizing and managing confidential files, (12) interviewing prospective office employees, (13) using a CRT to input data or search for information, (14) preparing typewritten documents on an electric typewriter, (15) preparing typewritten documents on an electronic typing system, (16) handling incoming and outgoing mail, (17) transcribing using dictation machines, (18) using reprographic equipment, (18) organizing the office routine, (19) using microfilm equipment, (20) using facsimile/electronic mail systems, (21) maintaining office and departmental budgets, (22) organizing and planning work of self and others, (23) setting priorities for work when received from more than one boss, and (24) using telecommunications systems.

Job responsibilities considered important by at least 50 percent of all respondents were: (1) organizing and managing routine files, 95 percent; (2) placing and answering telephone calls, 94 percent; (3) preparing typewritten documents on an electric typewriter, 94 percent; (4) composing routine correspondence, 92 percent; (5) setting priorities for work when received from more than one boss, 89 percent; (6) handling incoming and outgoing mail, 88 percent; (7) organizing and managing confidential files, 87 percent; (8) organizing and planning work of self and others, 86 percent; (9) preparing reports in draft or final form, 85 percent; (10) scheduling appointments, 85 percent; (11) arranging meetings and conferences, 80 percent; (12) composing nonroutine correspondence, 75 percent; (13) organizing office routine, 73 percent; (14) keeping minutes of meetings, 68 percent; (15) using telecommunications systems, 66 percent (16) keeping financial records, 65 percent; (17) using shorthand in the taking and transcribing of dictation, 65 percent; (18) collecting, analyzing, and interpreting financial and nonfinancial information for

reports, 61 percent; (19) preparing typewritten 61 percent; (19) preparing typewritten documents on an electronic typing system, 57 percent; (20) transcribing using dictation machines, 55 percent; (21) supervising office workers, 54 percent; and (22) using a CRT to input data or search for information, 52 percent.

Job responsibilities considered important by at least 30 percent, but fewer than 50 percent, of all respondents are: (1) purchasing office supplies, 44 percent; and (2) maintaining an office or departmental budget, 34 percent.

Job responsibilities considered important by less than 30 percent of the respondents were: (1) interviewing prospective office employees, 29 percent; (2) using facsimile and electronic mail, 28 percent; (3) using reprographics equipment, 26 percent; (4) using microfilm equipment, 25 percent; and (5) purchasing office furnishings, 21 percent.

Responsibilities which are expected to be of increasing importance by at least 50 percent of all respondents are: (1) preparing documents on an electronic typing system, 59 percent; (2) setting priorities for work when received from more than one boss, 58 percent; (3) organizing and planning work of self and others, 56 percent; (4) collecting, analyzing, and interpreting financial and nonfinancial information for reports, 52 percent; (5) preparing reports in draft or final form, 52 percent; and, (6) using a CRT to input data or search for information, 51 percent.

### Conclusions

From an examination of the findings, the following conclusions can be drawn:



1. Students entering the secretarial profession can generally expect salaries to be higher in larger companies than in small or medium-size companies, although the research shows that some of the small and medium-size companies also pay salaries in the higher ranges.

2. Students with educational preparation in secretarial administration are not limited to jobs as secretaries. Other opportunities, particularly in related office work in the offices of medium-size and large businesses, are available. In addition, promotional opportunities will increase in the future.

3. Based on the findings regarding required educational levels and expectations of an increase in the required level in the future, it can probably be safely assumed that some form of post-secondary education will be required by a majority of businesses in the future.

4. The results regarding the importance of typewriting are similar to what would probably be expected by most business educators. However, the expectation would generally be that all businesses would consider typewriting essential. It would be of interest to study further the question of the desirability of typewriting, especially in light of the changes in the secretarial role which have been predicted by many.

5. The implications the findings concerning economics and business law have for curriculum revision is uncertain since these subjects are widely considered to have value as general education courses as well as a related vocational course.

6. The finding regarding the increasing importance of setting priorities for work when received from more than one boss probably reflects the changing responsibilities of the executive secretary/administrative assistant in today's and tomorrow's office. Many experts

believe that the secretary will more frequently work for more than one principal in the future.

7. It would appear that shorthand is still an important subject for students who are preparing for careers as executive secretaries or administrative assistants. Because there is some evidence of a decreasing demand for this skill, business educators should continue to monitor the need for shorthand. It may be that shorthand should be an elective subject in the secretarial administration curriculum. However, students should be made fully aware of the implications of a decision not to take shorthand, since it is also evident that many jobs will continue to require shorthand in the near future.

8. Many businesses are having difficulty filling executive secretarial/administrative assistant positions. Students should be made aware of business's need for competent personnel and of the career opportunities which these positions provide.

9. The findings indicate that oral and written communications, human relations, office administration, records management, secretarial procedures, office machines, data processing, word processing, accounting, and typewriting should be given or continue to be given emphasis in the educational preparation of executive secretaries and administrative assistants.

10. Courses in management and statistics should probably be included in the educational preparation of executive secretaries and administrative assistants, although the findings are not quite as definitive for these subjects.

## Recommendations

1. Instruction in the use of reprographics equipment has traditionally been a part of the educational program in secretarial administration. This issue should be studied further to determine exactly what skills and knowledges students should have in this area.

2. The implications of the findings regarding the importance of supervising office workers and the lack of importance given to personnel management should be further examined for clarification. Business educators and business people could benefit from dialogue regarding this responsibility.

3. Some of the business subjects which were considered to be currently important or to be of increasing importance in the future are generally taught at the post-secondary level rather than at the secondary level. However, a majority of the businesses responding to this survey reported an educational requirement of high school only. A continuing dialogue should be established between business educators and business persons to help resolve this apparent inconsistency.

4. This research gives emphasis to a continuing problem faced by those who have responsibility for developing and revising the secretarial administration curriculum. The variety of responsibilities assigned to secretaries makes it desirable, if not necessary, to give students a broad educational experience. If, for example, a decision is made to not include reprographics as a subject area to be studied, what are the effects of such a decision on the employability of a student in a business which has indicated that reprographics is important. This issue needs further investigation.

5. The procedure used to obtain responses from three different individuals (the personnel administrator, the office manager, and an executive or manager) in each business was unsuccessful in eliciting responses from an adequate number of respondents to allow for findings of significant difference. However, the findings of this study indicate there is evidently some difference in the opinions and expectations of people in the positions of personnel administrator, office manager, and executive or manager. Another study should be completed to determine if significant differences exist and, if so, what is the reason for these differences.

6. In order to provide further useful information related to the issues explored in this study, a similar study should be completed to determine what similarities and differences may exist between the role of the executive secretary/administrative in the offices of Oklahoma businesses and those in the offices of businesses in surrounding states. In addition, a study which has as its target population legal, medical, and/or governmental institutions would provide information which, combined with the information gathered in this study, would give a more complete analysis and description of the secretarial role as it currently exists and as it is expected to be in the future.

7. Another study should be completed to determine how executive secretaries and administrative assistants perceive their role in terms of salary, educational level needed to fulfill their responsibilities satisfactorily, promotional opportunities, and job responsibilities.

8. Further investigation should be done in the area of the future of the college-trained secretary to provide more specific information regarding what advantages, if any, exist for the executive secretary/

administrative assistant with collegiate preparation compared to those with a lesser amount of training or education.

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**APPENDIXES**

APPENDIX A

COVER LETTER

Dear Personnel Director:

As you are well aware, one of the most pressing needs of many businesses today is the obtaining of well-qualified secretarial personnel. Because the College of Business Administration at Oklahoma State University is interested in helping prepare the qualified personnel needed by your firm, we would appreciate your providing information which will help us in giving accurate information to students interested in careers in the office as well as structuring their educational programs so that they will be well prepared to become productive office workers.

Would you, therefore, participate in this study by filling out the white questionnaire as well as by asking a manager or executive in your organization to complete the green form and your office manager (or the person fulfilling the responsibilities of an office manager) to complete the gold form. If you do not have persons in your organization filling these positions, simply return the blank form(s) with the forms that are completed. If possible, please return the forms on or before June 1. A stamped, addressed envelope is enclosed. The information obtained will not in any way be identified with your company, but will be merged with information received from other businesses participating in the study. Confidentiality will be carefully guarded.

I will be glad to furnish you with an abstract of the completed research. The research findings should be available by August 1, 1981. Simply call or write me if you would like to have a copy. It is my hope that the findings will help us improve our collegiate-level office administration program as well as provide information helpful to those business persons having responsibilities related to the administering of office operations.

Sincerely,

Shirley Schooley  
Assistant Professor  
Dept. of Administrative Services and  
Business Education

**APPENDIX B**

**QUESTIONNAIRE**

QUESTIONNAIRE CONCERNING  
THE ROLE OF THE EXECUTIVE SECRETARY/ADMINISTRATIVE ASSISTANT  
IN THE OFFICES OF OKLAHOMA BUSINESSES

Return to:

Shirley Schooley, Assistant Professor  
College of Business Administration  
Oklahoma State University  
Stillwater, OK 74078

Please answer each item. Your time and cooperation is greatly appreciated.

1. TYPE OF ORGANIZATION

1. Financial  
 2. Manufacturing  
 3. Wholesale/Retailing  
 4. Agriculture/Agribusiness  
 5. Petroleum/Petroleum related  
 6. Other (please specify)

2. NUMBER OF EMPLOYEES IN FIRM

1. 1-49  
 2. 50-299  
 3. 300-4999  
 4. 5000 or over

3. NUMBER IN YOUR IMMEDIATE OFFICE FORCE

1. 1-4  
 2. 5-9  
 3. 10-19  
 4. 20-49  
 5. 50-99  
 6. 100 or over (Please indicate number)

4. SIZE OF COMMUNITY

1. 100-4,999  
 2. 5,000-9,999  
 3. 10,000-29,999  
 4. 30,000-59,999  
 5. 60,000 or over

5. YEARLY BEGINNING SALARY RANGE FOR EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS

1. \$5000-6999  
 2. \$7000-9999  
 3. \$10,000-11,999  
 4. \$12,000-13,999  
 5. \$14,000-15,999  
 6. \$16,000-17,999  
 7. \$18,000-19,999  
 8. Over \$20,000

6. SALARY RANGE FOR ALL SECRETARIAL GRADES OR CATEGORIES

1. \$5,000-15,000  
 2. \$10,000-20,000  
 3. \$12,000-25,000  
 4. Other (please specify)

7. Do you expect these salaries:

1. To remain at the same level relative to other salaries in your company?  
 2. To decrease relative to other salaries in your company?  
 3. To increase relative to other salaries in your company?

8. WHAT EDUCATIONAL LEVEL IS REQUIRED FOR EXECUTIVE SECRETARIAL/ADMINISTRATIVE ASSISTANT POSITIONS

1. High school with business training?  
 2. High school without business training?  
 3. Business school?  
 4. College/university two-year secretarial program  
 5. College/university four-year degree program  
 6. Other (Please specify)

OSU QUESTIONNAIRE - PAGE 2

9. HOW DO YOU FILL EXECUTIVE SECRETARIAL/ADMINISTRATIVE ASSISTANT POSITIONS? (Please check all that apply.)

- 1. Promote from within your company?
- 2. Advertise in the newspaper?
- 3. Use services of employment agencies?
- 4. Recruit on college/university campuses?
- 5. Other (please specify) \_\_\_\_\_

10. WHAT CURRENT PROBLEMS ARE YOU EXPERIENCING IN FILLING EXECUTIVE SECRETARIAL/ADMINISTRATIVE ASSISTANT POSITIONS?

- | yes                      | no                       |   |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. Applicants are inexperienced in office work                  |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. Qualified applicants prefer another type of work             |
| <input type="checkbox"/> | <input type="checkbox"/> | 3. Applicants not qualified educationally                       |
| <input type="checkbox"/> | <input type="checkbox"/> | 4. Applicants not adequately skilled in interpersonal relations |
| <input type="checkbox"/> | <input type="checkbox"/> | 5. Other (please specify) _____                                 |

11. DURING THE NEXT FIVE TO TEN YEARS, DO YOU EXPECT THE EDUCATION REQUIREMENT FOR EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS IN YOUR COMPANY TO:

- 1. Increase
- 2. Decrease
- 3. Remain the same

Comments: \_\_\_\_\_

12. DO YOU ANTICIPATE THAT PROMOTIONAL OPPORTUNITIES FOR EXECUTIVE SECRETARIES/ADMINISTRATIVE ASSISTANTS WILL, IN THE FUTURE

- 1. Remain the same?
- 2. Decrease?
- 3. Increase

Comments: \_\_\_\_\_

13. DO OPPORTUNITIES OTHER THAN SECRETARIAL/ADMINISTRATIVE ASSISTANT POSITIONS EXIST FOR PROSPECTIVE OR CURRENT EMPLOYEES WHO HAVE EDUCATIONAL PREPARATION IN SECRETARIAL ADMINISTRATION?

- | yes                      | no                       |  |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. Word Processing Supervisor              |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. Manager of Secretarial Support Services |
| <input type="checkbox"/> | <input type="checkbox"/> | 3. Administrative Office Manager           |
| <input type="checkbox"/> | <input type="checkbox"/> | 4. Personnel Specialist                    |
| <input type="checkbox"/> | <input type="checkbox"/> | 5. Reprographics Specialist                |
| <input type="checkbox"/> | <input type="checkbox"/> | 6. Records Manager                         |
| <input type="checkbox"/> | <input type="checkbox"/> | 7. Administrative Services Manager         |
| <input type="checkbox"/> | <input type="checkbox"/> | 8. Management Aide                         |
| <input type="checkbox"/> | <input type="checkbox"/> | 9. Others (please specify) _____           |

OSU Questionnaire - Page 3

14. Below are listed business subject areas studied by secretarial administration students in a collegiate school of business. Please indicate which areas of study are considered important for executive secretaries/administrative assistants now in your organization and whether they will increase or decrease in importance within the next five years.

SUBJECT AREA	Highly			Unimportant	Increase	Decrease	Remain the same
	Essential	Desirable	Desirable				
Accounting							
Finance							
Business Law							
Typewriting							
Oral Communica- tions							
Written Communi- cations							
Shorthand							
Management							
Personnel Mgmt.							
Marketing							
Statistics							
Data Processing							
Production Mgmt.							
Economics							
Word Processing							
Office Administration							
Records Mgmt.							
Secretarial Procedures							
Human Relations							
Micrographics							
Office machines							
Reprographics							
Other (please list)							

Currently important

Will be increasingly essential or desirable in the future

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Comments:



## OSU Questionnaire - Page 4

15. Below are listed some major areas of secretarial responsibilities. Please indicate which responsibilities are currently important responsibilities assigned to executive secretaries/administrative assistants in your company and whether these responsibilities will increase or decrease in importance in the next five to ten years.

<u>RESPONSIBILITIES</u>	<u>(in importance)</u>				
	<u>Important</u>	<u>Unimportant</u>	<u>Increase</u>	<u>Decrease</u>	<u>Remain the same</u>
Use shorthand in the taking and transcribing of dictation					
Schedule appointments for boss					
Place/answer telephone calls					
Supervise office workers					
Arrange meetings and conferences					
Purchase office supplies					
Purchase office furnishings and equipment					
Be responsible for keeping minutes of various committee meetings					
Collect, analyze, and interpret financial and nonfinancial information to be included in reports					
Prepare reports in draft or final form					
Compose routine correspondence					
Compose non-routine correspondence					
Keep financial records					
Organize and manage routine files					
Organize and manage confidential files					
Interview prospective office employees					
Use CRT to input data or search for information					
Prepare typewritten documents on electric typewriter					
Prepare typewritten documents on electronic typewriting system					
Handle incoming and outgoing mail					
Transcribe using dictation machines					
Use reprographic equipment (offset, fluid, stencil)					
Organize office routine					
Use microfilm equipment					
Use facsimile/electronic mail systems					
Maintain office/department budget					
Organize and plan work of self and others					
Set priorities for work when received from more than one boss					
Use telecommunications systems					
Other (please specify)					

**APPENDIX C**

**ATTACHMENTS TO QUESTIONNAIRES**

## MANAGER OR EXECUTIVE QUESTIONNAIRE

Your firm has been selected to participate in a study designed to obtain information which will be used by the College of Business Administration at Oklahoma State University to provide information to students interested in office administration careers. As part of this study, we are interested in getting the opinion of a manager or executive who has working with him or her an executive secretary/administrative assistant. Would you, therefore, take a few minutes to complete the attached questionnaire and return it in the enclosed envelope preferably on or before June 1. As was indicated in the cover letter, all information will be completely confidential.

Thank you for your time and assistance. It is our hope that this information will assist us in better preparing the type of secretarial personnel needed by your organization. Research results will be available by the end of August. Call or write me if you would like to have a copy.

Shirley Schooley  
Assistant Professor

**OFFICE MANAGER QUESTIONNAIRE**

Your firm has been selected to participate in a study designed to obtain information which will be used by the College of Business Administration at Oklahoma State University to provide information to students interested in office administration careers. As part of this study, we are interested in getting the opinion of office managers regarding the position of executive secretary/administrative assistant. Would you, therefore, take a few minutes to complete the attached questionnaire and return it in the enclosed envelope preferably on or before June 1. As was indicated in the cover letter to your personnel director, all information will be completely confidential.

Thank you for your time and assistance. It is our hope that this information will assist us in better preparing the type of secretarial personnel needed by your organization. Research results will be available by August 1. Call or write me if you would like to have a copy.

Shirley Schooley  
Assistant Professor

APPENDIX D

FOLLOW-UP LETTER

Dear Personnel Director:

Recently you received a set of questionnaires concerning the role of the executive secretary/administrative assistant in the offices of Oklahoma businesses. I would like to be able to include your opinion in the research results. Won't you, therefore, take a few minutes to complete and mail the questionnaire.

As I indicated in the letter which accompanied the questionnaires, the results of the survey will be available sometime this fall, and I will be happy to share the information with you.

Thank you.

Sincerely,

Shirley Schooley  
Assistant Professor

**APPENDIX E**

**PERSONALIZED FOLLOW-UP LETTER**

July 21, 1981

Dear

Several weeks ago your personnel director received a letter asking persons in your company to complete a questionnaire regarding the role of the secretary in offices of Oklahoma businesses. I have not yet received a response from your company. However, it is quite possible that a letter addressed only to "personnel director" somehow went astray. I would like to request your cooperation or the cooperation of someone of your office in identifying the persons in your organization who should complete the questionnaire.

This information will help the College of Business Administration at Oklahoma State University better prepare the qualified personnel needed by your firm. All information obtained will be merged with information received from other businesses participating in the study and will not in any way be identified with your company.

Would you, therefore, help ensure participation by your company in this study by asking your personnel director to complete the white form, a manager or executive to complete the green form, and your office manager (or person fulfilling the responsibilities of an office manager) to complete the gold form. An addressed, stamped envelope is enclosed. If possible, please have the forms returned by August 1.

As I indicated in my previous letter, an abstract of the research findings should be available sometime in August. Simply call or write me if you would like to have a copy. It is my hope that the findings will help us improve our collegiate-level office administration program as well as provide information helpful to those business persons having responsibilities related to the administering of office operations.

Sincerely,

Shirley Schooley  
Assistant Professor  
Dept. of Administrative Services  
and Business Education



APPENDIX F

PILOT STUDY COVER LETTER

Dear Personnel Director:

As you are well aware, one of the most pressing needs of many businesses today is the obtaining of well-qualified secretarial personnel. Because the College of Business Administration at Oklahoma State University is interested in helping prepare the qualified personnel needed by your firm, we would appreciate your providing information which will help us in giving accurate information to students interested in careers in the office as well as structuring their educational programs so that they will be well prepared to become productive office workers.

Therefore, I would like to request that you take a few minutes to participate in this study by filling out the enclosed questionnaire. I will be glad to furnish you with an abstract of the completed research. The research findings should be available by August 1, 1981. Simply call or write me if you would like to have a copy. It is my hope that the findings will help us improve our collegiate-level office administration program as well as provide information helpful to those business persons having responsibilities related to the administering of office operations.

Sincerely,

Shirley Schooley  
Assistant Professor  
Dept. of Administrative Services  
and Business Education

2  
VITA

Shirley Ann Felkins Schooley

Candidate for the Degree of

Doctor of Education

**Thesis:** THE ROLE OF THE EXECUTIVE SECRETARY/ADMINISTRATIVE ASSISTANT  
IN THE OFFICE OF THE FUTURE AS PERCEIVED BY PERSONNEL  
ADMINISTRATORS, OFFICE MANAGERS, AND EXECUTIVES OF  
SELECTED BUSINESSES IN OKLAHOMA

**Major Field:** Business Education

**Biographical:**

**Personal Data:** Born in Stillwater, Oklahoma, April 17, 1941, the  
daughter of Mr. and Mrs. Floyd C. Felkins.

**Education:** Graduated from Stillwater High School, Stillwater,  
Oklahoma, in May, 1959; received Bachelor of Science degree in  
Business Administration from Oklahoma State University in  
1963; received Master of Science in Business Education from  
Oklahoma State University in 1973; enrolled in doctoral  
program at Oklahoma State University in 1974-75; completed  
requirements for the Doctor of Education degree at Oklahoma  
State University in December, 1981.

**Professional Experience:** Business education teacher, C. F. Brewer  
High School, Ft. Worth, 1963-1966; teacher-coordinator of  
Vocational Office Education, C. F. Brewer High School,  
1966-67; teacher-coordinator of Vocational Office Education,  
Spring Branch Senior High School, Houston, 1967-68; graduate  
assistant, Oklahoma State University, 1972-73; graduate  
teaching assistant, Oklahoma State University, fall, 1973;  
instructor, Oklahoma State University, 1974-1980; assistant  
professor, Oklahoma State University, 1980-present.  
Professional organizations include National Business Education  
Association, Mountain-Plains Business Education Association,  
Oklahoma Business Education, Southwest Administrative Services  
Association, Phi Delta Kappa.