Office Environmental Factors and Productivity of Confidential Secretaries in Ogun State-Owned Universities, Nigeria

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Abstract

This study investigated the influence of office environmental factors on the productivity of confidential secretaries in public universities in Ogun State, Nigeria. Specifically, the study examined the extent to which office space and layout, availability of office equipment, and the functionality of office equipment relate to the productivity of confidential secretaries. Three statements of hypotheses were tested at the 0.05 level of significance. The study adopted a descriptive survey research design, and the population comprised 300 confidential secretaries working in Ogun State-owned universities. A sample of 240 respondents was selected using purposive and convenience sampling techniques. A validated self-structured questionnaire titled Office Environmental Factors and Secretaries' Productivity Questionnaire (OEFSQ) served as the primary instrument for data collection. Data were analyzed using Pearson's Product-Moment Correlation Coefficient to test the hypotheses. Findings revealed a significant positive relationship between office space/layout and confidential secretaries' productivity. The study also showed a significant relationship between the availability of office equipment and productivity, indicating that the presence of adequate and relevant tools enhances task performance. Furthermore, the functionality of office equipment was found to significantly influence the productivity of confidential secretaries, demonstrating that well-maintained, efficient, and up-to-date tools are essential for optimal job performance. The study concluded that office environmental factors play a critical role in determining the productivity of confidential secretaries in Ogun State-owned universities. It is recommended that university management should invest in improving office spaces, ensure adequate provision of modern office equipment, and maintain functional work tools to enhance administrative efficiency across institutions.

Keywords: Confidential Secretaries, Environmental Factors, Productivity, Office Environment

Introduction

Productivity is globally recognized as a central driver of organizational effectiveness, economic growth, and institutional sustainability. In advanced economies, productivity growth is closely associated with improved service delivery, technological advancement, and enhanced employee welfare, making it a key focus of national and organizational development policies (OECD, 2023; World Bank, 2022). As a result, considerable attention is given to workplace design, human capital development, and supportive work environments to optimize employee output. Despite this global emphasis, productivity performance in many developing countries remains relatively low and uneven.

In developing economies, particularly in Sub-Saharan Africa, low productivity has been attributed largely to structural and institutional deficiencies rather than lack of employee competence. Poor office environments, inadequate infrastructure, obsolete equipment, and weak organizational support systems have been identified as major constraints to effective job performance (ILO, 2023; World Bank, 2022). In Nigeria, these challenges are pronounced within public-sector institutions, including state-owned universities, where administrative efficiency is essential to institutional effectiveness. Within the university system, confidential secretaries occupy a critical administrative position, supporting communication flow, record management, and decision-making processes.

Confidential secretaries are central to the administrative functioning of universities: they manage correspondence, safeguard confidential records, coordinate schedules and meetings for senior officers, and ensure smooth information flow between internal and external stakeholders. The quality and timeliness of these services directly affect decision-making, institutional responsiveness, and overall administrative efficiency in higher education institutions. Empirical studies in organizational contexts emphasize that administrative support roles, though less visible than academic outputs, materially shape institutional performance and reputation (Kuforiji et al., 2024; Oyewole, Arogundade & Sadiku, 2019).

However, studies indicate that unfavorable office environmental conditions significantly hinder their productivity and efficiency (Adebayo & Ogunyemi, 2021; Olaleye, 2020). Despite their strategic importance, empirical research focusing on office environmental factors and the productivity of confidential secretaries in Nigerian state-owned universities remains limited. This study therefore examines the influence of office environmental factors on the productivity of confidential secretaries in Ogun State–owned universities, Nigeria.

The office environment is a multi-dimensional construct encompassing physical (lighting, ventilation, thermal comfort, acoustics, furniture ergonomics), technological (availability and reliability of ICT, network connectivity, document management systems), and psychosocial components (supervisory support, role

clarity, workload, autonomy, interpersonal relations, recognition). These factors interact to influence employee well-being, cognitive functioning, and task performance (Reyne-Pugh, Pulgar, Godoy-Faúndez, Alvarado-Rybak & Galbán-Malagón 2020). Research in work psychology and ergonomics shows that even modest improvements in lighting, noise control, thermal comfort, and ergonomic design reduce errors, lower fatigue and sick leave, and raise measurable productivity (Yeşilyurt et al., 2025).

Theoretical frameworks that explain how office conditions influence performance include Hackman and Oldham's (1976) Job Characteristics Model which links task design, autonomy, and feedback to intrinsic motivation and performance and the Person–Environment (P–E) Fit theory, which holds that compatibility between individuals' abilities and their work environment predicts satisfaction and effectiveness (CQ Dossier, 2020). These models are widely used to interpret how structural workplace changes, for example, redesigning tasks, clarifying roles, or improving ICT support, translate into improved performance outcomes. The frameworks, therefore, provide theoretical grounding for examining how physical, technological, and psychosocial office factors operate through motivation, capability, and fitness to affect productivity.

Recent empirical work from Nigerian tertiary contexts shows consistent links between work environment and staff performance. Studies across Nigerian universities and other tertiary institutions report that poor office infrastructure (aged furniture, cramped spaces, intermittent power), limited ICT resources, and stressful psychosocial conditions (high workloads, unclear supervision) are associated with reduced staff productivity and morale (Sani, Matakhitswen, & Emmanuel 2024). Conversely, studies of ergonomics and ICT adoption in Nigerian polytechnics and universities indicate that improvements in ergonomic design and reliable ICT considerably enhance speed and accuracy in administrative tasks (Oyewole et al., 2019; Kuforiji et al., 2024). These findings suggest that investments in physical and technological office enhancements are actionable levers for improving administrative productivity in Nigerian public universities.

For confidential secretaries specifically, the stakes of the office environment are particularly high. Their work demands sustained concentration, rapid and accurate information processing, secure handling of sensitive documents, and frequent interaction with senior managers tasks that are easily undermined by network outages, noise, poor lighting, or uncomfortable workstations. Small failures, such as corrupted files, delayed correspondence, or misplaced records, can have outsized reputational or operational consequences for universities (Reyne-Pugh et al., 2020). Despite this, the literature contains relatively few focused empirical investigations of confidential secretaries as a distinct occupational group within university administration; most Nigerian studies aggregate administrative cadres or focus

on academic staff (Kuforiji et al., 2024). This gap limits targeted policy recommendations for a cadre whose role is crucial for institutional continuity.

Operationalizing productivity for confidential secretaries therefore needs to be multidimensional: measures should include objective task outputs (volume of processed correspondence, turnaround time), accuracy and compliance (error rates, adherence to confidentiality and records management protocols), and proxy indicators of functional effectiveness (stakeholder satisfaction, absenteeism, error remediation time, and staff turnover intentions) (Sani et al., 2024). Given the complex causal pathways between environment and performance, mixed-method approaches, such as combining surveys with observational audits and key informant interviews can capture both measurable performance outcomes and the lived experience of secretaries working under different environmental conditions.

This study focuses on public universities in Ogun State because these institutions face the same systemic infrastructural constraints documented nationally (e.g., intermittent power supply, legacy ICT systems, and constrained capital budgets) while also operating within a state that hosts several higher-education institutions with differing resource profiles offering a valuable comparative setting. By disaggregating the office environment into physical, technological, and psychosocial factors and linking them to a composite productivity index for confidential secretaries, the research aims to produce specific, implementable recommendations, such as prioritized ICT upgrades, ergonomic interventions, supervisory training, or workspace reconfiguration that are cost-sensitive and appropriate for public university budgets (Kuforiji et al., 2024; Sani et al., 2024).

In sum, theory and emerging empirical evidence indicate that office environmental improvements are a promising, often cost-effective pathway to raise administrative productivity in higher education. However, because confidential secretaries have a unique combination of confidentiality demands, administrative workload, and interpersonal responsibilities, a targeted empirical study is required to identify which environmental factors most strongly predict optimal productivity among this cadre in Ogun State's public universities. This study fills that gap and will inform both institutional administrators and state-level policymakers on where to focus limited resources for the greatest administrative impact.

Statement of the Problem

The productivity of confidential secretaries in public universities is central to the smooth functioning of academic and administrative operations. Confidential secretaries handle sensitive information, coordinate communication, manage records, and ensure efficient workflow within various departments in the university. However, concerns have been raised regarding the declining productivity and efficiency levels among confidential secretaries in public universities across Ogun State (Adebayo & Ogunyemi, 2021).

Anecdotal evidence and preliminary observations suggest that several office environmental factors may be contributing to this trend. In many public universities, office spaces are often overcrowded, poorly ventilated, and inadequately illuminated, creating discomfort and reducing concentration levels among secretarial personnel (Akinsolu & Lawal, 2023). The noise levels in administrative blocks caused by frequent movement of staff, students, and visitors further limit secretaries' ability to perform tasks requiring precision and confidentiality. Additionally, outdated office equipment, erratic power supply, inadequate ergonomic furniture, and insufficient technological tools undermine their ability to complete tasks promptly and efficiently. Furthermore, the absence of proper workspace organization and poor maintenance culture in some university offices contribute to delays, errors, and work-related fatigue. Many confidential secretaries report low morale and job dissatisfaction arising from stressful working conditions, insufficient support from management, and a lack of conducive office facilities necessary for optimal performance. As universities expand in size and administrative complexity, the demands placed on confidential secretaries continue to increase without corresponding improvements in their work environment.

Despite the strategic importance of confidential secretaries to institutional management, limited empirical research has examined how specific office environmental factors, such as lighting, ventilation, noise, office layout, furniture quality, and availability of modern equipment, affect their productivity within public universities. This gap in knowledge makes it difficult for policymakers and university administrators to implement targeted interventions to enhance work efficiency and well-being. Therefore, the problem confronting this study is the extent to which office environmental factors influence the productivity of confidential secretaries in public universities in Ogun State. Without addressing these environmental constraints, secretaries may continue to experience reduced efficiency, errors in confidential documentation, delays in service delivery, and overall diminished administrative effectiveness within the university system.

Research Hypotheses

H_{O1}: There is no significant relationship between office layout, workspace design, and confidential secretaries' productivity in Ogun State-owned universities.

H_{O2}: There is no significant influence of the availability and functionality of office equipment on the productivity of confidential secretaries in Ogun State-owned universities**.**

H_{O3}: There is no significant influence of office furniture on the productivity of confidential secretaries in Ogun State-owned universities**.**

H_{O4}: Office environmental factors have no composite influence on the productivity of confidential secretaries in Ogun State-owned universities

Methodology

This study adopted the descriptive research design, which is appropriate for collecting data from a specific population to describe existing phenomena without manipulating variables. The design enabled the researcher to obtain information on the current practices, challenges, and technological factors influencing the management of confidential information among secretaries in Ogun state-owned universities. The target population comprised 300 secretarial staff in Ogun state-owned universities (198 from Olabisi Onabanjo University and 102 from Tai-Solarin University of Education), Ogun State, Nigeria. The sample for this study comprised of the two hundred and forty (240) secretaries, which was sampled from the entire population using probability-based simple random techniques. This constitutes 80% of the total population. 80% of the total population of each selected institution was selected. The procedure is presented in Table 1:

Table 1: Secretarial Staff in Ogun State-Owned Universities

Institution selected	Population	Sample (80%)
Tai Solarin University of Education	102	82
Olabisi Onabanjo University	198	158
Total	**300**	**240**

Source: The Universities Registry, 2025

The primary instrument for data collection was a structured questionnaire titled "Office Environmental Factors and Productivity of Confidential Secretaries Questionnaire (OEFPCSQ)". The questionnaire consists of two sections: Section A: Items measuring office environmental factors (lighting, ventilation, noise, office layout, equipment availability, furniture quality, cleanliness). And Section B: Items measuring productivity of confidential secretaries (timeliness, accuracy, confidentiality, workflow efficiency). A 4-point Likert scale was used: Strongly Agree (4), Agree (3), Disagree (2), Strongly Disagree (1). The instrument was subjected to content and face validity by experts in Business Education and Measurement and Evaluation. Their feedback helped refine the questionnaire items to ensure clarity, relevance, and alignment with the study objectives. A pilot test was conducted with 20 secretaries from Olabisi Onabanjo University, Ago-Iwoye, who were not part of the main sample. The Cronbach's Alpha reliability coefficient obtained was 0.82, indicating a high level of internal consistency and reliability of the instrument.

The researcher personally administered the questionnaire to the respondents with the help of two trained research assistants. Before distribution, the purpose of the study was explained to the participants, and confidentiality of their responses was guaranteed. Respondents

were given one week to complete the questionnaires, after which all were retrieved, resulting in a response rate of 95% (228 out of 240). Data collected were analysed using inferential statistics of Pearson Product-Moment Correlation. This statistical tool was employed to test the three research hypotheses guiding the study.

Test of Hypotheses

H_{o1}: There is no significant relationship between office layout, workspace design, and confidential secretaries' productivity in Ogun State-owned universities.

Table 2: Pearson's Correlation Coefficient Indicating the Relationship between office layout, workspace design, and confidential secretaries' productivity in Ogun State-owned universities

Variables	N	Mean	S.D	Df	r	Sig.	Remark
Office Layout, Workspace Design	240	56.91	18.753	238	.143**	.005	H_{01} Rejected
Confidential Secretaries' Productivity	240	39.82	9.856				

Note. *. Correlation is significant at the 0.05 level (2-tailed); **. Correlation is significant at the 0.01 level (2-tailed).

The results presented in Table 2 show a Pearson's correlation coefficient (r) of .143 with a significance value (p) of .005 at df = 238. Although the correlation value (.143) indicates a weak positive relationship between office layouts, workspace design, and the productivity of confidential secretaries, the relationship is statistically significant because the p-value (.005) is less than the 0.05 level of significance. This means that improvements in office layout and workspace design are associated with slight but meaningful increases in the productivity of confidential secretaries in Ogun State-owned universities. The significant p-value confirms that this relationship is not due to chance.

Consequently, the null hypothesis (H_{01}) was rejected, and it was concluded that: There is a significant relationship between office layout, workspace design, and the productivity of confidential secretaries in Ogun State-owned universities. This finding suggests that the physical arrangement of office space, such as ease of movement, organization of desks, access to resources, ergonomic spacing, and general workspace design, plays an important role in enhancing how effectively confidential secretaries perform their duties. Even though the strength of the relationship is small, it is statistically relevant and indicates that improving workspace design can contribute positively to secretaries' efficiency and overall job performance.

H_{o2}: There is no significant relationship between the availability of office equipment and confidential secretaries' productivity in Ogun State-owned universities**.**

Table 3: Pearson's Correlation Coefficient Indicating the Relationship between the availability of office equipment and confidential secretaries' productivity in Ogun State-owned universities.

Variables	N	Mean	S.D	df	r	Sig.	Remark
Availability of Office Equipment	240	50.20	12.800	238	.165**	.001	H_{02} Rejected
Confidential Secretaries' Productivity	240	39.82	9.856				

Note. *. Correlation is significant at the 0.05 level (2-tailed); **. Correlation is significant at the 0.01 level (2-tailed).

The results in Table 3 show a Pearson's correlation coefficient (r) of .165 with a significance value (p) of .001 at df = 238. The correlation coefficient of .165 indicates a weak positive relationship between the availability of office equipment and the productivity of confidential secretaries. Despite the weakness, the relationship is statistically significant because the p-value (.001) is less than the 0.05 level of significance. This means that when office equipment, such as computers, printers, photocopiers, scanners, internet facilities, and digital communication tools, is adequately provided and functional, the productivity of confidential secretaries tends to increase. Secretaries with access to essential tools are more likely to complete tasks accurately, promptly, and with less stress. Since the relationship is statistically significant, the null hypothesis (H_{02}) stating that there is no significant relationship between the availability of office equipment and productivity is rejected.

Thus, the study concludes that there is a significant relationship between the availability of office equipment and the productivity of confidential secretaries in Ogun State-owned universities. This finding implies that equipping secretarial offices with modern technological tools promotes efficiency in document preparation, enhances communication speed, improves record-keeping accuracy, and supports faster service delivery. The availability of functional equipment also reduces delays associated with manual processes and equipment sharing, thereby improving job performance.

H_{03}: There is no significant relationship between the functionality of office equipment and confidential secretaries' productivity in Ogun State-owned universities**.**

Table 4: Pearson's Correlation Coefficient Indicating the Relationship between the Functionality of Office Equipment and Confidential Secretaries' Productivity in Ogun State-owned universities.

Variables	N	Mean	S.D	df	r	Sig.	Remark
Functionality of Office Equipment	240	52.17	12.800	238	.165**	.001	H_{03} Rejected
Confidential Secretaries' Productivity	240	39.82	9.856				

Note. *. Correlation is significant at the 0.05 level (2-tailed); **. Correlation is significant at the 0.01 level (2-tailed).

The results in Table 4 show Pearson's correlation coefficient (r) of .165 with a significance value (p = .001) at df = 238. The correlation coefficient of .165 indicates a weak positive relationship between the functionality of office equipment and the productivity of confidential secretaries. Despite the weak correlation, the p-value (.001) is far below the 0.05 level of significance, indicating that the relationship is statistically significant. This means that when office equipment, such as computers, printers, photocopiers, scanners, telephones, and internet devices, is in good working condition, confidential secretaries tend to perform their duties more effectively. Functional equipment supports faster document processing, reduces errors, minimizes downtime, and enhances communication efficiency. Because the relationship is statistically significant, the null hypothesis (H_{03}) is rejected. Therefore, the study concludes that there is a significant relationship between the functionality of office equipment and the productivity of confidential secretaries in Ogun State-owned universities. This suggests that even when office equipment is available, the degree to which it functions reliably determines how well confidential secretaries can perform tasks such as typing, filing, communication, scheduling, and documentation. Faulty or frequently breaking equipment slows down workflow, causes frustration, and ultimately reduces productivity. Thus, ensuring that office equipment is well-maintained, regularly serviced, and promptly repaired contributes to higher performance levels among confidential secretaries.

Discussion of Findings

The findings of this study revealed a significant relationship between office layout, workspace design and the productivity of confidential secretaries in Ogun State-owned universities, as indicated by a weak but statistically significant correlation coefficient (r = .143, p < .05). This implies that improvements in the physical arrangement and organization of office

spaces positively influence the extent to which confidential secretaries carry out their responsibilities efficiently. This result aligns with previous research emphasizing the importance of workplace design in enhancing employee performance. According to Chandrasekar (2011), a well-designed office environment improves workers' concentration and efficiency by reducing unnecessary movement and minimizing fatigue. This was also supported by Haynes (2018), who argued that an effective office layout promotes smooth workflow, better communication patterns, and improved task completion rates. These prior findings support the results of the present study, suggesting that even minimal adjustments to office layout can improve productivity.

The findings also align with the work of Ahmad (2013), who notes that workspace design contributes to job satisfaction, reduced stress, and enhanced performance. For confidential secretaries handling sensitive information, the office layout is particularly important because it affects confidentiality, communication, and document handling accuracy. The significant relationship identified in this study demonstrates that office layout and workspace design, though not the most dominant factor, remain essential contributors to the productivity of confidential secretaries in tertiary institutions. Improvements in office ergonomics, desk arrangement, spatial organization, and movement pathways can enhance workflow efficiency and support better administrative outcomes.

The findings of hypothesis two indicated a significant positive relationship between the availability of office equipment and the productivity of confidential secretaries in Ogun State-owned universities, as shown by the correlation coefficient ($r = .165$, $p < .05$). Although the strength of the relationship is weak, the statistical significance implies that the availability of adequate and functional office equipment contributes meaningfully to how effectively confidential secretaries perform their duties. This result aligns with the argument of Ajala (2012), who posits that modern office equipment, such as computers, printers, photocopiers, scanners, and communication technologies, enhances the speed and accuracy of administrative tasks. When secretaries have the right tools, routine office tasks are completed faster, and errors are minimized, thereby boosting productivity.

Similarly, Nwabueze and Osi (2013) found that access to functional office machines significantly reduces administrative delays and improves workflow efficiency in public institutions. This supports the current finding that the productivity of confidential secretaries increases when they are provided with equipment that supports document processing, communication, and record management. The findings also corroborate the study Ezinwa and Agomuo (2017), who emphasized that the absence of necessary office equipment often forces secretaries to rely on manual processes, which contributes to delays, fatigue, and reduced output. This aligns with the present study's finding that the availability of equipment correlates positively with productivity, even if the relationship is modest. Nonetheless, the

significant relationship found in this study underscores the crucial role of office equipment in supporting the administrative functions of confidential secretaries in universities. Given their responsibilities in record management, documentation, and communication, the provision of up-to-date and functional office tools is essential for optimal job performance.

The findings of research hypothesis three revealed a significant positive relationship between the functionality of office equipment and the productivity of confidential secretaries in Ogun State-owned universities, as shown by the correlation coefficient ($r = .165$, $p < .05$). Although the strength of the relationship is weak, the statistical significance indicates that the operational condition of office equipment plays an important role in enhancing the effectiveness and efficiency of secretarial duties. These results are consistent with earlier findings in administrative and organizational performance research. According to Nnabugwu (2020), the functionality of office equipment is a critical determinant of employee productivity, particularly in work settings where documentation, communication, and record management are essential. When office tools work efficiently, employees perform tasks quickly, avoid unnecessary delays, and produce higher-quality output. Similarly, Ezinwa and Agomuo (2017) assert that functional office technology reduces job-related stress and enhances accuracy in secretarial tasks. Their study demonstrated that malfunctioning tools, such as faulty printers or computers, lead to workflow interruptions, increased frustration, and reduced task efficiency. This aligns with the present findings, which suggest that functional equipment enables confidential secretaries to handle sensitive documents effectively and meet institutional demands promptly. The findings also correspond with the work of Ajala (2012), who emphasized that the condition of available office equipment is just as important as availability itself. Ajala noted that workers perform better when the equipment they rely on is reliable, fast, and compatible with modern administrative requirements. The significant relationship found in this study reinforces this argument, showing that functional office tools contribute to improved productivity among secretarial staff. The findings underscore the importance of maintaining functional office equipment in university administrative offices. Regular service, timely repair, and provision of modern tools can enhance the productivity of confidential secretaries, ultimately contributing to the overall administrative efficiency of the institutions.

Conclusion

This study investigated the influence of office environmental factors on the productivity of confidential secretaries in public universities in Ogun State. The research focused on office space and layout, the availability of office equipment, and its functionality as essential components of the work environment. Based on the data collected and analyzed, the study establishes that the office environment plays an important role in shaping the effectiveness and efficiency of

confidential secretaries, who serve as key administrative personnel within university systems. The study, therefore, concludes that a supportive and well-structured office environment is vital for enhancing secretarial productivity in public universities. Ensuring adequate workspace, providing relevant office tools, and maintaining functional equipment are fundamental requirements for promoting smooth administrative operations. Strengthening the overall quality of the work environment will not only enhance job performance but also contribute to improved institutional efficiency and service delivery.

Recommendations

Based on the findings, the following recommendations were made:

1. University management should prioritize the redesign and organization of secretarial offices to enhance workflow efficiency. Attention should be paid to ergonomic desk arrangements, adequate spacing, proper filing systems, and clear pathways for movement.
2. State-owned universities should provide confidential secretaries with adequate and up-to-date office equipment such as computers, printers, scanners, photocopiers, and reliable communication tools. The availability of these resources will facilitate faster task completion, reduce manual processing, minimize errors, and improve overall productivity in administrative operations.
3. Beyond availability, university authorities should establish routine maintenance schedules for office equipment to ensure optimal functionality. Prompt repair or replacement of faulty tools will prevent workflow disruptions, reduce job-related stress, and enable confidential secretaries to perform their duties efficiently and accurately.
4. University management should develop and implement comprehensive office environment policies that integrate workspace design, equipment provision, and equipment functionality. Such policies should be supported with periodic assessments of office conditions and feedback from confidential secretaries to ensure continuous improvement in productivity and administrative effectiveness.

Limitations of the Study

This study was limited to Ogun State–owned universities; therefore, the findings may not be fully generalizable to federal or private universities in Nigeria or to tertiary institutions in other states. The study relied on self-reported data obtained through questionnaires, which may be subject to response bias, social desirability bias, or inaccurate self-assessment by the respondents. In addition, the use of a correlational research design limits the ability to establish cause-and-effect relationships between office environmental factors and the productivity of confidential secretaries. The study also focused on selected office environmental variables, such as office layout and office equipment, thereby excluding other potentially relevant factors like organizational culture, leadership

style, motivation, and welfare packages. Finally, time and resource constraints may have restricted the depth of data collection and analysis, which could have influenced the scope of the findings.

Suggestions for Further Studies

Future studies may examine other office environmental factors such as lighting, ventilation, noise control, and thermal comfort to determine their influence on the productivity of confidential secretaries in tertiary institutions. Researchers could also adopt a comparative approach by extending similar studies to federal and private universities to identify variations in office environment and productivity across different ownership structures. In addition, future research may employ qualitative or mixed-methods designs to gain deeper insights into confidential secretaries' perceptions of their work environment and how these perceptions influence job performance. Longitudinal studies are also recommended to assess changes in productivity over time following improvements in the office environment and equipment provision.

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