

**Knowledge Management Practices, Digital Competence and Administrative Effectiveness
of Secretaries in Private Universities, Osun State, Nigeria**

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State.**

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Certification

This is to certify that this thesis was carried out by **Fustina Ebunoluwa LAWAL** with Matriculation Number **LCU/PG/005191**, a student in the Department of Office and Information Management under my supervision in the Faculty of Communication and Information Science, Lead City University, Ibadan, Nigeria, for the award of Master of Science Degree (MSc) in Office Information Management and that this has not been previously submitted.

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Dedication

This thesis is dedicated to God, for granting me the grace, strength, good health, provision of resources and journey mercies all through my programme. Also to my husband and children for the supportive roles they played during the course of the programme.

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Even though the above-mentioned institutions and persons have assisted in the process of this project work, I alone stand responsible for the error(s) if any, found in this work.

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Abstract

This study investigated the influence of knowledge management practices and digital competence on the administrative effectiveness of secretaries in private universities in Osun State, Nigeria. The research was motivated by the increasing need for secretaries to integrate structured knowledge systems and digital skills to meet the demands of modern administrative roles. The study covered secretarial staff across seven private universities, with a total population of 172. A total enumeration method was adopted, and 130 valid questionnaires were retrieved for analysis. Descriptive statistics and regression analysis were employed to test the research hypotheses. The descriptive statistics revealed a high level of administrative effectiveness among secretaries, with a grand mean of 3.89. Knowledge management practices were also prevalent (grand mean = 3.76), indicating active engagement in documentation, sharing, and utilization of institutional knowledge. Digital competence recorded a grand mean of 3.83, reflecting strong proficiency in using digital tools and platforms. The regression results revealed that **knowledge management practices significantly influence administrative effectiveness** ($\beta = 0.335$, $p < 0.05$), leading to the rejection of H_01 . This indicates that effective knowledge documentation, sharing, and utilization enhance the productivity and decision-making of secretarial staff. Similarly, **digital competence was discovered to have a significant positive effect on administrative effectiveness** ($\beta = 0.421$, $p < 0.05$), resulting in the rejection of H_02 . This suggests that digital proficiency enables secretaries to handle modern office technologies, streamline workflows, and improve adaptability. Furthermore, the combined regression analysis showed that **knowledge management practices and digital competence jointly accounted for 62% of the variance in administrative effectiveness** ($R^2 = 0.62$, $p < 0.05$), thereby rejecting H_03 . The study concluded that administrative effectiveness among secretaries is significantly enhanced by structured knowledge management and digital proficiency. Secretaries equipped with both competencies are better positioned to support institutional goals, streamline workflows, and adapt to evolving administrative demands. It is recommended that institutions invest in digital training and formal knowledge systems to empower secretaries for optimal performance.

Keywords: Knowledge Management Practices, Digital Competence, Administrative Effectiveness, Secretary, Private Universities.

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List of Acronyms

Abbreviation

Meaning

KM	Knowledge Management
KMP	Knowledge Management Practices
AMA	Ask Me Anything
IFTTT	If This Then That
JRC	Joint Research Centre
EQF	European Qualification Framework
EU	European Union
SECI	Socialization, Externalization, Combination, Internalization
DESI	Digital Economy and Society Index
KSAs	Knowledge, Skills and Attitudes
KEBS	Kenya Bureau of Standards
LCU	Lead City University
SPSS	Statistical Package for the Social Sciences
ANOVA	Analysis of Variance