

**Information Handling Capability, Emotional Intelligence and Service Quality of
Secretaries in Public Teaching Hospitals, Oyo State, Nigeria**

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**Being a Thesis Submitted to the Department of Office and Information Management,
Faculty of Communication and Information Sciences, Lead City University, Ibadan.
Oyo State, Nigeria**

**In Partial Fulfilment of the Requirements for the Award of Master of
Science (M.Sc) Degree in Office and Information Management**

2025

Chapter One

Introduction

1.1 Background to the Study

In the fast-developing healthcare sector, the role of secretaries in teaching hospitals has become progressively critical and has evolved beyond traditional administrative functions. This is because the expected service quality of secretaries in public teaching hospitals must be in line with the aims and objectives of such an institution. Providing excellent service means consistently fulfilling or surpassing what customers expect, which builds satisfaction and loyalty over time. It requires a clear grasp of what clients need and setting up systems and procedures that ensure quality delivery. It is important to assess each person's service quality to identify who is best suited for the job¹. Training, coaching, career development, and counselling are key human resource functions that equip the workforce with guidance and skills, enhancing both their employability and appeal in the job market².

Service quality refers to the suitability of a service for its intended purpose and the specific attributes that align with customer expectations, resulting in satisfaction. It is often assessed by how well the delivered service meets the needs or anticipated outcomes of the client. Service quality is a dynamic and context-dependent concept, shaped by multiple variables that may shift rapidly, making it necessary to evaluate the client's experience against the expected standards throughout the service process. This evaluation is influenced by how service providers interpret and deliver those expectations. Ultimately, service quality is experienced through the outcome of the interaction between the provider and the recipient.

The nature of communication and engagement; whether through remote channels, phone conversations, or face-to-face meetings; plays a crucial role in determining the overall effectiveness and perception of the service. Providing quality service to patients, administrative and clinical staff of the hospital. The term service quality has long been used to denote the interplay among the administrative, clinical staff and patients in the hospital. Service quality is a foundational idea in service research, as it creates the context in which secretaries collaborate with an organisation's service systems to generate value. This view sees service quality as a sequence of interactions and exchanges that may span a lengthy period, involving multiple providers shaping the overall experience. Service quality in healthcare is multifaceted, encompassing timeliness, accuracy, accessibility, and patient satisfaction. For public teaching hospitals in Oyo State, effective service quality is not only a measure of operational success but also a critical component of medical, education and research. Secretaries, as the administrative backbone, influence various aspects of service quality through their management of information and interpersonal interactions³.

The instruments for measuring service quality in this study include tangibles, reliability, responsiveness, assurance and empathy. Tangibles" according to SERVQUAL refer to the physical aspects of a service that customers can see and touch. This dimension encompasses the appearance of physical facilities, equipment, personnel, and communication materials. These elements significantly influence customers' perceptions of service quality, as they provide the first impressions of a business's professionalism and attention to detail.⁵ Tangibles in the context of this study is referred to as secretary's grooming and dress, the tidiness and organization of their workspace, the availability and functionality of office equipment.

Reliability refers to the ability of a service provider to consistently deliver promised services accurately and dependably. It is all about doing what you say you will do; every time. Reliability refers to the consistency dependability of someone and this can be related to how secretaries are able to deliver high quality service dependably and consistently. Performing the service correctly and consistently every time by proper record-keeping and ensuring administrative tasks are neat, precise, and reliable⁴. Empathy refers to the degree of individualized attention and care that a service provider offers to its customers. Empathy in this context means being patient, compassionate, and responsive to the emotional and informational needs of patients and staff. Responsiveness is the ability to react quickly and effectively to changing situations, customers/patients' needs or requests. Empathy means to show care, understanding, and individualized attention to patients and staff. It involves active listening, patience, emotional sensitivity, and a willingness to address the unique concerns of everyone. Assurance means the demonstration of confidence-inspiring behaviours, including competence, courtesy, credibility, and professionalism. Moreover, the physical environment served as a visible indicator of the service provider's attentiveness and commitment to delivering detailed, quality service.

Secretaries in public teaching hospitals act as the intermediary between patients, doctors, clinical staff members and administrative staff members, ensuring seamless communication, efficient scheduling, timely resolution of issues and other administrative tasks to support the smooth running of the hospital. The role of a secretary encompasses a wide range of responsibilities, including managing records, communication, information, people, and other resources that are essential for maintaining the office as the nerve centre of a business organization⁴. Secretarial staff possess specialized training in their field and can carry out

their assigned duties with minimal supervision⁵. They are, therefore, managerial supporters with professional knowledge to accomplish job. Secretarial staff are the image makers that keep the organizations activities moving smoothly. Their ability to manage diverse responsibilities, from coordinating appointments to handling sensitive data reflects their indispensability in healthcare operations. They play a crucial role in managing information flows and enhancing service quality within healthcare institutions⁴.

Information is essential in any organization, information helps decision-makers identify and compare alternatives once a problem has been recognized. Additionally, accurate and dependable information allows individuals to compare actual circumstances with expectations formed by mental models, helping them deepen their understanding of the organisational context. Beyond guiding decisions, information plays a vital role across all value chain activities; whether core or supportive; by both informing and emerging from those processes⁵. Information handling capability aims to achieve systematic and organized use of information in public teaching hospitals. This objective is to facilitate and improve information acquisition, generation, storage, retrieval and use to obtain better service delivery to the patients, administrative and clinical staff of the public teaching hospitals in Oyo State, increase competitiveness and boost capacity to adapt to changing conditions in the surroundings. Information handling capability is used to collect information, process information/data, access information, and store records and distribute information by secretaries in teaching hospitals.

Information refers to the enhancement of understanding gained by aligning relevant data with the variables of a given issue. As a form of awareness about a specific situation or phenomenon, it drives action and must be both accurate and applicable. When accurate but

not applicable, it becomes outdated or obsolete; when applicable but inaccurate, it amounts to hearsay or informal speculation. Ability to process information by secretaries of Public Teaching Hospitals in Oyo State is on the decline due to the fact that lots of information are processed manually.

Information storage and retrieval involve the use of hardware and software to index and maintain machine-readable records, enabling users to access relevant data upon request. To retrieve these records, the query must be formulated in a syntax that the computer can interpret. Information retrieval (IR) encompasses the techniques, processes, and systems used to selectively access stored data⁷. In teaching hospitals, searches often target specific items or subjects, using either human-readable catalogues or digital storage and retrieval platforms. When designing such systems, it is essential to strike a balance among speed, precision, affordability, user-friendliness, and overall efficiency⁸.

Secretaries, who play a crucial role in managing these demands, often struggle with inefficiencies in information handling, variable levels of emotional intelligence, and a lack of targeted training and development programs which has led to decline in ability to retrieve necessary information without delay, it has also led to a situation whereby patients or staff members will request for their data or information such as patients' case note file, medical reports, staff files, leave authority letters and other vital information but they sometimes fail in providing these documents when necessary⁹.

Information handling capability refers to the proficiency with which individuals manage, process, and utilize information to support decision-making and operational efficiency¹⁰. For secretaries in public teaching hospitals, this capability is pivotal in maintaining accurate

patient records, managing appointments, and facilitating communication among the administrative members of staff and clinical staff and improve patient care. The increasing adoption of electronic health records (EHRs) and other digital tools has transformed information handling, demanding higher technical skills and adaptability from secretarial staff¹¹. Efficient information handling ensures that critical data is readily available for healthcare professionals, enhancing patient care quality and administrative efficiency. It also minimizes errors, reduces redundancy, and streamlines workflows. In the context of the teaching hospitals in Oyo State, where resources may be constrained, the ability to handle information effectively and emotional intelligence can significantly impact service quality. The measures of information handling capability include information processing, information storage and information retrieval. These measures were adopted based on Frank Upward's Record Life Cycle Theory of 1980¹²

Assessment of emotional intelligence of secretaries in public teaching hospitals, Oyo State, Nigeria is essential to evaluate the level of their service quality. This is imperative, in a world of technological advancement where artificial intelligence (AI) seems to be gradually taking over. Over time, various efforts have been made to pinpoint key elements that impact service quality in service-oriented sectors such as banking and telecommunications. However, psychological aspects; particularly the emotional intelligence of secretaries; may also pose challenges to delivering consistent service quality provision¹³.

Emotional intelligence is the ability of secretaries to identifying and understanding their emotions and that of the patients and other members of staff. Secretaries with high emotional intelligence is expected to provide quality service to other members of staff and patients and meet their information needs. There is a need to investigate secretaries

emotional intelligence measured through self-awareness, social-awareness and relationship management and its contributions to service quality. However, literature search indicates that there is dearth of research into the aspect of emotional intelligence and service quality, especially by secretaries in public teaching hospitals, Oyo State, Nigeria. This study, therefore, intends to fill this identified knowledge gap.

The concept of emotional intelligence lies in some basic principles that facilitate superior control of emotional processes that lead to mutual co-existence and high productivity and well-being. Emotional intelligence emphasizes service-orientation or satisfaction, empathy, accountability efficiency, integrity, spirituality, open-communications, honesty, leadership among other skills. Emotional intelligence (EI) is defined as the ability or aptitude of an individual to manage their own emotions and identify those of the people around them and decide how to proceed based on these emotions¹³. Emotional intelligence (EI) is also the ability to recognize, understand, and manage one's own emotions and the emotions of others. It encompasses skills such as emotional awareness, empathy, self-regulation, and social skills. In the high-pressure environment of teaching hospitals, where interactions with patients, healthcare professionals, and administrative staff are constant, high emotional intelligence among secretaries can foster a positive work environment and enhance service quality¹⁴.

Secretaries with high emotional intelligence are better equipped to handle stressful situations, manage interpersonal conflicts, and provide empathetic support to patients and colleagues. This emotional competence can lead to improved job satisfaction, reduced burnout, and higher overall performance. The emotional intelligence of secretaries can play a crucial role in maintaining the morale and efficiency of public teaching hospital operations

in Oyo state where healthcare challenges are compounded by socio-economic factors. Emotional intelligence (EI) comprises a range of abilities that enable individuals to remain aware, interpret situations, respond effectively, adapt, and maintain resilience during difficult moments and complex decisions. Discussing emotional intelligence does not imply that one must be “sentimentally-solvent” to possess it; sentiment and emotional intelligence are distinct constructs, each serving different roles, interests, and exerting unique influences on human behaviour; particularly in decision-making, problem-solving, collaboration across diverse teams, or navigating environments filled with varied personalities and cultural backgrounds. Within social and behavioural sciences, emotional intelligence supports the exploration of both cognitive and non-cognitive capabilities that shape behavioural responses to demanding and intellectually stimulating circumstances¹⁴. Psychologists such as Reuven Bar-On, David Caruso, John Mayer, Peter Salovey, and Daniel Goleman, among others, have emphasised that emotional intelligence centres on behavioural competencies that significantly affect both professional and social settings¹⁵.

Emotional intelligence represents a behavioural framework that encompasses a range of competencies and traits; these include emotional regulation, stress control, self-awareness, self-expression, interpersonal skills, decision-making, emotional insight, adaptability, goal orientation, optimism, empathy, organisational sensitivity, the ability to influence, conflict resolution, mentoring, and overall job performance. Alongside this behavioural framework, mood also plays a significant role in shaping how individuals act and perform. Mood refers to a transient mental state that may either reflect a specific situation or exist independently of current circumstances; nonetheless, it can substantially affect perception, judgement, behaviour, interpersonal dynamics, and overall effectiveness¹⁶. The measures of emotional

intelligence according to Goleman's Theory are self-awareness, self-regulation, motivation, empathy and social skills.

Self-awareness is the ability to recognize and understand your own emotions, thoughts, and behaviours. It is about being in tune with who you are, how you react to situations, and how others perceive you. When you are self-aware, you can reflect on your actions, identify your strengths and weaknesses, and make conscious decisions to grow and improve. Self-regulation is the ability to manage your emotions, thoughts, and behaviours in a way that aligns with your goals and values. It involves controlling impulses, staying focused, and adapting to changing situations without being overwhelmed. People who practice self-regulation can handle stress better, make thoughtful decisions, and maintain discipline in challenging moments¹⁷.

Motivation is the inner drive that pushes you to take action and achieve goals. It is what keeps you going, even when things get tough. Empathy is the ability to understand and share the feelings of others. It is about putting yourself in someone else's shoes, seeing the world from their perspective, and responding with care and understanding. Social skills are the abilities that help us interact, communicate, and build relationships effectively with others. They include skills like active listening, clear communication, empathy, teamwork, and conflict resolution. Strong social skills can make a huge difference in personal and professional life, helping you connect with people, foster trust, and navigate social situations with ease¹⁸.

The interplay between information handling capability and emotional intelligence can significantly affect service quality outcomes. Secretaries who excel in both areas are likely

to contribute to smoother administrative processes, better patient experiences, and more cohesive teamwork among healthcare providers. Their ability to handle information effectively and their emotional intelligence significantly impact their performance and the overall service quality experienced by staff members, patients and other stakeholders. The intricacy of healthcare delivery systems necessitates a robust framework for managing information and leveraging emotional intelligence¹⁸.

Service quality through information handling capability and emotional intelligence precisely has also been ignored by authors, specifically, public teaching hospitals in Oyo State, Nigeria. It is worthy of note that as at the time of this study, none of the existing researchers has studied the influence of information handling capability and emotional intelligence on service quality by secretaries in public teaching hospitals in Oyo State. This study seeks to examine the influence of information handling capability and emotional intelligence on service quality by secretaries in public teaching hospitals of Oyo State.

1.2 Statement of Problem

Service quality by secretaries in public teaching hospitals in Oyo State is critical for effective operation and efficient administrative support within public teaching hospitals. Secretaries in public teaching hospitals are involved in scheduling appointments, handling correspondence, maintaining records, providing administrative support, coordinating meetings, and supporting hospital operations. When their level of service quality is high, there would be improved patient care, increased patient satisfaction, enhanced hospital reputation, and economic benefits through a healthier population. However, preliminary investigation and close observation have revealed that the level of service quality by

secretaries in the public teaching hospital in Oyo State, Nigeria, is on the decline. As a result, there appears to be inefficient administration, delays in patient care and services, and decreased patient satisfaction. If solutions are not proffered, Nigerians can suffer decreased access to quality healthcare and an overall weakened healthcare system.

Information handling capability can maintain accurate records, ensure timely communication, enhance productivity, and positively impact service quality, while emotional intelligence emphasizes effective communication, empathy, conflict resolution, teamwork, and patient-centered care to improve service quality. Several studies have been conducted service delivery, information handling capability^{19,20}. However, there is a scarcity of literature on information handling capability, emotional intelligence, and service quality, which suggests that there is a gap worthy of investigation. To this end, the study seeks to investigate the influence of information handling capability and emotional intelligence on service quality by secretaries in public teaching hospitals, Oyo State, Nigeria.

1.3 Aim and Objectives of the Study

This study investigated the influence of information handling capability and emotional intelligence on level of service quality by secretaries in public teaching hospitals in Oyo State, Nigeria. The objectives are to:

- i. identify the level of service quality among secretaries in public teaching hospitals in Oyo State, Nigeria.
- ii. identify the level of information handling capability among secretaries in public teaching hospitals in Oyo State, Nigeria.

- iii. identify the level of emotional intelligence among secretaries in public teaching hospitals in Oyo State, Nigeria.
- iv. assess the influence of information handling capability on service quality by secretaries in public teaching hospitals in Oyo State, Nigeria.
- v. ascertain the influence of emotional intelligence on service quality by secretaries in public teaching Hospitals in Oyo State, Nigeria.
- vi. determine the joint influence of information handling capability and emotional intelligence on service quality by secretaries in public teaching hospitals in Oyo State, Nigeria.

1.4 Research Questions

The following research questions guided this study:

1. What is the level of service quality by secretaries in public teaching hospitals, Oyo State, Nigeria?
2. What is the level of information handling capability among secretaries in public teaching hospital, Oyo State, Nigeria?
3. What is the level of emotional intelligence among secretaries in public teaching hospitals, Oyo State, Nigeria?

1.5 Hypotheses

The following hypotheses were tested at the significance level of 0.05:

H₀₁: There will be no significant influence of information handling capability (information process, information storage and information retrieval) on service quality by secretaries in public teaching hospitals, Oyo State, Nigeria.

H₀₂: There will be no significant influence of emotional intelligence (self-awareness, self-regulation, motivation, empathy and social skills) on service quality by secretaries in public teaching hospitals in Oyo State, Nigeria.

H₀₃: There will be no joint significant influence of information handling capability (information process, information storage and information retrieval) and emotional intelligence (self-awareness, self-regulation, motivation, empathy and social skills) on service quality by secretaries in public teaching hospitals in Oyo State, Nigeria.

1.6 Significance of the Study

This study when published will be relevant and useful to the management of the public teaching hospitals, policy makers in the public service, academic researchers, secretaries, government and general public. The result of this study when published will reveal more to the management of the public teaching hospitals their roles in seeking to attend to the skills required by secretaries in public teaching hospitals as well as unveil the potentials of secretaries when properly engaged and rewarded for their services and proffer lasting solutions to problems of giving proper training to secretaries on emotional intelligence and information handling thus resulting in improvement in service quality. The public service

will also benefit from the result of this study in line with the policy guiding the staff development and promotion of secretaries in line with the public service rule. The information provided will be used to analyse the strength and weaknesses of the secretaries in public teaching hospitals and guide the policy decisions of the health sector at large.

The results of this study will become an entry point for other researchers interested in further analysing information handling capability and emotional intelligence on service quality by secretaries in public teaching hospitals in Oyo State. The findings from this study will enhance efficient information management, accurate information handling and a high emotional intelligence among secretaries which can lead to more efficient management of patients' records and information, scheduling, and communication, also foster a supportive and empathetic environment for patients ultimately resulting in better patient care, administrative activities and smoother hospital operations. And help healthcare providers have timely access to critical data, while high emotional intelligence in secretaries can foster a supportive and empathetic environment for patients and members of staff improving their overall experience. The findings of this study will help secretaries with the help of hospital management formulate and implement different kinds of methods to process, store and retrieve patients' information as well as staff's information to be efficient in their service delivery. Also, this study can modify the design of targeted training programs aimed at improving the information handling skills and emotional intelligence of secretarial staff. These programs can help equip secretaries with the necessary tools and skills to perform their roles more effectively, leading to enhanced quality service delivery. Also, this study can modify the design of targeted training programs aimed at improving the information handling skills and emotional intelligence of secretarial staff.

Furthermore, Human Resource Management of Teaching Hospitals can use the insights gained from this study to develop strategies and policies that support the professional development of secretaries. This could include implementing regular training sessions, providing resources for skill development, and creating a supportive work environment that values emotional intelligence. By so doing, information handling capability and emotional intelligence of the secretaries will improve drastically, and their service quality will also improve which will also make patients, clinical and administrative staffs to be satisfied. It will improve the engagement of patients with the teaching hospitals.

The result of this work will be of great benefit to future researchers and scholars on information handling capability especially in the area of information retrieval. This is because relevant reference materials and information would be made available to them. The findings of the study may equally help the government in identifying the key resource in government establishment and putting in the strategies for engaging her employees as well as putting in place adequate reward mechanism. Finally, it is useful to entrepreneurs, secretaries or information managers and private players in other health sectors as it will offer in-depth insights into information handling capability, emotional intelligence and service quality.

1.7 Scope of the study

This study covers the information handling capability, emotional intelligence and their impact on service quality by secretaries in public teaching hospitals in Oyo State, Nigeria. The indices for measuring service quality are tangibles, reliability, responsiveness, assurance and empathy while the indicators for information handling capability are information processing, information storage and information retrieval. Measures for emotional

intelligence are self-awareness, self-regulation motivation, empathy and social skills. These measures were adapted from SERVQUAL Theory, Goleman's Theory Emotional Intelligence and Frank Upward Theory of Record Life Cycle Theory (1980) respectively because it has been found relevant to the objectives of this research work^{19 20}.

The geographical scope of the study is Oyo State, and the study covered the public teaching hospitals in Oyo State. The two public teaching hospitals in Oyo State are University College Hospital (UCH), Ibadan and Ladoke Akintola University of Technology (LAUTECH) Teaching Hospital, Ogbomosho. And the respondents are secretaries in both public teaching hospitals in Oyo State ranging from junior cadres to senior cadres.

1.8 Limitation to the Study

This study encountered its major limitation during administration of questionnaire in both google form and hardcopies for data collection. The limitation is untimely response of some respondents in filling the questionnaire promptly. The limitation was however, overcome through the persistence of the researcher and consistent persuasion of the research assistant.

1.9 Operational Definition of Terms

Service Quality: Service quality refers to the extent to which the services delivered by secretaries in public teaching hospitals in Oyo State meet or exceed customer expectations, encompassing aspects of excellence, performance, and overall customer satisfaction.

Tangibles: refer to the physical aspects that influence the service quality of secretaries in public teaching hospitals in Oyo State, including their grooming and dress, the tidiness and organization of their workspace, and the availability and functionality of office equipment.

Reliability: has to do with how secretaries in public teaching hospitals, Oyo State are able to deliver high quality service dependably and consistently in their service.

Responsiveness: refers to the willingness and promptness of secretaries in public teaching hospitals, Oyo State in assisting patients and staff, attend to inquiries, and resolve issues efficiently.

Empathy: refers to the ability of secretaries in public teaching hospitals, Oyo State to show care, understanding, and individualized attention to patients and staff.

Assurance: is the extent to which secretaries in public teaching hospitals, Oyo State demonstrate confidence-inspiring behaviours, including competence, courtesy, credibility, and professionalism.

Information Handling Capability: This is the capability of secretaries in public teaching hospitals, Oyo State in improving the efficiency and effectiveness of information handling and processing.

Information Processing: is the acquisition, recording, organization, retrieval, display, and dissemination of information by secretaries in public teaching hospitals, Oyo State.

Information Storage: is the systematic process of collecting and cataloguing data by the secretaries in public teaching hospitals, Oyo State so that they can be located and displayed on request by staff (clinical and non-clinical) and patients.

Information Retrieval: is the systematic method of accessing stored information whenever it is needed by the secretaries in public teaching hospitals, Oyo State.

Emotional Intelligence: measures how secretaries in public teaching hospitals, Oyo State. can recognize, understand, and manage their own emotions and those of others.

Self-Awareness: shows how secretaries can effectively communicate with others, understanding of self-emotions and actions and their understanding of organisation's dynamics and politics.

Self-Regulation: is the ability of secretaries to control and manage their emotions, change to situations and emotions and priorities.

Motivation: is the ability to help secretaries to achieve goals and realize their potentials.

Empathy: among secretaries' ability to understand and share the feelings of others. It involves being aware of and sensitive to the emotions, needs, and perspectives of staff members, patients and visitors.

Social Skills: is the ability of secretaries to effectively interact and communicate with others, including colleagues, managers, clients, and stakeholders, to facilitate efficient information handling.

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Chapter Two

Literature Review

This chapter reviewed relevant literatures and theories on the study. It further dwelt on the theoretical and empirical work that discussed the link between Information handling capability, emotional intelligence and service quality by secretaries of public teaching hospitals, Oyo State. Nigeria. This chapter is organized as follows:

2.1 Conceptual Review

2.1.1 Service Quality

2.1.2 Information Handling Capability

2.1.3 Emotional Intelligence

2.2 Theoretical Framework

2.2.1 SERVQUAL Theory

2.2.2 Frank Upward Theory of Record Life Cycle Theory (1980)

2.2.2 Goleman's Theory of Emotional Intelligence (EI)

2.3 Review of Empirical Studies

2.3.1 Information Handling Capability and Service Delivery

2.3.2 Emotional Intelligence and Service Quality

2.4 Conceptual Model

2.5 Summary of The Reviewed Literature

Endnotes

2.1 Conceptual Review

2.1.1 Service Quality

Service quality refers to the extent to which administrative functions fulfil or surpass the expectations of patients, healthcare professionals, and other personnel, thereby facilitating efficient communication, prompt feedback, and a professional atmosphere. Meeting public expectations necessitates the effective and efficient provision of services and goods. Central to this objective is prioritizing citizens in service delivery and enhancing their involvement in policy formulation. It also implies that individuals have a legitimate expectation for services; often integral to their daily lives; to be adaptable and effective. Enhancing the quality of services rendered by secretaries in public teaching hospitals demands the establishment of a supportive environment and the presence of a motivated and enthusiastic workforce. A robust framework for delivering high-quality services in such institutions requires emotional competencies, including self-awareness, emotional regulation, and leadership. Notably, several leadership principles endorsed by Canada's public service align with components of emotional intelligence, such as organizational awareness; a concept shared with emotional intelligence models. These emotional and organizational capabilities are essential for fostering a culture of excellence in public healthcare administration¹.

The concept of service quality has garnered significant attention across diverse research domains, spanning fields such as marketing and education, and has consequently inspired numerous higher education institutions to explore and enhance their service delivery

practices². Service quality refers to evaluating how well a given service aligns with the expectations of its recipients. In the education sector, maintaining high service standards is crucial, as students face numerous choices in an increasingly competitive academic landscape³. Service quality has become a critical factor in customer-centric industries such as healthcare; establishing a reputation for delivering excellent service can help organisations in the service sector gain a competitive advantage and maintain long-term profitability. Its significance lies in its contribution to improving overall corporate performance. Patients demand quality, so healthcare institutions must implement a system that will assist in meeting their expectations as healthcare consumers⁴. Service quality in organizations cannot be under-emphasized because outstanding service quality gives an edge to the organization in the competitive market which gives maximum growth. Service quality is the extent to which the service provided meets the needs or expectations of the customers. Service quality involves defining the specifications and standards necessary to satisfy customer needs. Its core emphasis lies in fulfilling the expectations of both customers and service recipients. The degree of alignment between what customers anticipate and what they perceive determines the consistency of service quality; thus, when educational institutions successfully address customer requirements, the service is regarded as high-quality. Conversely, failure to meet these expectations results in a perception of poor service quality. Scholars and researchers have offered varied interpretations of service quality; however, most definitions converge on the principle that customer expectations must be met to ensure service effectiveness^{5,6,7,8,9,10}.

Service quality requires specifically impulse control and problem-solving skills. Impulse control refers to the capacity to resist or postpone urges or temptations to act. It involves

managing aggressive tendencies; remaining composed; and regulating behaviours such as hostility, recklessness, and aggression. Difficulties with impulse control often present as low tolerance for frustration; impulsive reactions; poor anger regulation; abusive conduct; loss of self-restraint; and sudden, erratic behaviour. On the other hand, the adaptability factor of Emotional Intelligence governs the ability to effectively solve problems of personal and interpersonal nature. Problem solving regarding service quality involves the ability to identify and define problems as well as to generate and implement potentially effective solutions. It is multiphasic in nature and includes the ability to go through the following problem-solving processes; sensing a problem and feeling confident as well as motivated to deal with it effectively, defining and formulating the problem as clearly as possible, which necessitates gathering relevant information, generating as many solutions as possible in the situation and choosing the best course of action¹¹.

This study adopted SERVQUAL theory. Service quality reflects the gap between what consumers expect and what they actually experience. The SERVQUAL model is widely applied to assess and compare students' expectations prior to receiving a service with their perceptions afterward; it is also commonly used to evaluate service quality across various domains, including the healthcare sector. In its initial development, the SERVQUAL model included ten dimensions: reliability, competence, tangibles, responsiveness, communication, courtesy, security, credibility, customer understanding, and access. Over time, these were streamlined into five core dimensions: tangibility, reliability, awareness, empathy, and responsiveness.¹².

Tangibles encompass the organisation's personnel, physical infrastructure, equipment, materials, and communication tools. In addition, the condition of the physical environment

serves as a visible reflection of the provider's attention to detail and commitment to quality. Tangibles are recognised as the physical indicators of service delivery; more precisely, they include the appearance of facilities, tools, staff, and written documents¹³. Within the context of this study, tangibles refer to the amenities and services offered by educational institution proprietors, as perceived and experienced by their clientele. Reliability involves resolving customer service issues, delivering services correctly the first time, being punctual, and maintaining an error-free record. It is considered the most crucial aspect of traditional service. Reliability also includes fulfilling orders accurately, keeping precise records, providing correct quotes, issuing accurate bills, producing results that surpass commissions, and honoring service commitments. Additionally, reliability is highlighted as the most important factor in banking services. This view is supported by findings from a scholar's research, which emphasizes its central role¹⁴.

Service quality has drawn significant attention across the healthcare sector, involving patients, their families, clinical professionals, and administrative staff in teaching hospitals. It reflects the overall evaluation of services; from secretaries to medical and administrative personnel, as experienced by patients and their relatives. Importantly, service quality is judged not only by the final outcomes but also by how care is delivered throughout the process. It closely links to both staff and patient satisfaction, and plays a key role in the effectiveness of emotional intelligence and information management strategies¹⁵.

Service-based organizations view quality of service as a key part of their economic strategy. By focusing on service quality, they can enhance satisfaction among patients and staff, improve overall service standards, and sustain a steady edge over competitors¹⁶. Organizations in the service industry see service quality as a vital part of their economic

strategy. Prioritizing quality helps boost satisfaction for both patients and staff, raise service standards, and maintain a consistent advantage over competing providers¹⁷.

Secretaries are essential cogs in the healthcare machinery, as they provide support to the medical, academic, and administrative staff, enabling them to focus on their primary duties of healthcare delivery, education, and research. Service quality by secretaries in teaching hospitals revolves around their pivotal role in ensuring the seamless execution of administrative, organizational, and communication tasks. Secretaries in teaching hospitals are responsible for maintaining patient records, scheduling appointments, handling correspondence, and managing documentation. Their efficiency in these tasks directly impacts the overall service quality within the hospital. Accurate documentation ensures that medical practitioners have access to essential patient information, which is critical for providing quality care¹⁸.

Service quality for secretaries in teaching hospitals is deeply intertwined with their ability to facilitate smooth operations, ensure effective communication, and support both clinical and academic activities. Their contributions, while often behind the scenes, are indispensable to the overall efficiency, quality, and reputation of the hospital. There has been a remarkable change in the way disseminating information in the last few years. People have also accurately demanded globally quality service delivery from health institutions. Teaching Hospitals have to redefine their corporate image to that emphasizes service quality since it provides many advantages to the society such as allowing the society to differentiate itself from its competitors by increasing access to health information and health care facilities, providing health care services for patients, improving clinical and non-clinical staffs'

relations and thus enhancing the corporate image, reliability, responsiveness, credibility and communication results in the satisfaction patients and staff, thus reducing turnover rate¹⁹.

Quality service delivery has long served as a strategic tool that helps healthcare institutions stand out in a competitive environment and is widely recognized as a key driver of service competitiveness²⁰. In everyday terms, Service quality refers to the degree of excellence of service performance and is viewed that service quality is subjective. From this perspective, numerous scholars have described service quality as an attitudinal construct that emerges from comparing customer expectations with the actual performance of the service delivered²¹. One widely recognised model is SERVQUAL, which is based on the gap theory; specifically, the difference between perceived and expected service. Key dimensions of service quality include satisfaction, tangibility, reliability, assurance, efficiency, responsiveness, and empathy. Despite its widespread use, the SERVQUAL model has faced criticism from researchers who question its practical relevance; concerns include the timing of measurement; whether before or after service delivery; and the reliance on a subtractive gap (P-E) to assess quality. In response, the SERVPERF scale was introduced, which excludes expectations (E) and instead evaluates service delivery based solely on students' perceptions of performance¹⁶. However, the universal applicability and reliability of standardised scales remain debatable, as they may vary across local manufacturing contexts and differ from academic environments. This study aims to address a gap in service delivery literature by examining the dimensions of students' perceived service standards and their connection to student satisfaction, as explored in the subsequent hypothesis development section. Quality must be embedded in every aspect of service delivery; thus, service quality is defined as the discrepancy between anticipated service performance and the actual

outcome. It reflects the degree to which a service meets students' expectations²² and often shapes their overall impression of a product or service. A concise overview of these dimensions follows.

Tangibles are those things which have a physical existence and can be seen and touched. In context of service quality, tangibles can be referred to as Information and Communications Technology (ICT) equipment, physical facilities and their appearance (ambience, lighting, air-conditioning, seating arrangement); and lastly but not least, the services providing personnel of the organization. Reliability means the ability of a service provider to provide the committed services truthfully and consistently. The hospital management want trustable services on which they can rely. Assurance is developed by the level of knowledge and courtesy displayed by the secretaries in rendering the services and their ability to instil trust and confidence in them. Empathy means taking care of the patients and other staff members of the hospital by giving attention at individual level to them. It involves giving ears to their problems and effectively addressing their concerns and demands²³.

The findings showed that the dimensions of service quality, like environment quality, delivery quality and outcome quality play a fundamental role in measuring overall service quality measurement^{9,19}. Numerous studies have explored service quality; various theories and models have been introduced to address this issue and emphasise the significance of implementation and the diverse dimensions involved^{24,25}. Although multiple definitions and metrics exist, there is no universal consensus on a single definition. One refined interpretation describes service quality as the overall assessment of a particular service provider, based on comparing its actual performance with students' general expectations regarding how industry stakeholders should operate. For example, users will use the name

of an organization, the reliability of the organisation, organisation guarantees, organisation and physical facilities in selecting the services²⁶.

Service quality has been recognized as having the potential to deliver strategic whilst also enhancing operational efficiency and profitability. A user's perception of service quality is shaped by comparing their expectations; such as anticipated offerings from a company; with their actual experience and impressions of the delivered service¹². Online services, or e-services, are distinctly different from traditional ones due to their delivery via the Internet. These services rely on data initially gathered from users; through analysis, providers can tailor offerings to meet current demand and deliver personalised experiences^{13,23}. The rapid development of information technology, online services have already contributed to some changes in habits and people's everyday lives. The main advantage of online services is not only the fact that their role is crucial for successful information dissemination, from the perspective of service providers, but also that providing high quality services enables interaction in terms of information flow²⁴.

Comprehension of the online service concept should help better understanding of the quality of online services. The quality of e-services is an overall assessment of the service provided on the virtual market from the perspective of the user²⁵. Quality of e-service is a degree to which a website can promote the whole process of online information handling and management, including efficient and effective storage and retrieval. The competitive advantage is one of the major advantages that quality online service can provide through e-information²⁶. In conclusion, e-service quality holds significant potential for advancing information strategies and enhancing both efficiency and profitability. Its relevance has grown considerably in the digital age; as online services become more widespread, the need

to establish reliable scales for evaluating e-service quality intensifies²⁷. Numerous studies have aimed to define such scales to improve electronic information systems. These assessment tools generally fall into two main categories, shaped by the focus and direction of the research: website design quality and electronic service quality²⁸.

Service quality is not merely about meeting expectations; it is about consistently exceeding them in ways that foster trust and loyalty. In today's competitive landscape, organizations are increasingly judged by the experiences they deliver, not just the products or services they offer. This makes service quality a strategic imperative. It encompasses responsiveness, reliability, empathy, and assurance, all of which contribute to customer satisfaction and retention. As service environments evolve, especially in education and public institutions, the ability to deliver quality service becomes a defining factor in institutional credibility and long-term success.

2.1.2 Information Handling Capability

Information handling capability is designed to promote the structured and efficient use of data within organisations. Its purpose is to enhance the processes of acquiring, generating, storing, and utilising information to improve service delivery; strengthen competitiveness; and increase adaptability to evolving conditions in the healthcare sector. This capability plays a central role in establishing, sustaining, and refining information management systems. Ideally, it should lead to the development of a streamlined framework for managing organisational data. To conceptualise information handling capability based on the required functions, it is necessary to examine the principles of an information system. Information handling involves the systematic collection of data; organised according to students' needs;

and used to support management and control functions that contribute; at least partially; to informed decision-making and the execution of academic responsibilities in alignment with institutional strategy^{29,30,31}.

Building upon the previously outlined definitions and acknowledging the varying levels of abstraction required when dealing with information rather than raw data; as is the case with information handling and its technological dimension; it is proposed that an effective information handling system should be capable of performing several key functions: identifying and classifying information; validating and assessing available data; capturing valuable content and storing it within a centralised repository; establishing policies that encourage and reward the processing and dissemination of information to students; deploying systems for information retrieval; and vi. creating mechanisms for distributing information across the university³². Additional capabilities emerge from examining the information life cycle. A basic educational model includes three interconnected stages: identifying necessary data; acquiring that data; and integrating and interpreting it. These stages are not strictly linear and may recur as needed^{19,33}. More recently, the life cycle has been described through the processes of scanning, recognising, and interpreting information³⁴. While technology plays a vital role in enabling these functions, organisational structures and policy frameworks are equally essential for their success. Information technology has undoubtedly expanded the scope of information handling; however, it represents only one facet of the broader capability and is often the easiest to implement³⁵. Explicit recognition of organisational policies concerning information and its strategic management remains a complex and time-intensive challenge³⁶. Achieving effective

information handling typically demands both organisational and cultural transformation; managerial intent alone is insufficient.

The transformative potential of information technology explains why many large-scale projects fail when technological implementation is not accompanied by meaningful organisational change³⁷. When new systems are introduced without corresponding shifts in practice, productivity losses may occur without delivering tangible benefits³⁸. Information handling capability encompasses people, technology, marketing strategies, and methodologies for gathering data from internal and external sources; it processes this data to support academic decision-making. The concept itself is not new; only its computerised form is. Prior to digital systems, information handling techniques were already in place to provide managers with the insights needed for planning and operational control. Computers have added dimensions such as speed, precision, and data volume, enabling broader consideration of alternatives during decision-making³⁹. Information handling is an integrated system composed of interrelated components working toward a specific goal. It is a computer-based framework that supports decision-making in planning, organising, and managing organisational subsystems; it also fosters synergy within the institution⁴⁰. The system's components include: hardware for input, output, and data storage; software for data processing and hardware instruction; databases that serve as automated repositories for organisational data; and procedural documentation that outlines the structure and operation of the information handling system.

Several factors drive the development of information handling capability; for instance, technological advancements across industries have made it essential for modern secretaries

to access large volumes of selective information to support complex tasks and decision-making⁴¹. As product lifecycles continue to shorten, secretaries face the challenge of designing offerings with extended relevance; managers must stay informed about the variables influencing organisational products and services, making information handling systems vital to this process⁴². The vast availability of data has led secretaries to increasingly depend on management information systems to navigate the growing information landscape⁴³.

These systems provide access to relevant, accurate, and timely data, which enhances decision-making; they also support automation and integrate research and management science techniques, such as probability theory. Institutions can leverage their computational capabilities; including processing and storage; to optimise these systems⁴⁴. Given this importance, organisations should install and upgrade their information handling systems to support secretaries in managerial decision-making and administrative functions⁴⁵. To better understand the scope and purpose of information handling capability, each component must be defined individually. Secretarial staff are now responsible for planning, organising, initiating, and controlling operations; they set goals and strategies, determine the best course of action, group tasks into coherent units, delegate authority, and monitor performance to prevent deviations from standards⁴⁶. Decision-making underpins each of these processes; the role of information handling is to facilitate decisions that guide planning, organising, and controlling institutional functions to achieve defined objectives. It is essential to distinguish between data and information.

Data are raw facts and figures not currently used in decision-making; they are often drawn from historical records and stored without immediate intent for retrieval⁴⁷. Information, on the other hand, consists of data that have been retrieved, processed, or applied for reasoning, forecasting, or decision-making within a business context. It represents knowledge derived from facts, structured to reduce uncertainty and support effective system functioning. A system is a collection of interconnected elements working toward a shared goal⁴⁸; a subsystem is a component of a larger system, such as divisions, departments, or units within an organisation. The system-based view of information handling capability focuses on optimising organisational output by linking operational subsystems through information exchange. This concept has evolved over the past two to three decades and is known by various names, including Information System, Information and Decision System, and computer-based Decision System. Information is the lifeblood of any organisation, especially within system-oriented management⁴⁹. An information handling system can be defined as knowledge acquired through communication, investigation, or study; it delivers timely, relevant, and well-structured information to managers, enhancing understanding and prompting action.

Information handling capability is an organized method of providing past, present and projection information relating to internal operations and external intelligence. It supports the planning, control and operational functions of an organization by furnishing uniform information in proper time frame to help the process of decision-making⁵⁰. Information handling capability is generally defined as an integrated user-machine system for providing information to support operations, management and decision-making functions in an organization. The system utilizes computer hardware and software, manual procedure,

models for analysis. Information is viewed as a resource much like land, labour and capital. It must be obtained, processed, stored, manipulated and analysed, distributed etc. An organization with a well-defined information system will generally have a competitive advantage over organization with poor information handling capability⁵¹.

The information handling capability is defined as a system which provides information support for decision-making in the organization. The information handling system is defined as an integrated system of man and machine for providing the information to support the operations, the management and the decision-making function in the organization⁵². The information handling system is defined as a system based on the database of the organization evolved for the purpose of providing information to students. The information handling capability is defined as a computer-based information system. Though there are several definitions all of them converge on a single point, i.e. the information handling capability is a system that support the decision-making function of the organization⁵³. The difference lies in defining the elements of information handling capability. However, in today's world, the information handling capability is a computerized business processing system generating information for the people in the organization to meet the information needs for decision-making to achieve the corporate objective of the organization⁵⁴.

Information handling capability refers to a computer-based system designed to offer fast and flexible access to accurate data. Among these systems, the Polytechnic information system; concerned with planning, operations, and enterprise control; is particularly significant. In educational institutions, this capability typically involves large-scale, sophisticated, structured, and continuously evolving systems with substantial commercial value^{36,54}.

Organisations often employ programmers and system analysts to develop various management information systems; consequently, educating these professionals, along with general managers, on the subject of information handling systems has become increasingly important. Information handling capability comprises computer-based systems and procedures that assist non-academic staff in routine tasks such as data processing, storage, and retrieval⁵⁵. Secretaries are responsible for providing information to patients, clinical and non-clinical staff, and the broader hospital community; their role is to ensure that business objectives are met efficiently⁵⁶. Since decision-making occurs at multiple levels, information handling capability must support all tiers of management within public teaching hospitals. Information only becomes valuable when it serves as a tool for management; otherwise, it holds little utility.

The dimensions of information management are defined by the functions it encompasses⁵⁷; these include collecting, processing, codifying, storing, accessing, identifying information needs, and distributing data. These functions are interconnected and often integrated into a single routine or system, although each has its own distinct purpose and objective. Secretaries in public teaching hospitals rely on information from both internal and external sources to make decisions. While both types of information are essential, organisations face limitations in gathering external data; however, they have greater capacity to manage internal information. The computerisation of routine tasks leads to data accumulation; either intentionally or as a by-product of other processes. More advanced computerised systems result in increased data recording⁵⁸; this, in turn, enhances the sophistication of database records and data analysis. Hospitals with advanced information management practices typically integrate data from all functional areas into a unified system.

The need for a shared database across the institution has driven the adoption of resource planning systems. Implementing these systems often requires business process re-engineering and significantly impacts organisational activities; therefore, institutions must cultivate a culture that embraces change⁵⁹. To successfully execute these transformations, public teaching hospitals must possess specific information technology capabilities⁶⁰. Competitive intelligence and monitoring systems are generally built on widespread use of information technology and can be easily adapted to existing institutional systems⁶¹.

Following the initial acquisition of information, organisations must refine and adapt the data to ensure reliability; tailor it to their specific context; and enhance its interpretability by integrating and condensing disparate elements⁶². Often, the initial data collected is basic and requires processing to transform it into meaningful information and uphold its quality. Aligning information-processing capabilities with organisational demands is essential for producing high-quality outcomes; this involves contextualising, categorising, calculating, correcting, and condensing data⁶³. Once processed, information must be codified and stored for future use. Codification ensures that data is easily retrievable and usable when needed⁶⁴; however, the way information is stored and categorised can influence future accessibility⁶⁵. Thus, codifying, storing, and retrieving information are interconnected functions.

Despite having access to accurate data for decision-making, organisations may face obstacles in acquiring and utilising this information. Access involves both technological and organisational dimensions. Technologically, firms must be able to retrieve information quickly across geographic boundaries, provided users are authorised. However, individual competencies and preferences in locating and processing data can limit the use of even the

most advanced systems; training and motivation are crucial in overcoming these limitations⁶⁶. Identifying information needs is closely tied to organisational routines and culture. In traditional hierarchical structures, organisational charts can help determine each employee's data requirements. In contrast, knowledge-driven organisations often involve employees in complex tasks where access to information beyond their immediate scope is valuable. Without established behavioural norms and a culture of sharing, much of the accumulated knowledge may be lost, diminishing the quality of work⁶⁷. The final dimension involves distributing information to those who require it. Distribution is inherently linked to identifying information needs; understanding these needs guides data acquisition, thereby completing the information life cycle⁶⁸. While technology facilitates distribution, its effectiveness depends on human and cultural factors.

A sharing culture must be cultivated so that relevant information reaches not only direct recipients but also other members of the organisation⁶⁹. In many cases, information requires subjective and social interpretation; its meaning and value are shaped by organisational culture and collective employee perceptions⁷⁰. The role of an information system within an organisation is analogous to the heart in the human body. Information acts as the blood, while management functions as the heart. Just as the heart circulates purified blood to all body parts; including the brain; and adjusts its output based on demand, the information system collects, processes, and distributes data to various organisational units⁷¹. It is designed to meet the informational needs of individuals, teams, and management at all levels⁷². Key functions of a management information system include satisfying diverse requirements through tools such as query systems, analytical models, and decision support systems.

It supports strategic planning, management control, operational oversight, and transaction processing. For clerical staff, it facilitates transaction handling and provides access to records and documentation⁷³. Junior managers benefit from operational data for planning, scheduling, and corrective decision-making. Middle management uses it for short-term planning, goal setting, and business function control, supported by planning and control tools. At the top level, information handling capability aids in strategic planning, goal formulation, and business plan execution. Overall, the management information system plays a pivotal role in generating insights, facilitating communication, identifying problems, and supporting decision-making across the organisation⁷⁴.

Information handling capability plays a vital role in organisational performance; it influences operations, productivity, and overall effectiveness. Its impact is most evident in management functions, where it enhances efficiency through structured support. Monitoring and tracking functional goals become more streamlined; secretaries are kept informed about progress, achievements, and gaps in performance. Timely alerts about emerging trends help secretaries anticipate developments and make proactive decisions. A disciplined reporting system fosters a structured database and shared knowledge base across the organisation; information is presented in a format that allows immediate use through blending and analysis, saving valuable time.

Additionally, information systems enhance organisational understanding by defining data, entities, and attributes; they rely on a shared dictionary that standardises terminology, promoting clarity in communication and consistent interpretation of events⁷⁵. These systems require the formalisation of business operations for effective design; while this may

complicate system architecture, it introduces discipline and professionalism into administrative processes. The goals of the information system align with organisational objectives; by delivering relevant data, it helps unify the organisation toward its strategic aims. Computer tools empower secretaries to apply techniques that would be impractical manually; ready-made software simplifies these tasks and enhances managerial performance. Decision-making capabilities are significantly improved, and an information-driven culture emerges within the health system⁷⁶. All managerial functions rely on decision-making; rational decisions require timely, reliable information, which is obtained through structured methods of data collection, processing, and dissemination. This approach is widely recognised as an information system. In today's complex business and financial landscape, organisations must implement well-planned, analysed, and maintained systems to support fast and informed decisions. Information handling capability has become increasingly critical due to two major challenges: first, liberalisation and globalisation demand rapid decision-making to remain competitive; second, the exponential growth of information requires managers to process vast data volumes to avoid costly errors. These pressures make information handling capability indispensable; often considered the nerve centre of an organisation. Such systems support decision-makers at every stage, helping institutions achieve their goals⁷⁷.

Conversely, poorly designed or maintained systems may produce inaccurate, outdated, or irrelevant information, which can be detrimental. Organisations cannot thrive without robust information handling capability; even small firms can compete effectively by leveraging these systems to overcome scale disadvantages. After acquiring data, organisations must refine it to ensure reliability; adapt it to their context; and enhance its interpretability by

integrating and condensing disparate elements. Initial data often requires processing to become useful information; aligning processing capacity with organisational needs is essential for quality outcomes⁷⁸.

This involves contextualising, categorising, calculating, correcting, and condensing data⁷⁹. Once processed, information must be codified and stored for future use; codification ensures easy retrieval⁸⁰. However, storage methods influence future access⁷⁹; thus, codifying, depositing, and retrieving data are interrelated. Despite having accurate data, organisations may face barriers to access and use. Access involves both technological infrastructure and organisational design. Technologically, firms must enable rapid data retrieval across locations for authorised users; however, individual skills and preferences may limit effective use of advanced systems. Training and motivation are essential⁸⁰. Identifying information needs depends on organisational routines and culture. In traditional hierarchies, organisational charts help determine data requirements; in knowledge-intensive environments, employees often need information beyond their immediate roles. Without established sharing practices, valuable knowledge may be lost, diminishing work quality⁸¹. The final dimension is information distribution; it is closely tied to identifying needs and guides data acquisition, completing the information life cycle⁸². While technology facilitates distribution, human and cultural factors determine its effectiveness. A culture of sharing ensures that relevant data reaches both direct users and others within the organisation⁸³. In many cases, information requires subjective interpretation; its meaning and value are shaped by organisational culture and collective employee perceptions⁸⁴.

Management information systems serve multiple critical functions within organisations; they address diverse needs through various subsystems such as query tools, analytical platforms, modelling frameworks, and decision support systems. These systems facilitate strategic planning; management oversight; operational control; and transaction processing. Clerical staff benefit from streamlined transaction handling and quick access to data regarding record status and document references⁸⁵. Junior managers use operational data for planning, scheduling, and corrective decision-making. Middle management relies on these systems for short-term planning, goal setting, and business function control; supported by planning and control tools. At the executive level, information handling capability supports strategic planning, goal formulation, and business plan execution⁸⁶. Overall, the system plays a vital role in generating information; enabling communication; identifying problems; and supporting decision-making across all levels of management⁸⁷. Information handling capability significantly influences organisational performance; it enhances efficiency by supporting management functions. Tracking and monitoring progress against functional targets becomes easier⁸⁸; secretaries are kept informed about achievements, gaps, and emerging trends. This enables forecasting and long-term planning; secretaries are prompted to take action when anticipated situations arise⁸⁹. A well-designed system focused on secretarial roles improves managerial effectiveness. In today's complex business environment, organisations must implement well-planned, analysed, and maintained systems to ensure timely and reliable decision-making.

The importance of information handling capability has grown due to two major challenges: first, globalisation demands rapid decision-making to remain competitive; second, the exponential growth of information requires managers to process large volumes of data to

avoid costly errors⁹⁰. Several reasons underscore the need for robust information handling systems. These systems help control the creation and expansion of records; despite digital alternatives, paper usage continues to rise. Effective records management addresses both creation and retention; disposing of obsolete records and archiving inactive ones; thereby stabilising record growth across formats. They also reduce operational costs; maintaining records requires space, equipment, and staff. Storing inactive records in dedicated centres is more cost-effective than office storage⁹¹. Organisations without structured records programs can save on space and staffing by implementing such systems. Efficiency and productivity also improve; time spent searching for misplaced records is unproductive.

A well-managed document system enhances retrieval speed and office performance. An effective filing system with a reliable index ensures quick access to needed information. Moreover, a well-run information system becomes a strategic asset; it allows organisations to assess their information usage and plan improvements that maximise business outcomes⁹². These systems also enable organisations to adopt new technologies and benefit from them. Investments in digital infrastructure; whether financial or operational; do not resolve filing issues unless existing manual systems are reviewed and updated before automation. Regulatory compliance is another key benefit. In countries like China, where record-keeping laws are complex and stringent, organisations face challenges in locating and applying regulations. A well-functioning information handling system ensures compliance by managing legal requirements and coordinating with authorities. Failure to comply can result in severe penalties or legal consequences⁹³.

Organisations adopt information systems and structured programs to mitigate risks related to litigation and regulatory penalties; this applies equally to government institutions. For instance, a consistently implemented records management system can reduce liabilities associated with document disposal by ensuring routine and systematic handling as part of regular operations. Safeguarding vital information is essential; every organisation; public or private; requires a comprehensive strategy to protect critical records from disasters or unforeseen events. When integrated into a robust information system, vital records programs help preserve the confidentiality and integrity of essential data assets, guided by a formal protection plan. This is particularly relevant for financial records, where resource planning systems are increasingly deployed in large enterprises⁹⁴. In today's competitive business landscape, the manager who accesses relevant data first often gains an advantage; either by making quicker decisions or by making more informed ones. A well-designed information handling system ensures that managers and executives receive timely and relevant data.

Enterprise-wide file organisation, including indexing and retrieval capabilities, allows for swift access to pertinent information for both immediate decisions and long-term planning. Similarly, implementing a comprehensive resource planning system that encompasses financial and operational processes offers a strategic edge over manual systems. Preserving corporate memory is another critical function; an organisation's records and financial data represent its institutional knowledge; an invaluable resource often overlooked. Daily operations generate records that may later serve as reference points for future decisions and strategic planning. Promoting professionalism in business operations is also vital; a disorganised office environment, with files and documents scattered across cabinets and boxes, creates a negative impression. The perception of customers and staff morale; though

difficult to quantify; can be significantly improved through a well-maintained information handling system⁹⁵.

The emergence of intranet in office environment date back to 1994 when it becomes necessary to boost information handling capability of employees to facilitate teamwork that will advance information overload of office workers for improved productivity. Intranet is a private network that is contained within an enterprise. She further explained that it consists of many interlinked local area networks which uses leased lines in the wide area network. In the context of this definition, it is a collection of computer network using internet technology to receive, record, manipulate, process, interpret, send and retrieve data and information. In essence the intranet is nothing more than a small chunk of internet capabilities, a hook up of all computers in a company to allow for the speedy delivery of messages and other information on a computer⁹⁶. Intranet is a private analogue of the internet or as a private extension of the Internet confined to an organization. It is an ICT tool that provide secretaries with a rich platform for information management – quick means of finding, assessing, processing, recording and communicating⁹⁷.

The central focus is to allow sharing organization information and resources among employees. Through this medium secretary are able to deal with lots of correspondence regarding appointments, unit meetings, interviews, conferences, superior itinerary, documentation, memo, reports, as well as proposals, these tasks can be accomplished effortlessly, timely with a click on the mouse and without having to leave the office. With constant changes taking place in work environment due to technological advancement driven by information overload of today's business world, quick communication among office workers, superiors, managers, supervisors, technicians, junior staff, within and outside

offices becomes imperative, hence, performance which is reflected in the quality of employees' outcome determined by amount of interactions with other staff could be enhance through appropriate utilization of office technology (intranet), this will generate accurate, prompt information for efficient and effective job performance of office workers. The duty of secretaries is to provide information for both staff (clinical and non-clinical staff) and patients in the healthcare institution. It should help in such a way that the hospital goals are achieved in the most efficient manner⁹⁸. Since the decision-making is not restricted to a particular level, the information handling capability is expected to support all the levels of the management in conducting the healthcare operations. Unless the information may become a management aid, it is not useful to the organization. We define the dimensions of information management by building on the functions in which information management is divided⁹⁸.

These functions encompass activities such as collecting, processing, codifying, storing, accessing, identifying information needs, and distributing data. These dimensions are interconnected; often, multiple functions are carried out within a single routine or embedded in one integrated system. However, each function maintains its distinct purpose and definition. Strategic control demands a different type of information than operative or tacit control; it requires comprehensive, synthesised data that is forward-looking and sourced from both internal and external environments. Consequently, information handling systems must be equipped to gather data from external sources. Competitive intelligence and monitoring systems typically rely on widespread information technology applications; they are designed to integrate seamlessly with existing institutional systems⁹⁹.

Information handling capability refers to how effectively individuals and organizations manage, process, and utilize data to support decision-making and service delivery. In modern institutions, especially those reliant on administrative efficiency, the ability to retrieve, interpret, and apply information accurately is critical. Poor information handling can lead to delays, errors, and reduced client satisfaction. Conversely, strong capabilities in this area enhance transparency, accountability, and responsiveness. As digital systems become more integrated into service workflows, the demand for professionals with robust information management skills continues to grow.

2.1.3. Emotional Intelligence

Doctoral researchers have attempted to measure a particular industry's managers' Emotional Intelligence quotients. Some of the various industries that tested their personnel for some components of Emotional Intelligence were found in global oil, non-profit foundation, and education¹⁰⁰. The importance of recognizing Emotional Intelligence seems to have entered the health administration field as well. A recent tool was developed for early careerists in health care administration that included, as one of the domains, interpersonal intelligence and Emotional intelligence¹⁰². Experts are urging hospitals and health care systems to deepen emotional intelligence in how they connect in their relationships with physicians to gain stronger partnerships and improve cost effectiveness. Yet, there is no evidence that this is occurring. Infact, health care has not embraced Emotional Intelligence. Many secretaries in public teaching hospitals may struggle to see the need for improving their interpersonal skills, unaware that much of what they do each day already draws on key elements of Emotional Intelligence¹⁰³.

that helping people build their Emotional Intelligence could be a powerful way for employers to lower staff turnover, boost job satisfaction, and raise overall performance. It is therefore plausible that helping people build their Emotional Intelligence level is one viable way for employers to decrease employee turnover, improve job satisfaction, and increase performance. Leaders aiming to help employees grow in self-awareness, self-control, empathy, and communication have found that Emotional Intelligence can be strengthened through training, honest feedback, open conversations, adaptability, and supportive critique across the team. Since EI has shown it can boost valuable social skills and workplace abilities, it's become a useful way to explore how nursing home leaders design and apply EI programs to lower staff turnover, raise job satisfaction, and improve teamwork and overall performance¹⁰⁴.

The advantages of Emotional Intelligence extend beyond healthcare professionals to include the residents and patients receiving care. Among older adults, Emotional Intelligence has been linked to life satisfaction and psychological resilience; these concepts are central to gerontology, the discipline focused on aging. Researchers in this field come from diverse backgrounds including social sciences, psychology, physiology, policy, and public health. Studies have shown improvements in life satisfaction and adaptability. Emotional Intelligence skills contribute to constructive reasoning and behavioural responses that support adjustment during the aging process. These contributions are especially valuable in enhancing the quality of life for elderly individuals, particularly in light of increasing life expectancy¹⁰⁵.

Mindfulness meditation is both a mindset and a technique aimed at reducing personal distress while fostering insight, compassion, and wisdom. In workplace settings,

mindfulness interventions are designed to enhance decision-making; productivity; interpersonal relationships; stress reduction; organisational dynamics; perspective-taking; resilience; and self-care. This approach aligns closely with Emotional Intelligence, particularly in recognising and embracing one's emotions with empathy. Mindfulness has been shown to encourage person-centred attitudes and foster a sense of community among clinicians. Healthcare professionals can adopt practical strategies to embody mindful leadership; these include deep listening and emotional self-awareness, both of which can be cultivated through mindfulness practices. A common belief associated with Emotional Intelligence is the notion that "you can't teach old dogs new tricks," implying that individuals resist change. However, a study involving executives around the age of 50 revealed a 66.5% increase in emotional proficiency following a personality development course, disproving that assumption¹⁰⁸. While behavioural change may not occur instantly, consistent practice can lead to meaningful transformation. Research indicates that genetics significantly influence an individual's Emotional Intelligence levels¹⁰⁶.

Emotional Intelligence is a social skill that enables individuals to regulate emotions constructively and respond effectively to environmental demands; this enhances professional competence and service delivery. In nursing, Emotional Intelligence encompasses both personal and social dimensions and plays a vital role in ethical and empathetic clinical practice. Nurses with higher Emotional Intelligence report fewer psychosomatic symptoms and emotional exhaustion; improved teamwork and collaboration; greater job satisfaction; fewer unmet patient needs; and better emotional well-being¹⁰⁷. The term Emotional Intelligence combines two core concepts: emotion and intelligence. Emotion refers to a structured mental response to events, shaped by cognitive disposition

and expressed through facial, verbal, or written cues. Intelligence denotes an individual's capacity to act deliberately, reason logically, and function effectively within a given context. Emotional Intelligence, therefore, is the ability to accurately identify, interpret, and manage emotions; apply emotional insights; and pursue meaningful goals¹⁰⁸. The relationship between Emotional Quotient (EQ) and Intelligence Quotient (IQ) has been explored in various studies. While some correlations exist, they are generally weak, suggesting that EQ and IQ are largely independent. Notably, some findings revealed small negative correlations, particularly in areas like impulse control. Structural equation modelling showed both positive and negative associations; for instance, impulse control, social awareness, and adaptability negatively predicted IQ, whereas optimism, emotion regulation, and assertiveness were positive predictors¹⁰⁹.

Emotional management and optimism may enhance performance in test-taking scenarios. Unlike IQ scores, which are difficult to manipulate, EQ scores can be influenced by impression management. This may explain why individuals with lower IQs feel compelled to boost their EQ. EQ skills typically develop during adolescence; some highly intelligent individuals may neglect these skills, resulting in lower EQ. Conversely, less intelligent individuals may cultivate EQ to compensate for cognitive limitations¹¹⁰. Goleman's Emotional Intelligence Model outlines four key components: self-awareness; self-management; social awareness; and relationship management; all of which impact service quality¹¹¹.

Effective problem-solvers tend to be conscientious, disciplined, and methodical; they approach challenges with determination and a desire to find solutions. Adaptability, a core Emotional Intelligence skill, is essential for delivering quality service. It involves flexibility

and problem-solving; the ability to navigate personal and interpersonal changes; and the capacity to respond to shifting environments. Individuals with high adaptability are typically realistic, perceptive, and capable of resolving everyday challenges¹¹². Success in this domain requires understanding problems, devising solutions, and responding effectively to diverse situations. Flexibility enables individuals to adapt to unfamiliar, unpredictable, and dynamic conditions. Those who are flexible remain energetic and open-minded; they adjust their views when presented with new evidence and are receptive to diverse perspectives in problem-solving¹¹³.

Emotional intelligence (EI) is increasingly recognized as a core competency in service-oriented roles. It involves the ability to understand and manage one's emotions, as well as those of others, to foster productive interactions. In environments where interpersonal communication is constant—such as education, healthcare, and public administration; EI helps professionals navigate stress, resolve conflicts, and build rapport. High emotional intelligence contributes to better teamwork, leadership, and customer engagement. As service expectations rise, EI becomes not just a personal asset but an organizational advantage.

2.2 Theoretical Framework

2.2.1 SERVQUAL Theory

A service refers to a process made up of a sequence of intangible activities that typically occur through interactions between customers and service personnel; physical assets; goods; or systems belonging to the service provider. These activities are designed to address customer needs. Service quality is viewed as a broad evaluation or attitude toward a specific

service; it reflects the customer's overall perception of the organisation's competence and the quality of its offerings. This concept is cognitive in nature and has generated extensive discussion in academic literature due to the challenges in defining and measuring it; no universal agreement has been reached on its meaning¹¹⁴. The most widely accepted definition of service quality is the degree to which a service meets customer expectations. It can also be described as the gap between expected and perceived service. When expectations exceed actual performance, perceived quality falls short, resulting in dissatisfaction. A service quality framework proposes five key dimensions for evaluating perceived service quality: tangibles; reliability; responsiveness; empathy; and assurance. Tangibles refer to the organisation's representatives; physical infrastructure; materials; equipment; and communication tools. The physical environment reflects the attention to detail and care provided by the service provider. Tangibles are considered the visible evidence of service delivery; they include the appearance of facilities, tools, staff, and documentation¹¹⁵. In this study, tangibles represent the amenities and services offered by educational institutions as perceived by their clients. Reliability involves resolving customer issues; delivering services correctly on the first attempt; maintaining punctuality; and ensuring error-free operations. It is regarded as the most critical element in traditional service settings. Reliability includes accurate order processing; precise record-keeping; correct billing; and fulfilling service commitments. It is defined as the capacity to deliver promised services consistently and accurately¹¹⁶.

Responsiveness is described as the willingness to assist customers and provide timely service. It encompasses speed and efficiency in service delivery; the ability to respond quickly to customer inquiries; and minimising wait times. Responsiveness also includes

understanding customer needs; offering convenient service hours; providing personalised attention; and ensuring customer safety. Empathy involves offering compassionate and individualised care to clients. It includes recognising customer needs; offering support during business hours; and creating a welcoming environment. Research in private banking has shown that empathy includes approachability; sensitivity; and efforts to understand client preferences. It is also defined as the ability to make customers feel valued, particularly through staff interactions¹¹⁷. The SERVQUAL model suggests that customer satisfaction is influenced by the extent and direction of the gap between expectations and actual experiences. Assurance encompasses all verbal and written communication between staff and customers that fosters trust and confidence. It includes politeness; professionalism; and employee expertise. High levels of assurance contribute positively to service quality in business environments. Therefore, quality service requires courteous and knowledgeable staff who can offer sound advice and provide easy access to account information¹¹⁸.

The SERVQUAL model remains one of the most widely used frameworks for evaluating service quality. It identifies five key dimensions—tangibles, reliability, responsiveness, assurance, and empathy—that shape customer perceptions. What makes SERVQUAL particularly useful is its adaptability across sectors, from banking to education. By comparing expected service with perceived service, organizations can pinpoint gaps and implement targeted improvements. This theory provides a structured lens for assessing how well services align with client needs and expectations, making it a valuable tool for continuous quality enhancement.

SERVQUAL is a multidimensional tool used to assess service quality by comparing customer expectations and perceptions across five dimensions. It is widely applied in the

healthcare sector to evaluate service delivery. The model measures perceived service quality by analysing the differences between what customers expect and what they experience. By applying the SERVQUAL model, hospitals can evaluate secretary performance, identify gaps, and implement training programs to improve communication, professionalism, and efficiency. This structured approach ensures that secretaries continue to contribute positively to hospital operations while fostering a supportive and well-functioning environment¹¹⁸. The SERVQUAL model applies to this study by examining the quality, responsiveness and reliability of service offered by the secretaries of public teaching hospitals in Oyo State.

2.2.2 Frank Upward Theory of Record Life Cycle (1980)

The Records Life Cycle Model was originally developed as a traditional archival model, but Frank Upward later introduced the Records Continuum Model as an alternative approach. Upward, an Australian archival theorist, proposed the Records Continuum Model in the 1990s, challenging the linear life cycle concept and emphasizing the ongoing management of records across different contexts¹²⁴. Records have been likened to biological organisms, which are born, live, and eventually die. Similarly, a record is created, maintained, and used for as long as it holds value; after which it is either destroyed or archived. The characteristics of the records life cycle model suggest that it is more applicable to organisations managing paper-based records. However, researchers have found that this model is less suitable for institutions or studies focused on electronic record management. These limitations led to the emergence of the records continuum theory. Although the theory

originated in Canada, it was further developed and adopted in Australia during the 1980s and 1990s by archival theorist Frank Upward¹²⁵. Unlike the life cycle model, the continuum theory views recordkeeping as a continuous process from creation to disposition, without distinct transitions between phases.

The records continuum model unites records managers and archivists within a shared framework aimed at ensuring the reliability, authenticity, and completeness of records¹²⁶. This perspective contrasts with the life cycle theory, which defines recordkeeping in discrete stages and separates current records from historical archives. The continuum approach, by contrast, integrates recordkeeping and archiving into a unified process. In the life cycle model, records are seen as progressing through stages until they are discarded, except for a select few that are preserved as archives¹²⁷. In recent years, technological advancements have significantly streamlined information handling.

Devices such as computers, video and audio tapes, cloud storage systems, flash drives, network-attached storage units, USB drives, external hard disks, and tablets have revolutionised the way records are managed. These tools offer vast storage capacities and have eliminated many of the challenges that previously hindered information management. As a result, the processes of creating, processing, organizing, and retrieving information can now be performed with remarkable speed and efficiency¹²⁸. Information Handling Capability – The continuum model highlights the ongoing management of records, ensuring that secretaries maintain accurate, accessible, and well-organized hospital records. This is crucial for patient care, administrative efficiency, and compliance with healthcare regulations. Applying Upward's theory, hospitals can enhance record management systems,

improve training programs for secretaries, and foster a more integrated approach to information handling.

2.2.3 Goleman's Theory of Emotional Intelligence (EI)

Goleman's Theory of Emotional Intelligence identifies five components of emotional intelligence (self-awareness, self-regulation, motivation, empathy and social skills) that can influence service delivery. Goleman introduced the Theory of Emotional Intelligence in 1995 through a publication grounded in his research. Emotional Intelligence (EI) is a concept developed to assist individuals in shaping their thoughts and behaviours. It refers to the capacity to identify one's own emotions and those of others; to use this awareness for motivation; and to manage emotions in personal and interpersonal contexts¹¹⁹.

EI comprises a set of skills and competencies grouped into five core areas: self-awareness; self-regulation; motivation; empathy; and social skills. Self-awareness involves recognising and understanding one's emotions, thoughts, and behaviours. It is about being in tune with who you are, how you react to situations, and how others perceive you. Self-regulation is the ability to manage your emotions, thoughts, and behaviours in a way that aligns with your goals and values. It involves controlling impulses, staying focused, and adapting to changing situations without being overwhelmed. People who practice self-regulation can handle stress better, make thoughtful decisions, and maintain discipline in challenging moments. Motivation is the inner drive that pushes you to take action and achieve goals. It is what keeps you going, even when things get tough. Empathy is the ability to understand and share the feelings of others.

It is seeing the world from their perspective and responding with care and understanding. Social skills are skills like active listening, clear communication, empathy, teamwork, and conflict resolution. Strong social skills can make a huge difference in personal and professional life, helping you connect with people, foster trust, and navigate social situations with ease. This theory applies to many different spheres of life, including educational settings, to improve the students' emotional intelligence. Goleman's book titled *Emotional Intelligence; Why It Can Matter More Than IQ* became a New York Times bestseller, elevating his prominence. Following its publication, the concept of Emotional Intelligence gained global recognition; various societies began to integrate it into their cultural and professional frameworks.

Goleman's Emotional Intelligence (EI) theory is highly relevant to the study of information handling capability and emotional intelligence in the service delivery of secretaries in public teaching hospitals. His framework highlights five core components: self-awareness, self-regulation, motivation, empathy, and social skills, each of which plays a crucial role in ensuring effective service quality in hospital environments¹²⁰. Secretaries in teaching hospitals manage sensitive patient information, coordinate schedules, and facilitate communication between different hospital departments. Self-awareness enables them to recognize their emotions and understand how their feelings influence their interactions with patients, doctors, and hospital staff. By being emotionally aware, secretaries can manage stress, remain professional, and ensure that their emotions do not negatively impact their work.

Closely related to self-awareness is self-regulation, which allows secretaries to control their emotional responses, particularly in high-pressure environments where they must handle

urgent requests, frustrated patients, or demanding administrative tasks. The ability to stay composed and act ethically ensures that patient information is processed with accuracy and confidentiality. Another important aspect is motivation, which drives secretaries to remain committed to their responsibilities. Their role requires enthusiasm and resilience, as they often juggle multiple administrative tasks while ensuring that hospital operations run smoothly. When secretaries are intrinsically motivated, they take initiative, solve problems effectively, and contribute to an efficient healthcare system¹²¹. Empathy is essential for secretaries, as they interact with patients who may be anxious, distressed, or in need of assistance. Understanding and addressing the concerns of patients with compassion fosters trust and improves the overall patient experience. Empathy also enhances communication with hospital staff, ensuring better collaboration in managing administrative duties.

Finally, social skills play a critical role in service quality. Secretaries must communicate effectively with patients, doctors, nurses, and other hospital personnel. Strong interpersonal skills help them manage inquiries, coordinate schedules, and facilitate seamless hospital operations, ensuring that the institution functions efficiently¹²².

By applying Goleman's Emotional Intelligence framework, public teaching hospitals can improve secretary training programs, enhance patient interactions, and optimize administrative efficiency. Emotional intelligence ensures that secretaries perform their roles with professionalism, empathy, and effectiveness, contributing to a high-quality healthcare system¹²³.

2.3 Review of Empirical Studies

2.3.1 Information Handling Capability and Service Quality

A scholar conducted a study on public sector management information systems in the United Kingdom, highlighting the essential role of information management processes in supporting secretarial functions. Despite their importance, these processes are often overlooked in favour of more appealing technological applications. The study aimed to correct this imbalance by offering a detailed analysis of public sector information management. It positioned these processes within broader systems of monitoring and control, emphasising the need to understand their relationship to public sector inputs, operations, outputs, and outcomes.

The paper outlined various types of reports generated by these processes and used them to develop a model that illustrates the decision-making benefits of computerised information management. It also described a generic public sector information management framework that encompasses internal government transactions, regulatory functions, and public service delivery, with examples drawn from the United States, United Kingdom, Africa, and Asia¹²⁹. Another study examined the role of management information systems in evaluating organisational performance within the KwaZulu-Natal Department of Arts and Culture. Government departments collect, process, and utilise data for planning and reporting to comply with legislative requirements at both operational and strategic levels. Information systems facilitate the handling of large volumes of data, enabling synchronisation and sharing. These systems are used to monitor activities, assess new services, and track trends, thereby supporting strategic decision-making.

The study employed a case study approach, involving managers from the department's core programmes. Data collection methods included face-to-face interviews and self-

administered questionnaires. Findings revealed that the department's use of information management for performance measurement was limited; it lacked an integrated performance management information system (PMIS) and the capacity to develop one. Recommendations included formalising the performance measurement framework and building capacity to implement a PMIS. Future research should involve non-managerial staff and explore records management systems in greater depth¹³⁰. In the context of globalisation and intense industry competition, businesses are compelled to innovate daily to maintain a competitive edge. Organisations now compete based on service quality rather than physical goods¹³¹. Service quality directly affects performance, allowing firms to differentiate themselves and better meet customer expectations. Innovations in service delivery are seen as unique systems that enhance client convenience¹³².

Technological expertise has enabled commercial institutions to strengthen services and introduce new systems, such as mobile money, electronic banking, and lending platforms. Innovation orientation and IT capability have a significant impact on service delivery; technology has become a vital component in creating more efficient and acceptable service channels. Previous studies confirm that IT enhances service quality across organisations¹³³. Service quality innovation is facilitated by enabling technologies; 93% of surveyed professional service firms recognised its importance. Continuous improvement in service quality must be embedded in organisational operations and service design. Examples include global system implementation, client collaboration, and creating interconnected organisational structures. Research on IT innovation in service environments revealed that technology is often met with scepticism, although it is expected to improve efficiency and

performance. The study also found that outsourcing technological services is sometimes perceived as shifting responsibility for service failures in public sector organisations¹³⁴.

2.3.2 Emotional Intelligence and Service Quality

Global educational systems are undergoing swift transformations and adjustments, affecting teachers' job performance. Notwithstanding these alterations, forecasting educators' success continues to be intricate and challenging to assess. This study examined the influence of emotional intelligence (EI) on teachers' job performance. The participants were secondary school educators from Kedah. The data obtained from a questionnaire survey indicated a substantial link between emotional intelligence and job success¹³⁵.

A study was conducted to explore the impact of emotional intelligence on educators' job performance within Pakistan's education sector. The sample included university lecturers from central Punjab; emotional intelligence theories formed the conceptual foundation, and their relationship with teaching effectiveness was analysed. Results showed that emotional intelligence significantly influenced educators' performance; key factors such as emotional self-awareness, self-confidence, achievement, development of others, and conflict management were positively correlated with job success¹³⁶. Another study examined job satisfaction and performance among professionals in the sports industry. No significant gender differences were found; however, marital status influenced the "External Satisfaction" sub-dimension. A low but positive correlation between job satisfaction and performance was observed; socio-demographic factors also played a role, with higher satisfaction linked to better performance¹³⁷. Emotional intelligence enhances workplace outcomes by promoting positive relationships, effective teamwork, and social cohesion.

Research confirmed that low emotional intelligence negatively affects employee performance. Recommendations included training to address skill gaps, recognition of achievements, and clear communication of roles. Emotional intelligence fosters awareness, knowledge sharing, and interpersonal trust; it influences both individual and organisational performance¹³⁸.

A study on executives in the manufacturing sector investigated the link between organisational learning and adaptive performance, with emotional intelligence as a moderating factor. Findings revealed a strong relationship when emotional intelligence was high, but a weaker link when it was low. Managerial employees exhibited above-average emotional intelligence, which improved decision-making, collaboration, and problem-solving. The study suggested that HR departments integrate emotional intelligence into recruitment and succession planning¹³⁹. Another study explored how secretaries' self-awareness moderates the relationship between emotional intelligence, transformational leadership, and managerial performance. The sample included managers, subordinates, and supervisors.

Results showed that self-awareness influenced the strength of emotional intelligence's impact on leadership behaviour. It was identified as a key factor in leadership success, helping leaders manage interpersonal dynamics and inspire their teams¹⁴⁰. High employee performance is essential for achieving organisational goals. Evaluating performance and communicating results is critical. Employees with high emotional intelligence understand the importance of expressing emotions, especially in roles requiring emotional labour. A study involving fast-food workers found that both intellectual and emotional intelligence positively affected job satisfaction, which in turn improved performance. Job satisfaction

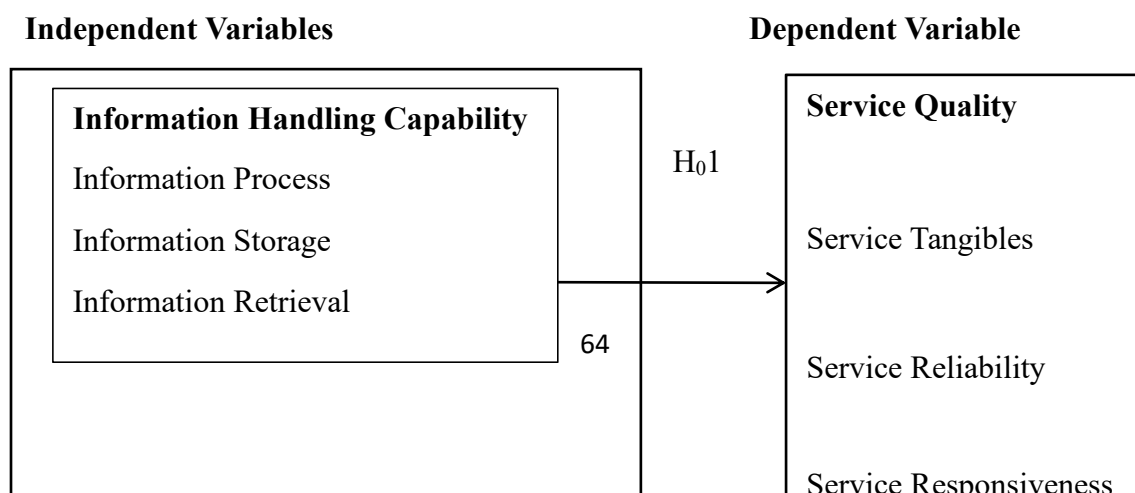
acted as a mediator between intelligence and performance¹⁴¹. Research on Malaysian teachers revealed differences in emotional intelligence between residential and day school educators. Teachers in conventional schools lacked opportunities to develop leadership and social skills, while residential school teachers faced higher expectations, possibly explaining their higher emotional intelligence scores. Another study focused on emotional intelligence training and its effect on job satisfaction. Fifty employees with low satisfaction levels completed a five-day, forty-hour training programme.

A follow-up survey three months later showed improved satisfaction, highlighting emotional intelligence's role in enhancing motivation and performance¹⁴². A study on digital technology's impact on customer satisfaction in Madhya Pradesh's hospitality sector found a positive correlation between effective tech implementation and customer delight. The research emphasised the importance of tailored strategies and regional considerations in improving service delivery¹⁴³. Emotional intelligence also plays a role in pharmacy education and healthcare professions. It may predict success in academic and clinical settings, especially under pressures like rising enrolment and patient-centred care. However, the study identified a gap in pharmacy-specific research and noted challenges in measuring emotional intelligence. It recommended integrating emotional intelligence training into curricula to improve interpersonal skills and patient outcomes. Future research should account for academic performance and personality traits to better understand emotional intelligence's influence on professional success¹⁴⁴.

The relationship between emotional intelligence and job satisfaction among faculty members in professional institutes in Indore, India. The study revealed no significant overall relationship between emotional intelligence (EI) and job satisfaction among faculty

members, suggesting that EI alone may not strongly predict job satisfaction. However, specific EI components like Self-Emotion Appraisal (SEA) and Other Emotion Appraisal (OEA) were found to positively influence job satisfaction, indicating that understanding and evaluating emotions enhances job satisfaction. In contrast, the Use of Emotions (UOE) and Regulation of Emotions (ROE) did not significantly impact job satisfaction. The study also found that EI helps manage occupational stress, particularly physiological stress, though the interaction with psychological stress was insignificant. The findings suggest that faculty training programs focused on enhancing EI could improve interpersonal relationships and emotional management, leading to better job satisfaction¹⁴⁵.

2.4 Conceptual Model



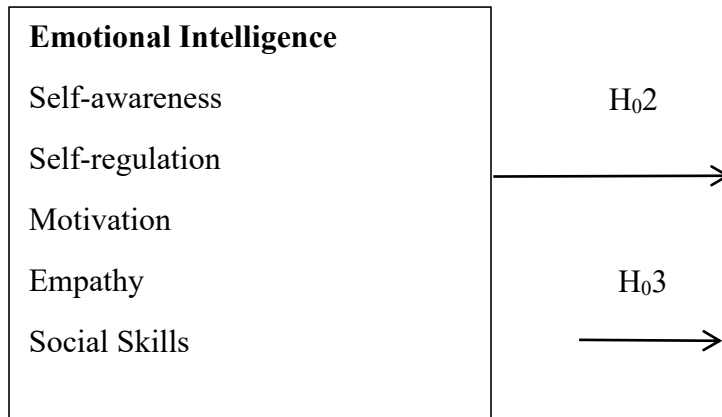


Figure 1: Researcher Conceptual Model on Information Handling Capability, Emotional Intelligence and Service Quality by Secretaries.

Source: Researcher's fieldwork, 2024.

The above conceptual model of this study shows the dependent variable as service quality and in the context of this study, it was measured by SERVQUAL Theory. Service Quality has five measures relevant for this study which includes: tangibles, reliability, responsiveness, assurance and empathy¹⁴⁵. The model has two independent variables which are information handling capability and emotional intelligence. To measure information handling capability, information process, information storage and information retrieval were measures adopted based on Frank Upward Theory of Record Life Cycle Theory of 1980 while Goleman's theory of emotional intelligence was adopted to measure Emotional Intelligence¹⁴⁶. Emotional intelligence is measured with self-awareness, self-regulation, motivation and empathy. The selections of the model is based on the belief that there is a relationship and interaction between components of the independent variables and service quality by secretaries in public teaching hospitals in Oyo State. It suggests that information

handling capability and emotional intelligence are used to determine the service quality by secretaries in public teaching hospitals in Oyo State, Nigeria.

The conceptual model also illustrated the combine influence of information handling capability and emotional intelligence are used to determine the service quality by secretaries in public teaching hospitals in Oyo State, Nigeria. With these variables, this study identified the impact of information handling capability (information process, information storage and information retrieval) on service quality by secretaries in hypothesis one, the impact of emotional intelligence (self-awareness, self-regulation, motivation and empathy) on service quality of secretaries in hypothesis two and the combine impact of information handling capability and emotional intelligence on the service quality of secretaries in the public teaching hospitals in Oyo State, Nigeria, where recommendations that improved the service quality by secretaries is drawn.

The conceptual model is anchored on SERVQUAL Theory, Frank Upward Theory of Record Life Cycle Theory of 1980 and Goleman's Theory. The SERVQUAL Theory was used to explain the Service Quality. Some of the measures that were adopted for this theory were tangibles, reliability, responsiveness, assurance and empathy. Frank Upward Theory of Record Life Cycle Theory of 1980 was used to explain Information Handling Capability with these measures: information process, information storage and information retrieval that were adapted for it. For Emotional Intelligence, Goleman's Theory. The measure used for this study were self-awareness, self-regulation, motivation and empathy.

2.5 Summary of The Reviewed Literature

This section indicated reviewed related literature relevant to this research work. The literatures gave an overview of service quality, explored its meaning and discussed empirical findings on service quality among employees from various sectors within and outside Nigeria.

Review of literature on information handling capability and emotional intelligence in this study have showed scarcity of studies on secretaries especially in public teaching hospitals specifically in Oyo State Nigeria. However, studies that is specifically focused on information handling capability and emotional intelligence as a moderating variable among secretaries of Public Teaching Hospitals, Oyo State, Nigeria remain scanty; hence creates a gap worthy of investigation. Several reviewed studies define Emotional Intelligence as a set of emotional competencies, including the ability to manage frustration; regulate emotions; maintain optimism; and build empathetic relationships. Emotional Intelligence also involves recognising emotions; generating emotional responses to support cognition; interpreting emotional meaning; and regulating emotions to foster emotional and intellectual growth. It is described as the capacity to perceive, understand, and purposefully apply emotional sensitivity as a source of human energy and influence. Based on expert definitions, Emotional Intelligence can be summarised as an individual's ability to manage emotions for personal and interpersonal benefit. In this study, Emotional Intelligence is assessed using indicators such as recognising personal potential; thinking carefully before acting; engaging in regular self-reflection; maintaining diverse friendships; and demonstrating group leadership and motivation¹⁴⁶.

A notable gap in the literature is the limited empirical research focused specifically on the Emotional Intelligence and information handling capabilities of secretaries in Nigeria's

public teaching hospitals. Although there is substantial research on information management and service quality in Nigeria, few studies target this particular group. Contextual factors such as institutional policies, managerial practices, and resource availability have not been adequately explored in relation to skill development among secretaries. Understanding these influences is essential for designing effective interventions. Many reviewed studies generalise findings across various health institutions, without focusing exclusively on secretaries in public teaching hospitals. Additionally, existing research may not sufficiently address the unique contextual challenges faced by this group. There is a lack of standardised and validated tools for measuring Emotional Intelligence and information handling capability among secretaries in public teaching hospitals in Oyo State.

Developing such instruments would be a valuable contribution to the field. Measurement approaches vary across studies, with some relying on training and retraining programmes. Service quality in this context may differ from other sectors and require tailored strategies. While literature often emphasises coping mechanisms for skill acquisition, few studies examine the specific strategies secretaries use or need. Identifying the most effective approaches for this group is crucial. Although numerous studies have explored information management among secretaries, few have systematically investigated the combined impact of Emotional Intelligence and information handling capability on service quality. Most existing research has been conducted outside Nigeria; only a limited number of studies have been carried out within the country, and fewer still have focused on public teaching hospitals in Oyo State. This study aims to address that gap.

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Chapter Three

Methodology

This chapter outlines the methodology used in this study. It explains the research design strategies employed, the study location and population, sampling technique employed, the sample size, the research instrument, validity and reliability of the research instrument, and the method of data collection and analysis.

3.1 Research Design

The study employed a survey research design within a descriptive framework. This design was deemed appropriate, as it is based on the assumption that the variables under investigation have already occurred and therefore cannot be manipulated¹. The design was utilized to examine the influence of information handling capability and emotional intelligence on the service quality of secretaries working in public teaching hospitals in Oyo State.

3.2 Population of the Study

The population of this study consists of 144 secretaries across all cadres in public teaching hospitals of Oyo State. This implied that the secretaries' population covered University College Hospital, Ibadan, and Ladoke Akintola University of Technology Teaching Hospital,

Ogbomosho being the two public teaching hospitals in Oyo State. These teaching hospitals were selected being the only public teaching hospitals in Oyo State and because the perceived gaps which form the purpose of this study has been traced to exist there.

Table 3.1: **The population of the Study**

S/N	Public Teaching Hospitals	Population of Secretaries
1.	University College Hospital, Ibadan	130
2.	Ladoke Akintola University Teaching Hospital	14
	Total	144

Source: ^{1,2}

3.3 Sample Size and Sampling Technique

The sample size for this study comprises of 144 secretaries from the public teaching hospitals in Oyo State which cut across all cadres of secretaries from both public teaching hospitals. Total enumeration was adopted because the population under study is manageable.

3.4 Description of Research Instrument

The instrument used was a structured questionnaire which was used to gather data from the respondents because it analysed the structured questions and responses easily to achieve the study's objective. This study adopted the Likert scale format to measure the various constructs of the research model. The instrument was divided into four (4) sections with focus on each of the variables under investigation. The sections were A, B, C and D.

Section A: This section was developed by the researcher to collect demographic information of respondents, and these contained Name of institution, bio-data of respondents measured through five factors; Gender, Age, educational qualification, years of experience.

Section B: Service Quality (SQ) scale which included five sub-scales; reliability, empathy, responsiveness, assurance and empathy adapted for the study targeted at analyzing the service quality of secretaries in the two public teaching hospitals in Oyo State, Nigeria. This section contained three (3) sub-scales representing each measure for the variable with a total of fifteen (15) items. The first sub-scale was used to measure reliability, and it contained three (3) items. The second sub-scale was used to measure empathy, and it contained three (3) items. The third sub-scale was used to measure responsiveness, and it consisted of three (3) items. The fourth sub-scale was used to measure assurance, and it consisted of three (3) items. The fifth sub-scale was used to measure empathy, and it consisted of three (3) items. The scale utilized a four-point response style of Very High (VH) = 4 , High (H) = 3, Very Low (VL) = 2, Low (L) = 1. Examples of questions included accessibility and availability of necessary documents, provision of good office ambience and technological tools for secretaries to deliver effectively.

Section C: Information Handling Capability (IHC) scale which comprised of three (3) sub-variables of process, storage and retrieval. This section had three (3) sub-scales representing each measure for the variable with a total of nine (9) items. The first sub-scale was used to measure information processing, and it contained three (3) items. The second sub-scale was used to measure information storage, and it contained three (3) items. The fourth sub-scale was used to measure information retrieval, and it consisted of three (3) items. The scale was

utilized a four-point response style of Very High (VH) = 4 , High (H) = 3, Very Low (VL) = 2, Low (L) = 1.

Section D: The Emotional Intelligence (EI) scale assessed how secretaries' interpersonal skills and emotional management contribute to overall service efficiency, patient satisfaction, and hospital administration. Using the four-point Likert Scale of response style of Very High (VH) = 4 , High (H) = 3, Very Low (VL) = 2, Low (L) = 1.. This section had three (3) sub-scales representing each measure for the variable with a total of fifteen (15) items. The first sub-scale was used to measure self-awareness, and it contained three (3) items. The second sub-scale was used to measure self-regulation, and it contained three (3) items. The third sub-scale was used to measure motivation, and it consisted of three (3) items while the fourth sub-scale was used to measure empathy, and it consisted of three (3) items. the fifth sub-scale was used to measure social skills, and it consisted of three (3) items.

3.5 Validity of the Research Instrument

To ensure validity, the research instrument was developed through a review of relevant literature and by adapting questionnaires previously employed in related studies. Both content and construct validity were considered. Content validity was applied to establish the internal consistency of the instrument, with verification carried out by the project supervisor and experts in the field of information management. Feedback and observations provided were incorporated into the preparation of the final version of the questionnaire.

3.6 Reliability of the Research Instrument

To ensure the validity of the data, the reliability of the measuring instrument was established through a pilot study. The pilot study was conducted to confirm the consistency, dependability, and effectiveness of the scale in generating data that adequately addressed the research questions. For this purpose, twenty (20) copies of the questionnaire were administered to secretaries at UNIOSUN Teaching Hospital in Osogbo, Osun State, who are not part of the study. The responses obtained were analyzed, and the reliability of the instrument was assessed using Cronbach's Alpha, with the coefficient reported to demonstrate the internal consistency of the instrument. The data received Cronbach's alpha values of 0.85 for information handling capability, 0.80 for Emotional Intelligence and 0.82 for Service quality, affirming its reliability and suitability for deployment in the main study.

3.7 Method of Data Collection

A letter of recommendation was obtained from the Department of Information Management, Lead City University, Ibadan which was utilized to get authorization to conduct the survey at the two public teaching hospitals in Oyo State. A colleague from Ladoke Akintola University of Technology Teaching Hospital, Ogbomosho volunteered to help as a research assistant to facilitate the administration, retrieval of the questionnaires. Google form³ was sent to the respondents through whatsapp group of 144 respondents created by the research assistant.

3.8 Method of Data Analysis

The researcher analysed the collected data using both descriptive and inferential statistical methods across all questionnaire sections. Descriptive statistics was employed to summarise

and interpret the data through frequency distributions; mean; standard deviations; and response percentages related to the variables under study, thereby addressing the research questions. To evaluate the hypotheses, linear regression analysis was applied to test hypotheses one and two; while multiple regression analysis was used for hypothesis three. The data was processed using the Statistical Package for Social Sciences (SPSS), version 24. All hypotheses were at a 0.05 level of significance.

Endnotes

1. Human Resource Department, *Number of Secretaries*: University College Hospital, Ibadan. Oyo State, 2025
2. Human Resource Department, *Number of Secretaries*: Ladoke Akintola University Teaching Hospital, Ogbomosho, Oyo State. 2025
3. <https://docs.google.com/forms/d/e/1FAIpQLScsFy5SkddaWyea9CcQX4nL1P2-ulhfRVRwWNwYvXUVh2x3Bg/viewform?usp=header>
4. J. B. Barney, and W. S. Hesterly, *Strategic Management and Competitive Advantage Concepts*. Upper Saddle River, NJ: Pearson Prentice Hall. 2020
5. R. V. Krejcie, & D. W., Morgan. *Determining Sample Size for Research Activities. Educational and Psychological Measurement*, <https://www.kenpro.org/sample-size-determination-using-krejcie-and-morgan-table>. 1970.
6. R. Ke, J. Conway, & A. Perelson, *A Theoretical Framework to Guide Clinical Trial Design to Estimate Efficacies of Latency-Reversing Agents*. **Journal of Virus Eradication**, 1, 29. 2018.
7. A., Kumar, & S. G. Praveen Kumar, *Research methodology*. **Authors Click Publishing**. 2025

Chapter Four

Results and Discussion of Findings

This chapter dealt with data presentation, analysis and the interpretation of the results. The analysis is guided by the specific objectives and the hypotheses that were formulated in the study. The first section shows the presentation of the descriptive analysis using tables showing percentages and interpretation below the tables. The inferential statistics; regression analysis showing model summary and discussion of the findings comes at the later end of the chapter. Results presented were based on the research questions and hypotheses, which the study set out to answer and examine.

Table 4.1 below shows the descriptive analysis of the participants' response rate. A total of one hundred and forty-four (144) copies of questionnaires were administered, one hundred and eighteen responses (118) responses were received. Out of the 118 returned copies, only one hundred and twelve (112) completed the questionnaire, the usable questionnaire represented 77.8% response rate as shown in table 4.1 below.

Table 4.1 Analysis of Response Rate

Teaching Hospitals	Total Administered	Usable	Percentage (%)
LAUTECH Teaching Hospital	14	13	11.6
University College Hospital	130	99	88.4
Total	144	112	100
Response Rate			77.8

Source: Field Survey, 2025

Table 4.1 above revealed that out of the total number who responded to the questionnaire, ninety-nine (99) participants representing 88.4% were from university college hospital while thirteen (13) representing 11.6% were from LAUTECH Teaching Hospital, Ogbomosho. The table further reveals that the study achieved 77.8% response rate with university college hospital constituting majority of the respondents.

4.1 Demographic Data Analysis

This section presents the analysis of demographic information of respondents that participated in the study.

Table 4.2: Demographic Distribution of Secretaries in Teaching Hospitals in Oyo State

Variables	Category	Frequency	Percentages(%)
Gender	Male	20	17.9
	Female	92	82.1
	Total	112	100
Age	26 – 30	2	1.8
	31 – 35	1	.9
	36 – 40	23	20.5
	41 – 45	58	51.8
	46 and above	28	25.0
	Total	112	100
Highest Educational Qualification	ND	21	18.8
	HND	65	58.0
	B.Sc	15	13.4
	M.Sc	11	9.8

	Total	112	100
Yearsof Experience	Less than 5 years	11	9.8
	5 – 10 years	22	19.6
	11 – 15	36	32.1
	16 – 20	25	22.3
	21 – 25	18	16.1
	Total	112	100
Cadre	Junior	19	17.0
	Senior	93	83.0
	Total	112	100

Source: Field Survey Data, 2025

This section consists of background and respondent's information that describes basic characteristics such as gender of the respondent, age of the respondent, highest level of education, and years of experience and work cadre.

Demographic and personal profile of respondents as shown in table 4.2 in respect to gender revealed that 82.1% were female while 17.9% were males, indicating that most of the respondents were female. Profile of age shows that 51.8% were between ages 41-55 years, 25.0% were between 46 years and above, 20.5% were between 36-40 years, 1.8% were between the ages of 26-30 years while 0.9% were between the ages of 31-35. Furthermore, 58.0% indicated to have had HND, 18.8 indicating to have had ND, 13.4% had B.Sc., while 9.8% had M.Sc. From the above results. As regards year of experience, 32.1% were between 11-15 years, 22.3% were between 16-20 years, 19.6% were between 5-10 years, 16.1% were between 21-25 years, while 9.8% have had less than 5years of experience. In term of work cadre, 83.0% of the respondents identified as senior staff while 17.0 identified as junior staff. In summary, Table 4.1 reveals that the majority of the respondents (88.4%) were from university college teaching hospital; 82.1% were females; 51.8% were within the age group of 41 to 45 years; 58.0% were HND holders; 32.1% had eleven (11) to fifteen (15) years of experience, and 83.0% were from the senior cadre.

4.2 Presentation of Data

This section presents the analysis of research questions and hypotheses that the study set out to answer.

4.2.1 Analysis of Research Questions

Research Question 1: What is the level of service quality by secretaries in public teaching hospitals, Oyo State, Nigeria.

Table 4.3: Level of service quality by secretaries in public teaching hospitals, Oyo State, Nigeria

Descriptive Statistics for Service Quality

Descriptive Statistics for Service Quality							
S/N	Items	VH F(%)	H F(%)	L F(%)	VL F(%)	Mean	S.D
Tangibles							
1.	The physical facilities of your office are visually appealing.	35(31.3)	71(63.4)	6(5.4)	0(0)	3.26	0.549
2.	Use of modern equipment are up to date.	27(24.1)	80(71.4)	5(4.5)	0(0)	3.20	0.501
3.	Consistently maintaining a professional appearance	33(29.5)	77(68.8)	2(1.8)	0(0)	3.28	0.488
Average Mean for Tangibles				3.3			
Reliability							
4.	Rendering service to meet expectations.	28(25.0)	79(70.5)	4(3.6)	1(.9)	3.20	0.534
5.	Reliable in addressing issues that may arise.	30(26.8)	81(72.3)	1(.9)	0(0)	3.26	0.460
6.	Providing accurate records	36(32.1)	72(64.3)	4(3.6)	0(0)	3.29	0.527
Average Mean for Reliability				3.3			
Assurance							
7.	Demonstrating politeness in interacting with people.	34(30.4)	77(68.8)	1(.9)	0(0)	3.30	0.477
8.	Possessing the required	39(34.8)	73(65.2)	0(0)	0(0)	3.35	0.479

	knowledge to perform my duties effectively.						
9.	Supporting visitors to feel secure in their interaction with the organization.	46(41.1)	65(58.0)	1(.9)	0(0)	3.40	0.510
	Average Mean for Assurance					3.3	
10.	Responsiveness Willingness to help.	42(37.5)	69(61.6)	1(.9)	0(0)	3.37	0.502
11.	Rendering prompt services when required.	37(33.0)	75(67.0)	0(0)	0(0)	3.33	0.472
12.	Mode of response to inquiries.	34(30.4)	78(69.6)	0(0)	0(0)	3.30	0.462
	Average Mean for Responsiveness					3.3	
	Empathy						
13.	Giving undivided attention when needed.	32(28.6)	80(71.4)	0(0)	0(0)	3.29	0.454
14.	Understanding specific needs of people.	27(24.1)	78(69.6)	7(6.3)	0(0)	3.18	0.524
15.	Convenience of service hours	38(33.9)	73(65.2)	1(.9)	0(0)	3.33	0.491
	Average Mean for Empathy					3.3	
	Weighted Mean for Service Quality					3.3	

Decision Rule: **Very low** =1.00 – 1.74, Low =1.75 – 2.49 = High= 2.50 -3.24 Very High=3.25– 4.00

Key: VH=Very High, H=High, VL=Very Low, L=Low

Source: Field Survey Data, 2025

Table 4.3 shows that 94.7% of the respondents indicated that the physical facilities of their office were visually appealing; 95.5% agreed that the use of modern equipment was up to date; 98.3% of the respondents reported that they consistently maintained a professional appearance; 95.5% of the respondents confirmed that services were rendered to meet

expectations; 99.1% affirmed that staff were reliable in addressing issues that may arise while 96.4% stated that accurate records were provided. Further enquiry into the table showed that a total of 99.2% of the respondents indicated that staff demonstrated politeness in interacting with people; 100% said that staff possessed the required knowledge to perform their duties effectively; 99.1% agreed that visitors were supported to feel secure in their interaction with the organization while 99.1% said that staff were willing to help. In terms of service delivery, all respondents, stated that prompt services were rendered when required; 100% agreed that the mode of response to inquiries was satisfactory; 100% of the respondents affirmed that they were given undivided attention when needed; 93.7% agreed that staff understood the specific needs of people and 99.1% indicated that the service hours were convenient. This implies that the service quality is high among the respondents. In addition, with all the mean values exceeding 2 and the grand mean of 3.0, one can conclude that the level of service quality is high. Table 4.2 below further presents a summary of the level of service quality by secretaries in public teaching hospitals, Oyo State, Nigeria.

The grand mean score obtained on service quality was 3.3, score below 3.0 were categorised as high service quality. Findings from table 4.2.1 shows that all of the respondents have high service quality by secretaries in public teaching hospitals, Oyo State, Nigeria.

Research Question 2: What is the level of information handling capability among secretaries in public teaching hospital, Oyo State, Nigeria?

Table 4.4: Level of information handling capability among secretaries in public teaching hospitals, Oyo State, Nigeria.

S/N	Items	VH F(%)	H F(%)	L F(%)	VL F(%)	Mean	S.D
1.	Information Processing Processing incoming information to prioritize	29(25.9)	79(70.5)	4(3.6)	0(0)	3.22	0.500

tasks effectively.

2.	Using standardized forms/templates aid their effectiveness in record creation.	31(27.7)	80(71.4)	1(.9)	0(0)	3.27	0.465
3.	Ensuring accuracy when processing large volumes of information	29(25.9)	69(61.6)	13(11.6)	1(.9)	3.13	0.631
Average Mean for Information Processing					3.2		
4.	Using password protected digital files to store sensitive information securely.	25(22.3)	84(75.0)	2(1.8)	1(.9)	3.19	0.494
5.	Frequently updating stored information to ensure its relevance.	21(18.8)	73(65.2)	13(11.6)	5(4.5)	3.00	0.697
6.	Often facing challenges in organizing and categorizing stored information.	30(26.8)	79(70.5)	3(2.7)	0(0)	3.24	0.489
Mean for Information Storage			3.1				
Information Retrieval							
7.	Proficiency in retrieving and distributing records for decision-making in a timely manner.	30(26.8)	76(67.9)	5(4.5)	1(.9)	3.21	0.556
8.	Ability to manage access to both electronic and paper records.	26(23.2)	86(76.8)	0(0)	0(0)	3.23	0.424
9.	Always cross-checking with original sources to ensure the accuracy of retrieved information before using it.	37(33.0)	74(66.1)	1(.9)	0(0)	3.32	0.488
Average Mean for Information Retrieval = 3.2							
Weighted Mean = 3.2							

Decision Rule: Very Low = 1.00 – 1.74, Low = 1.75 -2.49, High= 2.50 –3.24, Very High= 3.25 – 4.00.

Key: VH=Very High, H=High, L=Low

Source: Field Survey Data, 2025

Table 4.4 shows that 96.4% of the respondents indicated that they could process incoming information to prioritize tasks effectively; 99.1% agreed that the use of standardized forms and templates aided their effectiveness in record creation; 87.5% of the respondents reported that they ensured accuracy when processing large volumes of information; while 97.3% confirmed that they stored sensitive information securely using password-protected digital files. Further enquiry into the table showed that 84.0% of the respondents stated that they frequently updated stored information to ensure its relevance; 97.3% reported that they often faced challenges in organizing and categorizing stored information; 94.7% affirmed proficiency in retrieving and distributing records for decision-making in a timely manner; while all the respondents, 100%, indicated ability to manage access to both electronic and paper records, and 99.1% of the respondents stated that they always cross-checked with original sources to ensure the accuracy of retrieved information before using it. This implies that the information handling capability is high among the respondents. In addition, with all the mean values exceeding 2 and the grand mean of 3.2, one can conclude that the level of service quality is high. Table 4.3 below further presents a summary of the level of information handling capability among secretaries in public teaching hospitals, Oyo State, Nigeria.

The mean score obtained on information handling capability was 3.2, score below 3.0 were categorised as low information handling capability while those above were categorised as high information handling capability. In term of dimension of information handling, information handling (Mean=3.2) and information retrieval (Mean = 3.2) is higher than information storage (Mean=3.1).

Research Question 3:

What is the level of emotional intelligence among secretaries in public teaching hospitals, Oyo State, Nigeria?

Table 4.5: Level of Emotional Intelligence among Secretaries in Public Teaching Hospitals, Oyo State, Nigeria

S/N	Items	VH F(%)	H F(%)	L F(%)	VL F(%)	Mean	S.D
Self -Awareness							
1.	Awareness of how your emotions influence their interactions with people.	31(27.7)	75(67.0)	5(4.5)	1(.9)	3.21	0.560
2.	Identifying your emotional triggers during stressful situations at work.	26(23.2)	79(70.5)	4(3.6)	3(2.7)	3.14	0.598
3.	Understanding how your mood affects their decision-making processes	29(25.9)	80(71.4)	2(1.8)	1(.9)	3.22	0.515
Average Mean for Self-awareness = 3.2							
Self -regulation							
4.	Remaining calm and composed during high-pressure situations at work.	26(23.2)	85(75.9)	1(.9)	0(0)	3.22	0.439
5.	Effectively controlling your emotional reactions when dealing with difficult patients or colleagues.	27(24.1)	84(75.0)	1(.9)	0(0)	3.23	0.444
6.	Using strategies to manage your emotions and staying focused on your tasks.	34(30.4)	77(68.8)	1(.9)	0(0)	3.29	0.510
Average Mean for Self-regulation = 3.2							
Motivation							
7.	Setting personal goals to improve your service quality and professional	29(25.9)	81(72.3)	2(1.8)	0(0)	3.24	0.470

8.	performance. Remaining enthusiastic and committed to your roles, even during demanding situations.	35(31.3)	76(67.9)	1(.9)	0(0)	3.30	0.481	
9.	Actively seeking opportunities for professional growth and skill development.	30(26.8)	82(73.2)	0(0)	0(0)	3.27	0.445	
Average Mean for Motivation = 3.3								
S/N	Items	VH F(%)	H F(%)	L F(%)	VL F(%)	Mean	S.D	
Empathy								
10.	Actively listening to patients and colleagues to understand their concerns.	28(25.0)	82(73.2)	2(1.8)	0(0)	3.23	0.465	
11.	Showing genuine concern for the emotional well-being of patients and staff.	29(25.9)	81(72.3)	2(1.8)	0(0)	3.24	0.470	
12.	Adapting communication style to suit the emotional needs of different individuals.	23(20.5)	89(79.5)	0(0)	0(0)	3.21	0.406	
Average Mean for Empathy = 3.2								
Social Skills								
13.	Effectively managing conflicts between patients, colleagues, and hospital staff.	35(31.3)	76(67.9)	1(.9)	0(0)	3.30	0.481	
14.	Communicating clearly and effectively with others.	35(31.3)	76(67.9)	1(.9)	0(0)	3.30	0.481	
15.	Using interpersonal skills to create a welcoming environment for visitors.	30(26.8)	77(68.8)	5(4.5)	0(0)	3.22	0.515	
Average Mean for Social Skills = 3.3								
Weighted Mean = 3.2								
Decision Rule: Very Low = 1.00 – 1.74, Low = 1.75 -2.49, High= 2.50 –3.24, Very High= 3.25 – 4.00. Key: VH=Very High, H=High, L=Low								

Source: Field Survey Data 2025

Table 4.5 revealed that secretaries in public teaching hospitals exhibit high levels of emotional intelligence. They demonstrated a strong understanding of their emotions and how these emotions impact their interactions and decision-making, with a significant percentage (94.7% to 99.1%) showing awareness and self-regulation skills. These secretaries were also found to be effective in managing their emotions, with almost all respondents (99.1% to 99.2%) able to control their emotional reactions, manage stress, and stay focused on tasks. Additionally, they were committed to their roles, with 98.2% to 100% of respondents showing enthusiasm, seeking professional growth, and setting goals to improve service quality. In terms of empathy and social skills, the secretaries excelled, with 98.2% to 100% of respondents demonstrating active listening, genuine concern for others, adaptability in communication, and effective conflict management. The grand mean of 3.2 further supports the conclusion that emotional intelligence is high among these secretaries, enabling them to create a welcoming environment and provide excellent service. The mean score obtained on emotional intelligence was 3.0, scores below 3.0 were categorised as low emotional intelligence, while those above were also categorised as high emotional intelligence. Findings from Table 4.5. shows that respondents have high emotional intelligence among secretaries in public teaching hospitals, Oyo State, Nigeria. In terms of motivation (Mean = 3.3) and social skills (Mean=3.3) recorded higher than self-awareness, self-regulation and empathy which recorded (Mean=3.2) each.

4.2.2 Test of Hypotheses

H₀₁: There is no significant influence of information handling capability (information process, information storage, and information retrieval) on service quality by secretaries in public teaching hospitals, Oyo State, Nigeria.

Table 4.6a: Linear Regression Summary Showing the Influence of Information Handling Capability (Information Process, Information Storage, And Information Retrieval) on Service Quality of Secretaries in Public Teaching Hospitals, Oyo State, Nigeria.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.737 ^a	.543	.530	.344255
a. Predictors: (Constant), Information Process, Information Storage, Information Retrieval.				

Table 4.6b:

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1518.141	3	506.047	42.700	.000 ^b
	Residual	1279.921	108	11.851		
	Total	2798.063	111			

a. Dependent Variable: Service Quality

b. Predictors: (Constant), Information Process, Information Storage, Information Retrieval.

Table 4.6c:

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	15.424	3.055		5.048	.000
1	Information Process	1.091	.327	.289	3.340	.001
	Information Storage	.562	.355	.136	1.583	.116
	Information Retrieval	1.856	.357	.433	5.197	.000

a. Dependent Variable: Service Quality

In Table 4.6a, the correlation coefficient ($R = .737$) shows a strong positive relationship between information handling capability components (information process, information storage, and information retrieval) and service quality. The coefficient of determination ($R^2 = .543$) indicates that approximately 54.3% of the variance in service quality can be explained by the combined effect of information handling capability dimensions. The adjusted R^2 (.165) confirms that after accounting for model complexity, about 53.0% of the variation remains attributable to these predictors.

Table 4.5b further confirms the model's overall significance, with the regression model yielding an F-value of 42.700 at $p < .001$. This suggests that the joint influence of the three information handling capability dimensions on service quality is statistically significant. Thus, the null hypothesis (H_{01}) is rejected, and it can be concluded that information handling capability significantly influences service quality among secretaries in public teaching hospitals, Oyo State, Nigeria.

The individual predictors in Table 4.5c reveal varied contributions. Information process ($\beta = .289$, $t = 3.340$, $p = .001$) and information retrieval ($\beta = .433$, $t = 5.197$, $p < .001$) were both positive and significant predictors, which implies that improvements in these areas directly enhance service quality. However, information storage ($\beta = .136$, $t = 1.583$, $p = .116$), however, was not a significant predictor, implying that information storage does not meaningfully impact service quality.

The regression results demonstrate that information handling capability significantly influence service quality. Among the predictors, information retrieval emerged as the strongest determinant, followed by information process, and information storage had no

significant effect. These findings imply that strengthening information retrieval and information process would yield the most improvement in providing quality service.

H₀₂: There is no significant influence of emotional intelligence (self-awareness, self-regulation, motivation, empathy, and social skills) on service quality by secretaries in public teaching hospitals in Oyo State, Nigeria.

Table 4.7a: Linear Regression Summary Showing the Influence of Emotional Intelligence (Self-Awareness, Self-Regulation, Motivation, Empathy, And Social Skills) on Service Quality by Secretaries in Public Teaching Hospitals, Oyo State, Nigeria.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.711 ^a	.506	.482	3.61205

a. Predictors: (Constant), Self-Awareness, Self-Regulation, Motivation, Empathy, Social Skills.

Table 4.7b:

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1415.088	5	283.018	21.692	.000 ^b
	Residual	1382.974	106	13.047		
	Total	2798.063	111			

a. Dependent Variable: Service Quality

b. Predictors: (Constant), Self-Awareness, Self-Regulation, Motivation, Empathy, Social Skills.

Table 4.7c:

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	13.869	3.448		4.022	.000
	Self-Awareness	.875	.302	.243	2.895	.005
1	Self-Regulation	.602	.541	.141	1.114	.268
	Motivation	.133	.515	.032	.258	.797
	Empathy	.963	.511	.219	1.885	.062

Social Skills	1.074	.471	.245	2.283	.024
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a. Dependent Variable: Service Quality

In Table 4.7a, the correlation coefficient ($R = .711$) shows a strong positive relationship between emotional intelligence components (self-awareness, self-regulation, motivation, empathy, and social skills) and service quality. The coefficient of determination ($R^2 = .506$) indicates that approximately 50.6% of the variance in service quality can be explained by the combined effect of emotional intelligence dimensions. The adjusted R^2 (.482) confirms that after accounting for model complexity, about 48.2% of the variation remains attributable to these predictors.

Table 4.67b further confirms the model's overall significance, with the regression model yielding an F-value of 21.692 at $p < .001$. This suggests that the joint influence of the five emotional intelligence dimensions on service quality is statistically significant. Thus, the null hypothesis (H_{01}) is rejected, and it can be concluded that emotional intelligence significantly influences service quality among secretaries in public teaching hospitals, Oyo State, Nigeria.

The individual predictors in Table 4.6c reveal varied contributions. Self-awareness ($\beta = .243$, $t = 2.895$, $p = .005$) and social skills ($\beta = .245$, $t = 2.283$, $p < .05$) were both positive and significant predictors, which implies that improvements in these areas directly enhance service quality. However, self-regulation ($\beta = .141$, $t = 1.114$, $p = .268$), motivation ($\beta = .032$, $t = .258$, $p = .797$) and empathy ($\beta = .219$, $t = 1.885$, $p = .062$), were not significant predictors, implying that self-regulation, motivation and empathy do not meaningfully impact service quality.

The regression results demonstrate that emotional intelligence significantly influence service quality. Among the predictors, social skills emerged as the strongest determinant, followed by self-awareness, and self-regulation, motivation and empathy had no significant effect. These findings imply that strengthening self-awareness, and self-regulation would yield the most improvement in providing quality service.

H₀₃: There is no joint significant influence of information handling capability (information process, information storage, and information retrieval) and emotional intelligence (self-awareness, self-regulation, motivation, empathy and social skills) on service quality by secretaries in public teaching hospitals in Oyo State, Nigeria.

Table 4.8a: Multiple regression summary showing the influence of information handling capability and emotional intelligence on service quality by secretaries in public teaching hospitals, Oyo State, Nigeria.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764 ^a	.583	.576	3.27016

a. Predictors: (Constant), Information Handling Capability, Emotional Intelligence.

Table 4.8b:

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1632.425	2	816.213	76.325	.000 ^b
Residual	1165.637	109	10.694		
Total	2798.063	111			

a. Dependent Variable: Service Quality

b. Predictors: (Constant), Information Handling Capability, Emotional Intelligence.

Table 4.8c:

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Beta		

	(Constant)	10.569	3.172		3.332	.001
1	Information Handling Capability	.708	.148	.443	4.778	.000
	Emotional Intelligence	.377	.093	.374	4.037	.000

a. Dependent Variable: Service Quality

Table 4.8a to 4.8c presents a summary of the influence of information handling capability and emotional intelligence on service quality. The findings showed that the two factors, when combined, have a significant contribution to the prediction of service quality; $F_{(2,109)} = 76.325$, $p < 0.05$. The adjusted $R^2 = .576$ showed that all the factors combined accounted for 57.6% variation in service quality. Further enquiry into the table shows that Information Handling Capability ($B = .443$, $p < 0.05$) and Emotional intelligence ($B = .374$, $p < 0.05$) both had significant relative contribution to service quality. The findings show that a unit increase in information handling capability and emotional intelligence will bring about 44.3% and 37.4% increase in service quality, respectively.

4.3 Discussion of Findings

This section discusses the study's findings in relation to previous studies. Research findings are discussed and organized in relation to the earlier stated hypotheses and in the context of past studies.

The first key finding of this study is that the level of service quality provided by the secretaries in teaching hospitals in Ibadan is high. This result signifies that the stakeholders they serve including doctors, nurses, patients, students, and administrators perceive their services as reliable, responsive, empathetic, and effective. This finding can be interpreted as the successful outcome of the synergistic application of their strengths. The high service

quality is not an isolated phenomenon but rather the product of how these secretaries leverage their capabilities to meet and exceed expectations in a challenging environment. This study aligns with previous researchers' work that the administrative function is integral to the patient experience and overall hospital efficiency. It posits that the competence of administrative staff in managing information and relationships is a direct contributor to perceived service quality within the healthcare system¹

The second major finding of this study is that information handling capability is high among secretaries working in teaching hospitals in Oyo State. This finding, while positive, requires a nuanced discussion within the specific context of their work environment. A high information handling capability suggests that these secretaries are effectively managing the immense flow of information characteristic of a complex healthcare setting and this can be better.

The third pivotal finding of this study is that the level of emotional intelligence (EI) among secretaries in the two teaching hospitals in Oyo State is high. This is a positive indicator, suggesting that these secretaries possess a strong foundation of the interpersonal and intrapersonal competencies necessary for effective performance. However, a more nuanced finding is that the dimension of social skills is rated relatively higher than the other four dimensions of Goleman's model: Self-Awareness, Self-Regulation, Motivation, and Empathy. This finding is in line with Weiszbrod in a study on the emotional labor of administrative assistants, found that they consistently reported using high levels of interpersonal effectiveness and impression management key components of social skills to buffer stress and facilitate workflow. The study concluded that these skills were the primary

tools for managing the emotional demands of the job, supporting our finding of their relative prominence.

Hypothesis one results of regression analysis for the influence of information handling capability on service quality revealed a positive and significant influence. Conceptually, information handling capability encompasses the ability to acquire, process, store, and retrieve information systematically to support service delivery². Efficient information handling enhances decision-making, improves communication, and ensures accuracy in records management, all of which translate to better quality of services in hospitals³.

The findings of this study are consistent with previous research, which indicated that information handling capacity has a direct effect on service quality outcomes in organizations^{4,5}. For instance, studies have highlighted that proper use of standardized forms, digital storage, and secure retrieval mechanisms improves responsiveness and reliability in service delivery^{6,7}. Similarly, research in educational and healthcare contexts has shown that effective records management practices significantly increase organizational efficiency and client satisfaction⁸. Research has shown that effective records management significantly reduces errors, improves efficiency, and enhances service quality outcomes in healthcare⁹. Another study highlighted that proper adoption of ICT tools and standardized templates increases reliability, timeliness, and accessibility of records, thereby supporting better decision-making and patient care¹⁰. In a related investigation, hospitals with strong information management structures reported higher patient satisfaction and operational efficiency than those with weaker systems¹¹. These empirical supports confirm the present study's result that information handling capability is a vital predictor of service quality.

Hypothesis two results of regression analysis showed that emotional intelligence has a positive and significant influence on service quality. Emotional intelligence, as explained in Goleman's framework, includes self-awareness, self-regulation, motivation, empathy, and social skills¹². In healthcare settings, these competencies help secretaries manage stress, communicate effectively, and show empathy, thereby creating a positive atmosphere for service users.

This finding is supported by prior empirical studies. For instance, emotional intelligence has been linked to enhanced job satisfaction and better interpersonal relationships among healthcare and education professionals. Similarly, higher emotional intelligence is associated with improved patient satisfaction, reduced conflict, and greater staff collaboration¹³. Several studies have also indicated that emotionally intelligent employees are better equipped to handle stress, build trust, and enhance service quality¹⁴. Research also suggests that emotionally intelligent staff members are more adaptable, empathetic, and effective in service-oriented environments. Moreover, scholars emphasize that EI contributes to patient-centred care, conflict resolution, and teamwork, which are critical to quality healthcare delivery¹⁵.

In a practical sense, developing strong interpersonal competencies is required to enhance the experiences of the patients and safeguard the reputation of the hospital. The present study's results, therefore, align with the literature, reinforcing the importance of emotional intelligence in service quality.

Hypothesis three results of the regression results revealed that information handling capability and emotional intelligence combined significantly predict service quality. This

suggests that while technical competence in managing information ensures accuracy and timeliness, emotional intelligence complements it by improving human interactions and responsiveness.

This finding corroborates existing studies, which reported that both technical and interpersonal competencies are needed to achieve optimal organizational performance¹⁶. Specifically, evidence shows that in hospital settings, combining strong information management with high emotional intelligence fosters efficiency, reduces errors, and increases patient satisfaction¹⁷. The interplay of these two capabilities has been highlighted as essential for enhancing service quality in complex systems like healthcare¹⁸.

From the theoretical standpoint, these findings align with the **SERVQUAL model**, which posits that service quality is influenced by dimensions such as reliability, assurance, empathy, and responsiveness^{18,13}. Information handling capability primarily strengthens reliability and assurance, while emotional intelligence enhances empathy and responsiveness. The integration of both, therefore, validates SERVQUAL theory in the context of secretaries in public teaching hospitals.

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Chapter Five

Findings, Conclusion and Recommendations

This chapter presents the summary of the findings, draws conclusions based on the results, provides recommendations for practice and policy, outlines the study's contribution to knowledge, and suggests areas for future research.

5.1 Summary of Findings

The main objective of this study is to examine the influence of information handling capability and emotional intelligence on service quality by secretaries in public teaching

hospitals in Oyo State, Nigeria. The study has five chapters to achieve its main objective. Chapter one presented the background to the study, which affirms that the role of secretaries in teaching hospitals has become progressively critical and that their expected service quality must be in line with the aims and objectives of such an institution. Several studies have been done on service delivery, information handling capability, and emotional intelligence in various sectors to substantiate their interrelationship in different research contexts. Also, empirical submissions have been made about the decline in service quality and the need for efficient information management and emotional competence; however, scholars have identified a scarcity of literature and a significant knowledge gap on the combined influence of information handling capability and emotional intelligence on service quality, specifically among secretaries in public teaching hospitals in Oyo State, Nigeria.

The study's findings revealed that secretaries in public teaching hospitals in Oyo State, Nigeria, demonstrate a satisfactory level of service quality, indicating that they are meeting expectations in their roles. Notably, these secretaries possess a high level of information handling capability, with strong skills in information processing, storage, and retrieval. Additionally, they exhibit high levels of emotional intelligence, including self-awareness, self-regulation, motivation, empathy, and social skills.

The study also found that information handling capability (information processing, information storage, and information retrieval) has a significant positive influence on service quality, underscoring the importance of effective information management in delivering high-quality services. Similarly, emotional intelligence (self-awareness, self-regulation, motivation, empathy, and social skills) was found to have a significant positive

influence on service quality, highlighting the critical role of emotional competence in secretarial roles. Moreover, the joint influence of information handling capability and emotional intelligence on service quality was significant, suggesting that both factors are essential for delivering excellent services. Overall, the findings suggest that secretaries in public teaching hospitals in Oyo State, Nigeria, possess the necessary skills and competencies to deliver high-quality services, and that information handling capability and emotional intelligence are critical factors in achieving service excellence.

5.2 Conclusion

In line with the theories reviewed in the study, information handling capability and emotional intelligence are viewed as assets of the secretaries in the public teaching hospitals under investigation. It is much more feasible to exploit external opportunities using existing resources more efficiently rather than trying to acquire new skills for every different service demand. With the improvement of information handling strategies and the emotional intelligence of the secretaries, it is believed that these two may enhance the service quality of the selected public teaching hospitals. Based on the empirical findings, this study concluded that there is a statistically significant influence of information handling capability and emotional intelligence on service quality of secretaries in public teaching hospitals in Oyo State, Nigeria. This is because the dimensions of information handling capability (information processing, information storage, and information retrieval) indicated a strong influence in achieving reliability and assurance in service delivery. Furthermore, the findings show that emotional intelligence (self-awareness, self-regulation, motivation, empathy, and social skills) also has a great influence on enhancing the interaction between

secretaries and clients, thereby improving responsiveness and empathy in service quality. It is important that management of public teaching hospitals under investigation should incorporate continuous training in information handling practices and emotional intelligence development among the secretaries in the public teaching hospitals under investigation for a better and improved service performance.

5.3 Recommendations

Based on the findings in this study, the following recommendations were made:

1. The management of public teaching hospitals should focus more on strengthening information processing and storage practices since they were found to contribute strongly to reliability and assurance in service quality.
2. Teaching hospitals in Oyo State, Nigeria, should ensure they adopt appropriate information handling strategies such as digital records management systems, standardized forms, and secure data storage to fill existing gaps in accuracy, accessibility, and confidentiality of health records.
3. Management should re-energize their commitment to the development of emotional intelligence competencies such as empathy, social skills, and self-regulation, with particular attention given to training programs that enable secretaries to interact effectively with patients and colleagues for smooth internal service processes.
4. The management of the investigated hospitals should consider periodic workshops and refresher training for secretaries in both information handling and emotional intelligence, to bridge knowledge gaps and enhance sustainable service delivery.

5. Management must continue to integrate emotional intelligence development and information handling practices as complementary strategies, as these will, in turn, aid improvements in service quality and overall organizational performance in the investigated public teaching hospitals.
6. The hospital management should establish an integrated secretariat support unit which will be responsible for carrying out regular competency assessments in information management and emotional intelligence.

5.4 Contribution to knowledge

This study offers a significant contribution to the literature conceptually, theoretically, and empirically.

Conceptually, the study focused on identifying gaps in the literature pertaining to information handling capability, emotional intelligence, and service quality in the healthcare sector. The conceptual framework of this study equally offers a conceptual contribution, as it was constructed by the researcher to analyze the gaps identified in the literature. Being the first model to combine service quality (dependent variable) with independent variables (information handling capability and emotional intelligence) with measures ranging from dimensions of service quality (tangibles, reliability, responsiveness, assurance and empathy) based on SERVQUAL theory, dimensions of information handling capability (information

processing, storage and retrieval) based on Frank Upward's Record Life Cycle Theory, and dimensions of emotional intelligence (self-awareness, self-regulation, motivation, empathy and social skills) based on Goleman's Theory. The model can be adapted for future studies in similar contexts.

From the theoretical standpoint, the SERVQUAL theory, Goleman's Emotional Intelligence theory, and Frank Upward's Record Life Cycle theory were strengthened. These theories emphasize that for organizations to achieve superior service quality, they must develop internal capabilities such as efficient information handling systems and an emotionally intelligent workforce. This study's results are in concomitance with these theoretical perspectives, demonstrating their applicability in the context of public teaching hospitals in Nigeria.

Empirically, the study is able to add to recent literature on the interaction among information handling capability, emotional intelligence, and service quality in healthcare settings. Though studies on service quality, information management, and emotional intelligence abound in developed economy contexts, empirical studies from developing countries like Nigeria seem to be few in this regard. This means not much was known about how information handling capability and emotional intelligence influence the service quality of secretaries in public teaching hospitals in Oyo State, Nigeria. Hence, by the findings of the three null hypotheses examined, the study becomes a basis for reference for future studies on information handling capability, emotional intelligence, and service quality in healthcare administration. Moreover, the study provides findings that later scholars can use to buttress the empirical submissions in their studies.

Overall, the above-mentioned points lay emphasis on the fact that this study offers a significant contribution to knowledge and has practical implications for the management of the public teaching hospitals in Oyo State that were investigated.

5.5 Suggested Areas for Further Research

This study focused on the influence of information handling capability and emotional intelligence on the service quality of secretaries in public teaching hospitals in Oyo State, Nigeria. Nevertheless, to further broaden the frontiers of knowledge, the following areas of study are suggested for further research.

1. The present study was carried out in two public teaching hospitals in Oyo State. Further studies in the area of information handling capability, emotional intelligence, and service quality can also be carried out in other teaching hospitals across Nigeria, so as to be able to extend the knowledge gained from this work to all teaching hospitals in the country.
2. This study investigated information handling capability, emotional intelligence, and service quality of secretaries in public teaching hospitals in Oyo State, a comparative study with teaching hospitals in other Nigerian states and other African countries, such as Ghana, may be considered in the near future.
3. The present study examined the influence of information handling capability, emotional intelligence on service quality. Further research may consider introducing moderating or mediating variables such as organizational culture, leadership styles, or technological infrastructure to establish their influence on these relationships.

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Appendix

Questionnaire

Dear Respondent,

I am a Master's student of the above-named institution gathering data for the purpose of academic research on the topic "**Information Handling Capability, Emotional Intelligence on Service Quality by Secretaries of Public Teaching Hospitals in Oyo State, Nigeria**", however, in order to achieve this, your optimal cooperation is needed in filling out the below questionnaire. Please note that there are no right or wrong answers and be rest assured that all your responses will be kept confidential and be used for research purpose only.

Thank you.

RESEARCHER

SECTION A: DEMOGRAPHIC INFORMATION

Name of Public Teaching Hospital:

Gender: Male () | Female ()

Age: 21-25 (), 26-30 (), 31-35 (), 36-40 (), 41-45 (), 46 and above ()

Highest Educational Qualification:

ND () NCE () | HND () B.Sc () | MSc.() | Ph.D. ()

Years of Experience: < 5 () | 5-10 () | 11-15 () | 16-20 () | 21-25 () | 26-30 ()

Work Cadre: Junior: () Senior: ()

Section B: Level of Service Quality by Secretaries in Teaching Hospitals in Oyo State.

S/N	Please indicate your level of service quality in the following	VH 4	H 3	L 2	VL 1
	Tangibles				
1	The physical facilities of your office are visually appealing				
2	Use of modern equipment are up to date				
3	Consistently maintaining professional appearance				
	Reliability				
4	Rendering service to meet expectations				
5	Reliable in addressing issues that may arise				
6	Providing accurate records				
	Assurance				
7	Demonstrating politeness in interacting with people				
8	Possessing the required knowledge to perform my duties effectively				
9	Supporting visitors to feel secure in their interaction with the organisation				
	Responsiveness				
10	Willingness to help				
11	Rendering prompt services when required				
12	Mode of response to inquiries				
	Empathy				
13	Giving undivided attention when needed				
14	Understanding specific needs of people				
15	Conveniency of service hours				

The statement in this section concerns Secretaries' Service Quality as observed in the two Public Teaching Hospitals in Oyo State, Nigeria. Using the four-point Likert scale provided below. Please tick the appropriate choice that indicates your opinion on level of information security in your institution.

Very High (VH) = 4, High (H) =3, Low (L) =2, Very Low (VL)=1

Section C: Level of Information Handling Capability of Secretaries in Selected Public Teaching Hospitals of Oyo State, Nigeria.

S/N	Please indicate your information handling capability level as a secretary	VH 4	H 3	L 2	VL 1
	Information Processing				
1	Processing incoming information to prioritize tasks effectively.				
2	Using standardized forms/templates aid their effectiveness in record creation				
3	Ensuring accuracy when processing large volumes of information				
	Information Storage				
4	Using password protected digital files to store sensitive information securely				
5	Frequently updating stored information to ensure its relevance				
6	Often facing challenges in organizing and categorizing stored information				
	Information Retrieval				
7	Proficiency in retrieving and distributing records for decision-making in a timely manner				
8	Ability to manage access to both electronic and paper records				
9	Always cross-checking with original sources to ensure the accuracy of retrieved information before using it				

The statement in this section is concerned with information handling capability among secretaries of Public Teaching Hospitals in Oyo State, Nigeria. Using the four-point Likert scale provided below. Please tick the appropriate choice that indicates your opinion on level of information security in your institution.

Very High (VH) = 4, High (H) =3, Low (L) =2, Very Low (VL)=1

Section D: Level of Emotional Intelligence of Secretaries in Public Teaching Hospitals of Oyo State, Nigeria

S/N	Please indicate your level of emotional intelligence as a secretary in public teaching hospital	VH	H	L	VL
	Self awareness				
1	Awareness of how your emotions influence their interactions with people.				
2	Identifying your emotional triggers during stressful situations at work.				
3	Understanding how your mood affects their decision-making processes.				
	Self regulation				
4	Remaining calm and composed during high-pressure situations at work.				
5	Effectively controlling your emotional reactions when dealing with difficult patients or colleagues.				
6	Using strategies to manage your emotions and staying focused on your tasks.				
	Motivation				
7	Setting personal goals to improve your service quality and professional performance.				
8	Remaining enthusiastic and committed to your roles, even during demanding situations.				
9	Actively seeking opportunities for professional growth and skill development.				
	Empathy				
10	Actively listening to patients and colleagues to understand their concerns.				
11	Showing genuine concern for the emotional well-being of patients and staff.				
12	Adapting communication style to suit the emotional needs of different individuals.				
	Social Skills				
13	Effectively managing conflicts between patients, colleagues, and hospital staff.				
14	Communicating clearly and effectively with others.				
15	Using interpersonal skills to create a welcoming environment for visitors.				

The statement in this section concerns how secretaries 'interpersonal skills and emotional management contribute to overall service quality, patient satisfaction, and hospital administration. Using the four-point Likert scale provided below. Please tick the appropriate choice that indicates your opinion on level of information security in your institution.

Very High (VH) = 4, High (H) =3, Low (L) =2, Very Low (VL)=1

Lead City University Ibadan DO NOT COPY

Bio-Data

A. PERSONAL DATA

- | | |
|---------------------------------|--|
| 1. Title: | Mrs. |
| 2. Full Name: | Aluko Grace Olusola |
| 3. Date of Birth: | 17th June, 1983 |
| 4. Nationality/State of Origin: | Nigeria/Oyo State |
| 5. Marital Status: | Married |
| 6. Phone No: | 07033609942 |
| 7. Email Address: | grace.olusola1706@gmail.com |

B. QUALIFICATIONS AND EXPERIENCE

1. School/Institutions Attended with Dates and Qualification:

- | | |
|--|------------|
| • Lead City University | 2020 -2022 |
| • Federal Polytechnic, Ede, Osun State | 2005 -2007 |
| • Federal Polytechnic, Ede, Osun State | 2002 -2004 |
| • Ima High School, Osun State | 1994 -2000 |

C. ACADEMIC AND PROFESSIONAL QUALIFICATIONS

- | | |
|--|------|
| • Masters of Science, <i>Office & Info. Mgt.</i> | 2025 |
| • Bachelor of Science, <i>Office & Info. Mgt.</i> (First Class Honors) | 2022 |
| • Higher National Diploma, <i>Secretarial Studies.</i> (Lower Credit) | 2007 |
| • National Diploma, <i>Secretarial Studies</i> (Upper Credit) | 2004 |
| • Secondary School Leaving | 2000 |
| • First School Leaving | 1994 |

D. MEMBERSHIP OF ACADEMIC PROFESSIONAL BODIES

- | | |
|---|------|
| • Chartered Institute of Professional Secretarial Staff of Nigeria (CIPSSON) | 2025 |
| • National Institute of Office Administrators and Information Managers (NIOAIM) | 2025 |
| • Member National Institute of Office Administrators and Information Managers (MNIOAIM) | 2025 |
| • IPMA-UK - Professional Member | 2020 |
| • Member Nigeria Institute of Management (MNIM) | 2008 |

E. AWARDS

- Nigeria Christian Corpers' Fellowship, Sokoto State– Certificate of Recognition
2008
- National Youth Service Corps (NYSC) PEP (Society for Family Health CDS Sokoto
– Certificate of Merit
2008

F. Work Experience: With Dates

University College Hospital, Ibadan, Oyo State
Human Resource Department (Confidential Secretary)
Office of the Chief Medical Director (Confidential Secretary)
Department of Orthopaedics and Trauma (Confidential Secretary)
October **2018 – till date**

First Bank of Nig. Ltd. Ibadan
Branch Secretary/Admin

June 2010 – Dec. 2015

Office Administration Duties

- Supervision of Office Assistant, Drivers, Generator Operator, Vendors coordination.
- Maintaining office functions by organizing and monitoring staff
- Keeping the office organized to increase office efficiency
- Maintaining critical records for the company and maintaining a procedure for the handling of sensitive data including storage and disposal
- Preparing reports, minutes of meetings to keep management informed of the activities of the company.
- Schedule, assign, and oversee employees
- Working in line with the branch budget and planning purchases to stay within the budget

Conferences/Workshops Attended

- 1st International Conference of the Faculty of Communication & Information Science, Lead City University, Ibadan, February, 2024
- Artificial Intelligence, Research and Grant Writing Organised by Lead City Post Graduate College at International Conference Centre. Lead City University, Ibadan. November, 2024

- Upskilling for Professionalism in Information Age Liprorich Consult Limited 2022

Webner Attended

- Information and Knowledge Management in the Era of Fourth Industrial Revolution”. Lead City University, Ibadan. Webner Series II on Innovation in Information Management and Services Organized by the Department of Information Management, July, 2022

G. Extra-Curricular Activities

- Engagement Compere, guidance and counselling, training and development

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University Compliance Certification

This is to certify that this thesis by Grace Olusola ALUKO with matriculation number: LCU/PG/005254, in the Department of Office and Information Management, Faculty of Communication and Information Science, Lead City University, Ibadan, is in FULL compliance with the approved university format and style.

Signature

Date