

Research on the Impact of Information Integration Capability of Enterprise Secretarial Personnel on Decision Support Efficiency of Management

Tianmin Xu

Suzhou Polytechnic Institute of Agriculture, Suzhou, Jiangsu, China

Abstract: In the context of digital office and modern corporate governance, information has become the core basis for scientific decision-making of enterprise management. As the core hub of enterprise information flow, the information integration ability of secretarial personnel directly determines the quality, efficiency, and accuracy of decision-making information, profoundly affecting the effectiveness of management decision support. This article defines the core dimensions of the information integration ability of enterprise secretarial personnel, analyzes its mechanism of supporting management decision-making, and combines the current status of enterprise secretarial work to sort out the shortcomings and problems in information integration work, and proposes targeted optimization paths. Research has shown that the information screening, sorting and analysis, integration and extraction, and digital processing capabilities of secretarial personnel can effectively break down information barriers in enterprises, reduce decision-making costs, avoid decision-making risks, and enhance decision-making scientificity, which has important practical significance for the stable operation and long-term development of enterprises.

Keywords: Corporate Secretary; Information Integration Capability; Management Decision-Making; Decision Support Effectiveness; Corporate Governance

1. Introduction

With the increasingly fierce competition in the market economy and the continuous expansion of enterprise operation scale, the internal and external information of enterprises presents an explosive growth trend. Massive information such as policy dynamics, industry data, market trends, internal operation data, and departmental

work information are intertwined and stacked, providing rich basis for management decision-making. At the same time, it also brings problems such as information redundancy, mixed authenticity, serious fragmentation, and lagging circulation. The limited energy of the management makes it difficult to directly identify, organize, and integrate massive and complex information. It is urgent for the secretarial team to undertake the core functions of information processing, summarization, and analysis, and to build an efficient information support system for decision-making.

As a core position in enterprises that serves as a bridge between the top and the bottom, connects internal and external parties, and coordinates left and right, secretarial personnel are a key node in the flow of enterprise information. Their core functions have already broken through traditional basic work such as document writing, conference planning, and affairs coordination, gradually extending to core areas such as information mining, integration and analysis, and decision-making assistance. In the modern corporate governance system, the quality of information integration by secretarial personnel directly affects the efficiency, accuracy, and feasibility of management decision-making, and is an important cornerstone for ensuring scientific decision-making and efficient operation of enterprises. Therefore, in-depth exploration of the impact of the information integration ability of secretarial personnel on the effectiveness of management decision support is of great value for optimizing the enterprise decision-making system and improving the level of corporate governance.

2. Definition of Core Concepts and Capability Dimensions

2.1 Definition of Core Concepts

The information integration ability of enterprise secretarial personnel refers to the comprehensive

ability of secretarial personnel to collect, screen, verify, classify, deeply analyze, refine, and structurally output various fragmented, scattered, and diversified information inside and outside the enterprise based on their job functions. It is the core professional ability of secretarial personnel in the digital age. Different from simple information collection, information integration emphasizes the secondary processing and value mining of information, eliminates invalid and redundant information, extracts core and effective information, sorts out the internal correlations of information, and forms logically clear, focused, and decision oriented information results.

The effectiveness of management decision support refers to the actual effect of secretarial personnel providing support for various decisions such as enterprise strategic planning, business decision-making, risk control, and internal management through information integration, analysis and judgment, and output of results. It is mainly reflected in four core aspects: decision efficiency, decision accuracy, risk avoidance ability, and feasibility of decision implementation.

2.2 Core Dimensions of Information Integration Ability for Secretarial Personnel

Based on the actual operation of enterprises and the working scenarios of secretarial positions, the information integration ability of secretarial personnel is mainly divided into four core dimensions, which support and complement each other, and jointly determine the quality of decision-making information.

Firstly, the ability to filter and discern information. Faced with a massive amount of complex internal and external information, secretarial personnel need to accurately distinguish between valid information, redundant information, and false information, rely on professional knowledge, industry experience, and official channels to verify the authenticity of information, eliminate invalid, outdated, and one-sided information, screen core information that meets the needs of enterprise operation and management decision-making, and ensure the authenticity and effectiveness of decision-making information from the source.

Secondly, the ability to organize and structure information. The sources of enterprise information are scattered and diverse, covering various forms such as written reports, data

reports, meeting minutes, policy documents, market public opinion, departmental feedback, etc. Secretarial personnel need to classify and organize scattered information, logically integrate it, transform fragmented information into a structured and systematic information system, clarify the internal relationships of various types of information, avoid information confusion and logical gaps, and improve the readability and usability of information.

Thirdly, the ability to analyze information and extract value. This is the core competency of information integration. Secretaries need to base themselves on the development strategy and current business situation of the enterprise, deeply explore the potential value behind information, analyze the impact of policy changes, market trends, and internal issues on the enterprise, predict development trends and potential risks, extract core viewpoints, data conclusions, and problem suggestions that can directly serve decision-making, and achieve the transformation from "information accumulation" to "value output".

Fourth, digital information processing capability. In the context of digital office, secretarial personnel need to proficiently use digital tools such as office software, data statistics tools, and public opinion monitoring systems to quickly summarize, analyze, and visualize massive data, efficiently process diverse online and offline information, improve the efficiency and accuracy of information integration, and adapt to the needs of modern enterprises for rapid decision-making.

3. The Mechanism by Which the Information Integration Ability of Secretarial Personnel Affects the Effectiveness of Management Decision Support

3.1 Simplify Information Volume and Improve Decision-Making Efficiency

In modern enterprise operations, management needs to connect with massive amounts of information on a daily basis. If they directly face unprocessed raw information, they are prone to information overload and spend a lot of time identifying and sorting out information, seriously reducing decision-making efficiency. Through professional information integration work, secretarial personnel filter and purify massive amounts of raw information, eliminate duplicate, invalid, and secondary information,

condense core content, and transform complex and scattered raw data and textual materials into concise, refined, and focused briefings, analysis reports, and summary files.

Relevant practical data shows that high-quality integration of secretarial information can reduce the amount of information to be processed by management by more than 40%, significantly reducing the information processing cost of management, enabling management to quickly grasp core information, focus on decision-making priorities, shorten the decision-making and analysis cycle, significantly improve the overall efficiency of daily business decisions, emergency decisions, and strategic decisions, and adapt to the rapidly changing pace of the market.

3.2 Avoiding Information Bias and Ensuring Decision Accuracy

The core prerequisite for decision-making accuracy is the authenticity, comprehensiveness, and objectivity of information. The information submitted by various departments of enterprises often has one sidedness and subjectivity, and external network information and industry public opinion are mixed with authenticity and quality. If the management relies on biased information to make decisions, it is easy to make mistakes and trigger business risks. Secretarial personnel possess professional abilities in information screening and verification, capable of cross verifying the authenticity of information through multiple channels, correcting one-sided, distorted, and outdated information, filling in information gaps, and avoiding the limitations of a single source of information.

At the same time, secretarial personnel integrate diverse information in a structured manner, coordinate internal operational data with external market and policy information, take into account advantages and problems, opportunities and risks, provide comprehensive, objective and fair decision-making basis for management, effectively avoid one-sided and subjective decision-making, and ensure the accuracy and scientificity of decision-making from the source of information.

3.3 Mining the Value of Information and Strengthening Forward looking Decision Making

Scientific business decision-making not only needs to be based on the present, but also needs

to predict future development trends, with foresight and strategic thinking. Ordinary information can only reflect the surface status quo, while secretarial personnel can explore potential patterns, development trends, and hidden risks through in-depth information analysis and value extraction. In policy interpretation, market analysis, project analysis, and internal management optimization, secretarial personnel can integrate industry data, policy iteration patterns, and enterprise operation data from previous years, sort out development trends, and predict market opportunities and business risks.

By outputting forward-looking analysis conclusions and rationalization suggestions, it provides predictive support for management's strategic layout, project investment, business adjustment, and risk prevention and control, helping enterprises to plan ahead, avoid hidden dangers, seize opportunities, and make decisions no longer limited to solving current problems, but more suitable for the long-term development strategy of the enterprise, greatly enhancing the strategic value of decisions.

3.4 Breaking Down Information Barriers and Improving Decision-Making Implementation

Large enterprises commonly suffer from departmental barriers and information fragmentation. Data and work information from each department flow independently, making it difficult to form a linkage. This results in management decisions being difficult to coordinate and align with the actual situation of each department, leading to a disconnect between decision-making and practical implementation. As the central hub of enterprise information flow, secretarial personnel can coordinate the work information of various departments and positions, break down internal information barriers, and integrate global operational data and work dynamics.

Simultaneously linking external market, policy, and industry information, building a comprehensive information system, allowing management to fully grasp the internal operational status and external development environment of the enterprise, and making decisions that can fit the actual situation of the enterprise, take into account the needs of various departments, and adapt to market trends. In addition, secretarial personnel can synchronously sort out the work difficulties and

practical bottlenecks of various departments in the process of information integration, providing a basis for management to optimize decision-making plans and refine implementation measures, effectively improving the feasibility and execution efficiency of decision-making.

4. Current Problems in the Integration of Information Among Enterprise Secretarial Personnel

4.1 Insufficient Ability to Screen and Distinguish Information, Uneven Information Quality

Some enterprise secretaries lack professional competence and systematic information screening thinking and methods, making it difficult to accurately distinguish effective information from false and redundant information in the face of massive amounts of information. On the one hand, there is a problem of excessive or insufficient information screening, where excessive screening can easily overlook key decision-making information, while insufficient screening can lead to redundant and complex output results; On the other hand, the ability to verify online public opinion, industry data, and policy documents is weak, and it is easy to accept one-sided, outdated, and unverified information, resulting in biased decision reference materials submitted, misleading management to make judgments, and reducing decision-making accuracy.

4.2 Information Integration is Superficial and Lacks the Ability to Conduct In-Depth Analysis and Judgment

At present, the information work of most grassroots secretaries remains at the level of simple collection, summarization, and summarization, lacking in-depth exploration and logical sorting. In daily work, only mechanical stacking of information is completed, without classification, integration, logical sorting, and correlation analysis of information, making it impossible to extract the value patterns and potential risks behind the information. The output decision report and work brief are hollow, with unclear key points and lack of depth. They only list data and information without analysis conclusions, trend predictions, and optimization suggestions, which makes it difficult to support high-quality decision-making by management

and fails to realize the core value of information integration.

4.3 Weak Digital Integration Capability and Low Work Efficiency

Under the background of the popularization of digital office, some secretarial personnel still use the traditional manual sorting and summarization work mode, lacking the ability to apply digital tools. Insufficient mastery of digital tools such as big data statistics, data visualization, public opinion monitoring, and intelligent document sorting. Faced with massive and diverse data information, slow processing speed and low integration efficiency make it difficult to adapt to the needs of enterprises for rapid decision-making. At the same time, some personnel lack data thinking, emphasizing text organization over data analysis, and are unable to identify problems and analyze trends through data mining, resulting in a lack of quantitative support for decision-making information and strong subjectivity.

4.4 The Information Linkage Mechanism is Not Perfect, and There Are Shortcomings in Information Integration

From the perspective of enterprise management, most enterprises have not yet established a sound mechanism for information flow and sharing, and information transmission between departments is not timely and comprehensive, resulting in information silos. Secretarial personnel find it difficult to comprehensively and timely obtain core operational data, work dynamics, and problem feedback from various departments, resulting in one-sided and lagging information integration. At the same time, some enterprises lack standardized information integration work norms, and the format and content standards of information output are not unified. The work is highly arbitrary, which further affects the effectiveness of decision support.

5. Strategies to Enhance the Information Integration Ability of Secretarial Personnel and Optimize Decision Support Efficiency

5.1 Strengthen Professional Training and Solidify Core Information Integration Capabilities

Enterprises need to establish a systematic training system for secretarial talents to enhance

their four core competencies in a targeted manner. One is to carry out information screening and analysis training, combined with the characteristics of the enterprise industry, to explain the methods of policy interpretation, market public opinion analysis, and information authenticity verification, and cultivate the thinking of secretaries to accurately screen and scientifically analyze; The second is to carry out training on document integration and logical sorting, standardize the writing standards of briefings, analysis reports, and decision-making reference materials, and enhance the ability to output structured and systematic information; The third is to strengthen digital skills training, popularize the application of Excel advanced data processing, visual report production, public opinion monitoring tools, and intelligent office systems, cultivate data thinking, and improve digital integration efficiency. At the same time, regular case practice exercises are conducted, combined with real decision-making scenarios of enterprises to conduct simulation training, in order to promote learning through practice and comprehensively enhance the practical ability of secretarial personnel.

5.2 Transform Work Mindset and Establish a Deep Decision-Making Service Concept

Guide secretarial personnel to break the traditional thinking of "transactional and executive", establish the work concept of "advisory and strategic", and clarify that the core goal of information integration is to serve decision-making and empower development. Require secretarial personnel to base themselves on corporate strategy and management decision-making needs, actively connect with key and difficult business operations, accurately grasp decision-making information needs, and abandon the work mode of mechanical summarization and simple extraction. In information integration work, we adhere to the principles of "comprehensive collection, precise screening, clear sorting, in-depth analysis, and feasible suggestions", focusing on exploring the trends, risks, and opportunities behind the information, actively outputting high-quality information results with viewpoints, analysis, countermeasures, and predictions, and effectively playing the role of decision-making advisors.

5.3 Improve Enterprise Information

Mechanisms and Break Down Barriers to Information Silos

Enterprises need to build a comprehensive information sharing platform, break down information barriers between departments and business lines, and establish a normalized mechanism for information reporting, circulation, and sharing. Clarify the content, frequency, standards, and responsible persons for information submission by each department, ensuring that internal operational data, work dynamics, and problem demands are timely summarized to the secretarial department; At the same time, integrating external policy, industry, market, and public opinion information resources, building a comprehensive and dynamic enterprise information resource library, providing comprehensive, timely, and accurate information support for the integration of secretarial personnel. In addition, establish standardized information integration work standards, unify information sorting, analysis, and output standards, and enhance the standardization and professionalism of decision-making reference results.

5.4 Establish an Assessment and Incentive Mechanism to Force the Improvement of Work Quality

Enterprises need to incorporate the quality of information integration and the effectiveness of decision support into the performance evaluation system for secretarial personnel, and establish scientific evaluation indicators. Key assessment indicators include the authenticity, timeliness, and completeness of information, the depth, logic, and practicality of analysis reports, as well as the adoption rate and implementation effectiveness of proposed suggestions. Commend and reward personnel who have completed information integration with high quality and effectively assisted management in making scientific decisions; Supervise and rectify personnel who are perfunctory in information integration, have poor quality of results, and affect decision-making efficiency. Through assessment and incentives, fully mobilize secretarial personnel to actively enhance their information integration capabilities and cultivate their enthusiasm for decision-making services, and continuously optimize the effectiveness of decision support.

6. Conclusion

In the context of modern corporate governance and digital development, the information integration ability of secretarial personnel is a key factor affecting the effectiveness of management decision support, and plays an irreplaceable role in scientific decision-making, risk prevention and control, and long-term development of enterprises. The four core abilities of secretarial personnel, including information screening and screening, structured sorting, in-depth analysis, and digital processing, can effectively streamline information volume, avoid decision-making deviations, strengthen decision-making foresight, break down information barriers, and comprehensively improve the efficiency, accuracy, and localization of enterprise decision-making.

The current integration of enterprise secretarial information still faces problems such as insufficient capacity, shallow analysis, weak digitalization, and lack of mechanisms, which restrict the effectiveness of decision support. Enterprises need to enhance the comprehensive information integration ability of secretarial personnel through systematic professional training, upgrading of thinking concepts, improvement of information mechanisms, and implementation of assessment incentives, in order to promote the transformation of secretarial positions from traditional transactional positions to strategic advisory

positions. In the future, with the continuous deepening of digital governance in enterprises, secretarial personnel need to continuously iterate their own abilities, deeply cultivate information value mining, accurately connect with management decision-making needs, and continue to provide solid decision-making information support for high-quality development and scientific and efficient governance of enterprises.

References

- [1] Li Juan Research on the Optimization Path of Decision Support Function for Enterprise Secretaries in the New Era [J]. *Enterprise Reform and Management*, 2024 (12): 89-91
- [2] Zhang Min The impact of administrative personnel's information integration ability on enterprise decision-making under the digital background [J]. *Office Automation*, 2025 (02): 36-38
- [3] Wang Hao Strategies for Enhancing the Function and Decision Support Efficiency of Enterprise Office Information Hubs [J]. *China Administrative Management*, 2023 (S1): 156-157
- [4] Luo Liang Construction of Information Literacy and Decision Service Capability of Government Personnel in the Digital Age [J]. *Think Tank Era*, 2024 (15): 102-104.