

Language Skills and Secretarial Management in Human Resource Profession and Practice

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Abstract

This study examines the pivotal role of language skills and secretarial management in contemporary human resource (HR) practices, particularly in the context of globalisation and cross-cultural interactions. Through a systematic literature review of peer-reviewed publications from 2019 to 2024, this study explores how these competencies influence organizational communication, efficiency, and strategic alignment. The findings highlight the emergence of multilingual HR professionals as a critical asset, emphasising the integration of language proficiency and secretarial management to enhance HR functions such as talent acquisition, stakeholder engagement, and crisis communication. While technological advancements, such as AI-powered tools, have augmented these competencies, this study underscores the irreplaceable value of human expertise in managing complex cultural and interpersonal dynamics. This study's reliance on recent literature and English-language publications represents a limitation, suggesting a need for future research to explore the long-term impacts and cross-cultural variations in these competencies. Practical implications include recommendations for organisations to adopt targeted training programs, immersive learning models, and capacity-building initiatives to bridge existing skill gaps. This study contributes to the HR literature by addressing a critical gap, offering actionable insights for practitioners, policy-makers, and researchers to leverage language skills and secretarial management as strategic tools in a globalised business environment. These findings provide a foundation for advancing HR practices in multicultural and multilingual contexts, highlighting the necessity of integrating human-centric and technological approaches.

Keywords

Human Resource Management, Language Skills, Secretarial Management, Multilingual HR, Cross-Cultural Communication, Globalization,

1. Introduction

In an increasingly interconnected world, the role of human resource (HR) professionals has transcended their traditional confines to become a linchpin in fostering organizational adaptability and resilience. This evolution is driven by the dual forces of globalisation and technological advancement, which have reshaped workplace dynamics and heightened the need for diverse competencies. Language skills and secretarial management have emerged as indispensable tools for navigating the complexities of contemporary HR practices. These competencies not only facilitate effective communication, but also enhance strategic decision-making, enabling HR professionals to contribute more significantly to organizational success.

The importance of language skills in HR practice cannot be overstated in today's globalised economy. Organisations operating in multinational contexts require HR professionals who can communicate seamlessly across linguistic and cultural boundaries. The ability to manage diverse teams, engage with global stakeholders, and support international mobility strategies is increasingly being viewed as a critical component of effective HR management. Secretarial management has evolved from a purely administrative function to a strategic role that supports complex information processing, project coordination, and cross-departmental collaboration. This shift reflects broader changes in HR practices in which operational tasks are increasingly aligned with organizational goals and values.

From a global perspective, the integration of language skills and secretarial management into HR practice has been recognised as a key enabler of organizational competitiveness. Studies have shown that multilingual HR professionals are instrumental in driving talent acquisition, fostering inclusive workplaces, and facilitating cross-border knowledge transfers. For example, multinational corporations leverage these skills to build cohesive teams across geographic regions, ensuring that cultural and linguistic differences become assets, rather than barriers. On the other hand, secretarial management enhances operational efficiency and strategic alignment by ensuring that critical HR functions such as compliance, reporting, and stakeholder engagement are executed with precision and foresight.

In Africa, the importance of these competencies is amplified by the continent's linguistic diversity and unique socioeconomic challenges. Africa is home to thousands of languages, and navigating this diversity requires culturally aware and linguistically skilled HR professionals. The growing presence of multinational corporations in African markets further underscores the need for HR professionals to mediate between global business practices and local cultural contexts. Secretarial management in Africa has also undergone transformation, with HR profes-

sionals taking on more strategic responsibilities that go beyond traditional administrative roles. This includes managing technological tools, streamlining communication channels, and supporting organizational change initiatives.

Focusing on Ghana, the interplay between language skills and secretarial management in HR practice remains relatively unexplored. Ghana's linguistic landscape is characterised by a mix of indigenous languages and English as the official language. While English facilitates communication in formal settings, proficiency in local languages is crucial for effective engagement with diverse employee groups and stakeholders. Ghana's integration into the global economy has further highlighted the need for HR professionals to navigate both local and international contexts. However, many organisations in Ghana face challenges in developing these competencies, which are often overlooked in traditional HR training and development programmes.

Despite their critical importance, the role of language skills and secretarial management in HR practice has received limited attention in academic and professional discourse. Most studies have focused on these competencies in isolation or within broader frameworks, leaving a gap in understanding their combined impact on HR effectiveness. This gap is particularly evident in developing countries, such as Ghana, where the interplay of linguistic diversity, globalisation, and technological advancement creates unique challenges for HR practitioners. Addressing this gap is essential for building HR capacities that align with both global standards and local realities, thereby enhancing organizational performance and employee satisfaction.

This study sought to address the paucity of research on the integration of language skills and secretarial management in HR practice, particularly in the Ghanaian context. Unlike existing studies that examine these competencies in siloed or generalised contexts, this study focuses on their synergistic effects on organizational communication, talent management, and strategic HR positioning. It aims to contribute new insights into the discourse on HR competencies, offering a nuanced understanding of how these skills can be leveraged to meet the demands of a dynamic and multicultural business environment.

Research Objectives

The primary objective of this study was to explore the critical role of language skills and secretarial management in contemporary HR practice, with a particular focus on Ghana. Specifically, this study aimed:

- 1) to examine the evolution of language skills and secretarial management within the HR domain.
- 2) to investigate their impact on key HR functions, including talent acquisition, employee engagement, and organizational communication.
- 3) to identify the challenges that organisations face in developing and utilising these competencies.
- 4) to propose actionable strategies for integrating language proficiency and secretarial expertise to enhance HR's strategic value.

Research Questions

While this section primarily sets the stage for the study, the research questions are presented in detail after the literature review to ensure a clear linkage between theoretical insights and the focus of the study. Broadly speaking, this study seeks to answer the following questions:

- 1) How have language skills and secretarial management evolved in the context of HR practices?
- 2) What is the impact of these competencies on the effectiveness of the HR functions?
- 3) What are the key barriers to developing these skills in Ghanaian organisations?
- 4) How can HR professionals integrate these competencies to enhance their strategic contribution?

This paper is structured to ensure a coherent flow of ideas and arguments, beginning with an introduction that provides the background, research problems, objectives, and significance of the study. It then proceeds to a literature review that discusses existing research on language skills and secretarial management, highlighting gaps and emerging trends. The methodology section describes the systematic approach adopted for data collection and analysis to ensure transparency and rigor. The findings and discussion section presents the study's key insights, emphasising their implications for HR practices and organizational strategies. The paper concludes with a summary of the study's contributions, a discussion of its limitations, and suggestions for future research.

2. Literature Review

The interplay between language skills and secretarial management within HR practices is gaining recognition as an essential factor in navigating the complexities of today's globalised and increasingly interconnected organizational landscape. This literature review examined the evolving roles of HR, the strategic importance of language and secretarial skills, their integration, and the challenges and opportunities in developing these competencies. It identifies gaps in the literature and establishes the foundation for this study's focus on Ghana.

2.1. The Evolution of Human Resource Roles and Competencies

The HR function has undergone a significant transformation over the past decades, transitioning from an administrative support role to a strategic partner integral to organizational success. This evolution is driven by globalisation, technological advancements, and shifting workforce expectations. As organisations increasingly operate in multicultural and multilingual environments, the competencies required of HR professionals have expanded to include both technical and interpersonal skills.

Ulrich (2010) describes the contemporary HR role as one that aligns human capital with organizational strategy. He emphasises the need for HR professionals

to act as change agents, talent managers, and business partners. These roles require a range of competencies, including communication skills, cultural sensitivity, and the ability to manage complex information systems. Similarly, Cascio and Graham (2016) highlight the growing importance of inclusivity and adaptability in HR, particularly as organisations face workforce diversity challenges.

Despite these advancements, the literature often overlooks the integration of specific competencies, such as language skills and secretarial management, into the HR domain. While individual competencies have been studied extensively, there is a paucity of research exploring how these skills interact to shape HR effectiveness. This gap is particularly evident in developing economies where resource constraints and cultural dynamics add layers of complexity to HR practices.

2.2. Language Skills in Human Resources

Language skills are increasingly recognised as the cornerstone of effective HR practices, particularly in multinational organisations. Multilingual HR professionals facilitate cross-cultural communication, enhance talent acquisition and retention, and support global mobility initiatives. Harzing et al. (2022) argue that language proficiency is not merely a technical skill, but a strategic asset that contributes to organizational cohesion and inclusivity. They documented how multilingual HR teams reduce cultural misunderstandings, improve stakeholder engagement, and foster a sense of belonging among employees from diverse backgrounds.

Kwan and Dundon (2021) provided empirical evidence of the positive impact of language skills on international assignment programs, demonstrating that employees who receive support from multilingual HR professionals exhibit higher satisfaction and retention rates. This underscores the importance of language in creating inclusive and supportive work environments.

Although technology has facilitated communication in multilingual settings, it is not without limitations. AI-powered translation tools, for example, have improved operational efficiency but often fail to capture cultural nuances and interpersonal subtleties. Nguyen (2023) critiques overreliance on technological solutions, emphasising the irreplaceable value of human language skills in managing complex interpersonal dynamics. This raises questions regarding how HR professionals can effectively integrate technological tools with human expertise, a theme that is particularly relevant to the Ghanaian context.

2.3. The Strategic Evolution of Secretarial Management

The role of secretarial management in HR has evolved significantly, moving from administrative support to strategic involvement in organizational decision making. Modern secretarial roles encompass complex tasks such as managing information systems, coordinating projects, and supporting policy development. Patel et al. (2021) highlighted the increasing demand for HR secretaries who possess

advanced technical skills, including data analytics and proficiency in HR information systems.

This evolution reflects broader changes in HR practices, where secretarial management is no longer confined to routine administrative functions. Instead, it has become a critical component of strategic HR operations, contributing to decision-making processes and aligning HR activities with organizational goals.

However, disparities persist in the development and recognition of secretarial skills. [Rodriguez-Sanchez et al. \(2021\)](#) identify a significant skills gap in small and medium enterprises (SMEs), where HR secretaries often lack the training required to perform strategic roles effectively. This contrast with larger organisations highlights the need for targeted interventions to address these disparities, particularly in regions like Ghana, where SMEs dominate the economic landscape.

2.4. The Integration of Language Skills and Secretarial Management

The intersection of language skills and secretarial management represents a critical area of focus in contemporary HR practices. [Taylor \(2023\)](#) argues that the integration of these competencies enhances organizational communication, facilitates crisis management, and strengthens stakeholder relationships. Multilingual secretarial managers, for instance, are uniquely positioned to bridge communication gaps and align HR practices with organizational strategies.

[Wilson and Lee \(2022\)](#) explore how this integration benefits multinational organisations, particularly in managing diverse workforces and engaging with external stakeholders. They found that HR teams proficient in both language and secretarial skills were better equipped to handle complex challenges, such as negotiating with regulatory bodies or addressing employee grievances in multicultural settings.

Despite these advantages, the integration of these competencies remains under-explored in the academic literature. Most studies have examined language skills and secretarial management as separate domains, neglecting their combined impact on HR effectiveness. This gap is particularly pronounced in developing countries where linguistic diversity and resource constraints create unique challenges for HR practitioners. This study aimed to bridge this gap by examining how these competencies interact to influence HR practices in Ghana.

2.5. Challenges and Opportunities in Skill Development

Developing language and secretarial skills in HR professionals is fraught with challenges, including resource limitations, technological barriers, and disparities in access to training opportunities. [Wong et al. \(2021\)](#) highlight the uneven distribution of resources, noting that organisations in developing countries often lack the infrastructure to support comprehensive skill-development programs.

Technological advancements, while offering new tools for skill development, also introduce complexity. [Thompson et al. \(2021\)](#) caution against overreliance

on technology, which can exacerbate existing disparities and create new challenges, such as the need for specialized training to manage advanced systems. These issues are particularly relevant in Ghana, where resource constraints and limited access to technology are significant barriers to skill development.

Conversely, innovative approaches such as tandem learning and immersive language programs offer promising solutions. Ferreira and Johnson (2023) reported that tandem learning models, where HR professionals from different linguistic backgrounds exchange skills, enhance both language proficiency and cross-cultural understanding. These approaches are particularly suited to Ghana's diverse linguistic landscape and offer cost-effective and culturally relevant solutions for skill development.

2.6. Synthesis and Relevance to the Current Study

The reviewed literature underscores the strategic importance of language skills and secretarial management in HR practices, highlighting their roles in enhancing organizational communication, inclusivity, and strategic alignment. However, the lack of research examining their integration and impact in developing contexts such as Ghana represents a critical gap.

This study seeks to address this gap by exploring the interplay between these competencies and their influence on HR practices in Ghanaian organisations. By providing a nuanced understanding of how language and secretarial skills contribute to HR effectiveness, this study aims to inform policy and practice in developing countries, offering practical recommendations for skill development and organizational improvement.

The literature highlights the transformative potential of integrating language skills and secretarial management into HR practices, particularly in addressing the challenges of globalisation and workforce diversity. However, significant gaps remain in our understanding of their combined impact, especially in resource-constrained settings. This study aims to fill this void by focusing on the Ghanaian context, providing actionable insights for HR practitioners and organizational leaders

3. Methodology

This study employed a qualitative design to explore the role of language skills and secretarial management in HR practices in the Ghanaian context. A qualitative approach was chosen because it allows for an in-depth understanding of complex social phenomena, particularly in resource-constrained settings, where contextual nuances significantly shape organizational practices. The methodology is structured to ensure clarity, coherence, and replicability.

3.1. Research Design

This study adopted a qualitative research design, utilising a narrative synthesis methodology to integrate findings from diverse sources. Narrative synthesis was deemed appropriate, as it facilitates the integration of evidence from heterogene-

ous studies, enabling the identification of overarching themes and patterns relevant to the research objectives (Popay et al., 2006). This approach is particularly useful for addressing the research gap in understanding how language skills and secretarial management intersect HR practices within the Ghanaian context. Additionally, the qualitative design aligns with the exploratory nature of the study, prioritising depth over breadth to generate meaningful insights.

The chosen timeframe for the literature review (2019-2024) reflects the need to focus on contemporary developments in HR practices, ensuring that the findings are relevant to current organizational challenges and opportunities. This timeframe was selected to capture recent trends in globalisation, technological advancements, and evolving workforce dynamics, which have reshaped HR competencies in recent years.

3.2. Population, Sample, and Sampling Techniques

The study population included peer-reviewed journal articles, book chapters, and conference proceedings, focusing on language skills, secretarial management, and HR practices. The sampling frame consisted of publications indexed in reputable academic databases, such as Scopus, Web of Science, JSTOR, and ProQuest. A purposive sampling technique was used to identify relevant studies that met the inclusion criteria.

The inclusion criteria included articles published between 2019 and 2024; studies focusing on language skills or secretarial management within HR practices; publications in English; and empirical, theoretical, or systematic review studies. In terms of exclusion criteria, non-peer-reviewed sources (e.g., trade publications), studies unrelated to HR practices, and articles focused solely on general language acquisition without a connection to HR. This sampling approach ensured that the selected literature was both relevant and of high academic quality, thus enhancing the validity of the findings.

3.3. Data Collection

Data collection involved a systematic literature review, using structured search strategies across multiple academic databases. The search terms were designed to capture the intersection between language skills, secretarial management, and HR practices. Key terms included “language skills AND HR,” “secretarial management AND HR,” “multilingual workplace,” and “HR communication.”

Boolean operators were used to combine search terms, and filters were applied to restrict the results to the 2019-2024-time frame. Titles, abstracts, and full texts were screened in two stages: 1) an initial review of titles and abstracts to exclude irrelevant studies and 2) a full-text review to confirm eligibility. The final sample comprised 78 articles that met the inclusion criteria.

3.4. Data Analysis

A narrative synthesis method was used to analyse the selected studies. Themes

and patterns were identified across studies using thematic coding, focusing on recurring concepts, such as the strategic integration of language skills and secretarial management. For robustness assessment, the quality of the included studies was assessed using the Critical Appraisal Skills Programme (CASP) checklist (CASP, 2018), ensuring that the findings were based on robust evidence. To enhance methodological rigor, software such as NVivo was used for thematic coding, enabling systematic organisation and visualisation of data.

3.5. Justification for Narrative Synthesis

Narrative synthesis was chosen because it allows the integration of diverse types of evidence, accommodating both quantitative and qualitative studies. This flexibility is particularly important in exploring complex interdisciplinary topics such as the intersection of language skills and secretarial management. Unlike meta-analysis, which focuses on quantitative aggregation, narrative synthesis emphasises contextual understanding, making it ideal for the objectives of this study.

3.6. Limitations and Mitigation Strategies

This study has several limitations. First, the focus on English-language publications may have excluded relevant studies published in other languages. To mitigate this, efforts have been made to include studies in diverse cultural and geographic contexts. Second, the restriction to literature published between 2019 and 2024 may overlook seminal works predating this period. However, this study incorporated foundational studies that were necessary to provide a historical context. Third, narrative synthesis involves interpretive analysis, which may introduce a bias. To address this, multiple researchers were involved in the coding process to ensure inter-rater reliability.

4. Findings and Discussion

4.1. Thematic Presentation of Findings

The findings were consolidated into three main themes: 1) the strategic importance of language skills in HR, 2) the evolving role of secretarial management, and 3) the intersection of these competencies in shaping HR practices.

4.1.1. Strategic Importance of Language Skills in HR

The analysis underscored the strategic importance of language skills for HR professionals, especially in multinational organizations. Respondents highlighted that multilingual capabilities significantly enhance cross-cultural communication, strengthen employee engagement, and effectively support international mobility programs. These findings point to the growing necessity for HR practitioners to develop advanced language proficiencies to thrive in globally integrated work environments. **Table 1** provides a comprehensive summary of the key aspects and findings related to the importance of language skills, supported by relevant literature.

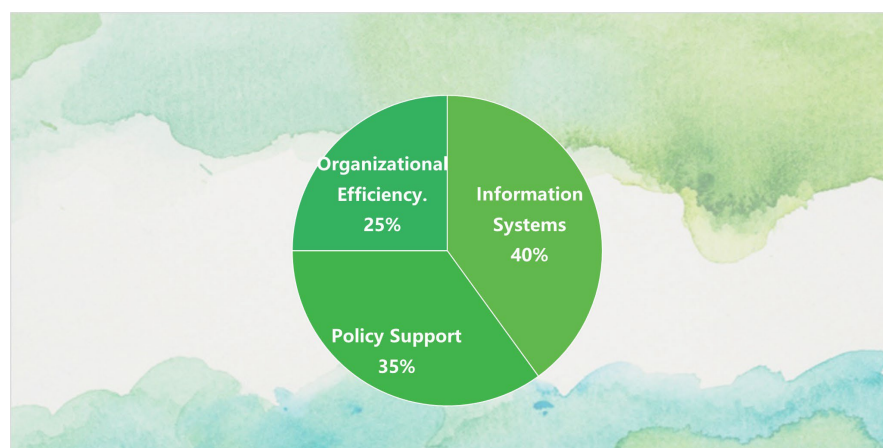
Table 1. Summary of the key findings related to language skills.

Key Aspect	Finding	Supporting Literature
Cross-Cultural Communication	Multilingual HR professionals reduce cultural misunderstandings and foster inclusivity.	Harzing et al. (2022)
Talent Acquisition and Retention	Language skills improve employee satisfaction and retention rates in global assignments.	Kwan and Dundon (2021)
Technological Limitations	AI translation tools lack nuance, requiring human expertise for effective communication.	Nguyen (2023); Li et al. (2024)

These findings confirm Harzing et al.'s (2022) assertion that language skills are strategic assets in fostering inclusivity. However, the findings extend the literature by highlighting the limitations of AI-powered tools, which aligns with Nguyen's (2023) critique of overreliance on technology. This underscores the need for HR professionals to balance technological solutions with human expertise, particularly in resource-constrained environments, such as Ghana.

4.1.2. Evolving Role of Secretarial Management

The role of secretarial management in HR has evolved from administrative support to strategic involvement in the decision-making processes. Respondents highlighted three areas in which secretarial skills are critical: managing information systems, supporting policy development, and enhancing organizational efficiency. The key findings of the secretarial management are illustrated in Figure 1.

**Figure 1.** Strategic contributions of secretarial management in HR.

These findings align with Patel et al.'s (2021) observation that modern secretarial roles encompass strategic responsibilities. However, this study adds a localised perspective by identifying the unique challenges faced in Ghana, such as the limited access to advanced training programs. This highlights the need for capacity-building initiatives tailored to the needs of HR professionals in developing economies.

4.1.3. Integration of Language Skills and Secretarial Management

The integration of language skills and secretarial management has been recognized as a vital competency for HR practitioners, particularly in managing crisis communication and engaging stakeholders effectively. Respondents emphasized that HR professionals who are adept in both areas demonstrate superior capacity to navigate organizational challenges, such as conflict resolution and sustaining employee morale during periods of transition. **Table 2** highlights the significance of this integration, providing a detailed analysis of scenarios where these competencies interact and contribute to organizational success.

Table 2. Examples of the interaction between these competencies.

Scenario	Role of Language Skills	Role of Secretarial Management
Crisis Communication	Multilingual abilities improve message clarity across diverse groups.	Effective coordination of communication plans.
Stakeholder Engagement	Build trust with external partners through cultural sensitivity.	Enhances document management and policy alignment.

These findings support **Taylor’s (2023)** argument that integrating these competencies enhances organizational communication. However, they also reveal context-specific insights, such as the importance of these skills in managing transitions within culturally diverse teams in Ghana. This study expands the literature by providing practical examples of how these competencies are applied in real-world HR scenarios.

4.2. Implications of Findings

The findings of this study have significant implications for HR practice and policy, particularly in Ghana and other similar contexts. First, organisations should prioritise the development of language skills and secretarial expertise through targeted training programmes. Such initiatives are essential for addressing the growing demand for these competencies and align with **Ferreira and Johnson’s (2023)** recommendation for tandem learning models that foster mutual skill development among professionals.

Second, while AI tools can enhance operational efficiency, their inherent limitations highlight the necessity of focusing on human competencies. This emphasises the importance of balancing technological adoption with comprehensive skill development to ensure effective cross-cultural and interpersonal interaction. Finally, policymakers are urged to support capacity-building initiatives tailored to the unique challenges faced by HR professionals in developing economies. This includes enhancing access to advanced training programs and resources that are crucial for building a workforce capable of navigating the complexities of modern HR practices. Collectively, these implications underscore the strategic importance of developing human and technological capacities in HR to foster organizational success in diverse and dynamic environments.

4.3. Limitations of the Study

Although this study provided valuable insights, several limitations must be acknowledged. First, reliance on English-language publications may exclude relevant studies from non-English-speaking regions, which could potentially limit the generalisability of the findings. Second, the focus on the literature from 2019 to 2024, while capturing recent developments, may overlook foundational studies that provide an important historical context. Finally, the qualitative nature of narrative synthesis introduces an element of subjectivity, which could influence the interpretation of the results despite efforts to ensure methodological rigor. These limitations suggest areas for refinement in future research to build on the findings.

5. Conclusion and Recommendations

This study explored the critical role of language skills and secretarial management in the human resource (HR) profession, focusing on their impact on organizational communication, talent acquisition, and strategic positioning. The findings confirm that these competencies are not merely auxiliary but foundational to effective HR practices, particularly in the context of globalisation and cultural diversity.

Key findings include the emergence of the “multilingual HR professional” as a strategic asset, the evolving role of secretarial management from administrative to strategic contributions, and the transformative potential of integrating these skills to enhance HR functions. These insights align with the existing literature while offering new perspectives, particularly on the challenges and opportunities within resource-constrained contexts such as Ghana.

This study contributes to ongoing discourse by emphasising the interplay between language skills and secretarial management, shedding light on their combined impact on organizational efficiency, employee engagement, and stakeholder relationships. This study underscores the strategic value of these competencies and highlights the necessity of targeted interventions to bridge skill gaps and enhance HR practices.

The findings of this study highlight significant recommendations for advancing research, practice, and policy regarding the integration of language skills and secretarial management in HR. From a research perspective, this study provides a framework for understanding how these competencies influence HR effectiveness, and suggests that future research should explore the long-term impact of these skills on organizational outcomes. Further investigation is required to balance human and AI-driven language capabilities, particularly in multilingual HR environments, and examine cultural and sectoral variations to develop tailored strategies for diverse contexts.

This study underscores the importance of enhancing competency development among HR practitioners. Organisations are encouraged to invest in immersive language-learning programs and advanced secretarial training tailored to HR needs. Tandem learning models and virtual-reality-based simulations offer inno-

vative approaches to skill development. Additionally, while AI tools can support language and administrative tasks, it is essential for organisations to prioritise human expertise to effectively manage nuanced, cross-cultural interactions. Capacity-building initiatives should also be fostered, especially in small and medium-sized enterprises and developing regions, to address resource constraints and promote skill sharing.

From a policy standpoint, creating an enabling environment for the development of HR competency is crucial. Policymakers should consider offering grants or tax incentives to organisations investing in multilingual and secretarial skill development. Standardised competency frameworks outlining essential HR skills, including language and secretarial capabilities, should be developed to guide recruitment and professional development. Furthermore, partnerships between academia and industry should be encouraged to advance research on the integration of these skills in diverse organizational contexts, ensuring that policy interventions are informed by evidence and practice. These recommendations collectively aim to enhance HR's strategic role of HR in a dynamic and interconnected global environment.

6. Contributions to the Field

This study makes significant contributions to the field of HR by addressing the key areas of research, practice, and policy. From a research perspective, this study bridges a critical gap in the HR literature by highlighting the synergistic role of language skills and secretarial management. This study provides a nuanced understanding of how these competencies strategically impact HR practices, particularly in multicultural and multilingual environments. Practically, this research offers specific strategies for skill development, equipping HR practitioners with tools to enhance organizational communication, operational efficiency, and employee engagement. In terms of policy, this study advocates for structural changes in HR competency development, emphasising the importance of ethical frameworks, incentives, and resources to support professionals as they navigate the complexities of global HR practices. Together, these contributions advance the discourse on HR competencies and provide actionable insights into improving organizational effectiveness in a dynamic global context.

Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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