

**Employee Coordination Practices, Organisational Culture and Emotional Intelligence as  
Determinants of Job Performance among Secretaries in Federal Universities in South-west,  
Nigeria**

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## Certification

This is to certify that **Virginia Ochanya ONCHE** with matriculation number **LCU/PG/001428** carried out this study titled “**Employee Coordination Practices, Organisational Culture and Emotional Intelligence as Determinants of Job Performance among Secretaries in Federal Universities in South-west, Nigeria**” in the Department of Information Management, Faculty of Communication and Information Sciences, Lead City University, Ibadan, Oyo State, For the Award of Doctor of Philosophy Degree (PhD) in Office and Information Management and that this work has not been previously submitted elsewhere.

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## **Dedication**

This study is dedicated to God, my Maker who made this possible.

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## Abstract

It has been observed that the level of job performance among secretaries in most public universities in Nigeria is perceived to be low compared to what obtains among other employees of the same educational sector. This could be attributed to low level of employee coordination practices, low emotional intelligence, among others. The study, therefore, examined employee coordination practices, organizational culture and emotional intelligence as determinants of job performance among secretaries in federal universities in South-west, Nigeria. The descriptive survey design was adopted for the study. The population of the study comprised 500 secretaries. A questionnaire was used for data collection; and the reliability test of the instrument was job performance, 0.93; employee coordination practices, 0.93; organisational culture, 0.91 and emotional intelligence, 0.96. Data were analysed using descriptive and inferential statistics. Findings showed that the level of job performance of secretaries in federal universities in South-west, Nigeria was moderate ( $\bar{x} = 2.14$ ). Roles and responsibilities ( $\bar{x} = 2.14$ ), participation in decision making ( $\bar{x} = 2.36$ ) and transparency ( $\bar{x} = 2.43$ ) were the employee coordination practices that exist among secretaries. Rules ( $\bar{x} = 2.43$ ) and values ( $\bar{x} = 2.07$ ) were adequately followed and maintained by secretaries. The level of emotional intelligence of secretaries was moderate ( $\bar{x} = 2.28$ ). Employee coordination practices ( $F_{(3, 211)} = 67.476, P < 0.05$ ), organisational culture ( $F_{(2, 212)} = 85.182, p < 0.05$ ) and emotional intelligence ( $F_{(2, 212)} = 221.952, p < 0.05$ ) had significant influence on job performance. There was a significant combined influence of employee coordination practices, organisational culture and emotional intelligence on job performance, ( $F_{(3, 211)} = 129.093, p < 0.05$ ). The study concluded that employee coordination practices, organisational culture and emotional intelligence have significant influence on job performance of secretaries in federal universities in South-west, Nigeria. It was recommended that management of the universities should communicate clearly the goals, structure, responsibilities and culture to secretaries as this could improve their job performance.

**Keywords:** Employee coordination practices, Organisational culture, Emotional intelligence, Job performance, Secretaries

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