

## **Chapter One**

### **Introduction**

#### **1.1 Background to the Study**

Many terms, including office managers, office coordinators, office information managers, and office professionals, are increasingly frequently used to refer to professional secretaries. Their vast knowledge and expertise in office operations, which has grown in significance as a result of workplace and technological improvements and complexity, is the reason for this change in nomenclature. The office manager has become a crucial component of any organization's administration, including the University system, due to their specific education, training, experience, and talents. The University depends on their productivity<sup>1</sup>.

Office managers are employees who are essential to the efficient running of organizations, and their productivity is vital for organizational success. Productivity entails that an employee completes a task effectively and efficiently in a way that benefits the organization or institution<sup>2</sup>. The empirical findings of a study support the workplace environment and motivation in shaping productivity outcomes. The study also revealed that non-financial motivation, recognition, and a supportive work environment had significant effects on the performance of academic staff. Although, the study focused on lecturers, however, its conclusions are applicable to office managers, whose productivity may also suffer under a poor working condition and inadequate institutional support<sup>3</sup>.

Office manager's productivity is a measure of how well an office manager performs his or her secretariat duties or tasks to achieve organizational goals within the organization. Increasing the office manager's productivity as an employee is a top priority for organizations

because it has many benefits for both the organization and its employees, such as strong economic growth, increased profitability, and an increase in employee morale<sup>3,4</sup>.

Inherently, efficiency and effectiveness are tied to productivity. When the proper actions are taken, a work process is effective; all activities add to the accomplishment of the stated objectives and purpose, and the final product closely resembles the intended consequence. Efficiency is doing things correctly, meaning that the least number of resources are needed to get the desired outcome. While efficiency is associated with the input (the least number of resources), effectiveness is primarily associated with the output (the best possible results) in terms of productivity<sup>4,5</sup>. Work ethics also play a critical role in strengthening efficiency and effectiveness. A study found that traits, such as; integrity, dedication, and accountability does not only improve staff commitment, but also enhanced the documentation and transfer of knowledge in higher institutions. This means that, where strong work ethics are present, administrative efficiency is more sustainable<sup>6</sup>.

A number of important factors affect worker productivity, according to a study. These include the physical and psychological conditions in which workers operate; technological advancements that promote efficiency and creativity; employee attitudes that reflect their engagement and commitment; job satisfaction that influences overall performance and retention; and motivation levels that are influenced by both internal and external factors. According to the report, companies should prioritize human capital development initiatives like training and seminars in order to strengthen these elements and, as a result, raise productivity<sup>5,7</sup>. Organizational culture is another factor that affects the productivity of workers. The study found out that ethical behaviour combined with a supportive organizational culture significantly improved job effectiveness among academic staff. This shows that productivity challenges in Nigerian higher education cannot be explained only by

individual traits, but must also consider institutional norms and cultural factors that shapes employees' behaviour<sup>8</sup>.

Human factors have been identified in another study as crucial in predicting productivity outcomes in engineering and building projects. They include not only the technical skills and experience of employees but also their motivation, morale, communication abilities, and ethical behaviour. According to the study, an effective workforce requires ethical characteristics including accountability, diligence, timeliness, and adherence to safety regulations. High integrity and discipline among employees reduce interruptions and enhances project flow. On the other hand, a lack of personal accountability or ethical awareness can result in rework, inefficiencies, and safety breaches, all of which lower productivity levels. The study went on to emphasize that cultivating a culture of moral leadership, respect for one another, and ongoing human capital development is equally as important to productivity as organizational and technological inputs<sup>6</sup>.

Employee productivity has also been found to be significantly impacted by three other crucial factors: learning and skill development, the working environment, and job engagement. Higher levels of job engagement which are defined as emotional commitment and participation in one's tasks correlate with better productivity, according to the study, which polled 132 employees in Nepal across a variety of industries. An important factor in determining productivity was also shown to be a favourable work environment, which includes both organizational culture and physical conditions. Furthermore, it has been demonstrated that opportunities for ongoing learning and improvement in skills improve worker performance, indicating that businesses that support staff development can anticipate increases in total productivity. These results highlight how crucial it is to provide a

stimulating, encouraging, and growth-oriented work environment in order to increase employee productivity<sup>7</sup>.

Organizational support, advancements in technology, and the work environment are three interrelated elements that have a major impact on employee productivity, according to a study on factors influencing employee productivity. Rewards, flexibility, and supportive supervision are all examples of organizational support, which is the degree to which workers believe their company appreciates their contributions and is concerned about their welfare. Technological advancement is the acceptance and incorporation of contemporary technology that improve communication effectiveness, decrease human error, and streamline work processes. Physical components like office design and equipment, as well as psychological components like interpersonal interactions and corporate culture, make up the work environment. Enhancing staff productivity requires a synergistic approach that addresses all three aspects, according to the study<sup>3</sup>. In Nigeria, particularly within the university system in Osun State, these factors are acutely relevant. For instance, a study at Adeleke University, Ede, Osun State, Nigeria, highlighted the significant effect of the work environment on academic staff job performance, underscoring the importance of non-financial motivators for enhancing productivity. This local context demonstrates that improving the physical and psychological conditions of work is crucial for boosting employee output in Nigerian institutions<sup>3</sup>.

As shown in the literature, many factors could be stated to be determinants of employee productivity and indeed, office managers' productivity, however, this study will focus on two constructs including work ethics and the use of artificial intelligence. In general, work ethic refers to people's attitudes and beliefs regarding the importance of work, the level of dedication to one's work, and the degree of adherence to professional principles. Employees

that have a strong work ethic adhere to a set of moral standards and beliefs that can help them perform better at work. Work ethic encompasses more than just applying particular philosophical approaches to professional tasks; it also refers to the application of moral standards and guidelines<sup>8</sup>. Thus, an office manager's work ethics can be characterized as their dedication to the value and importance of hard work, which is associated with a positive work attitude and moral standards and values.

It was once thought that a set of material components were the sole way to achieve productivity, as hardware and financial accessibility actually increase an organization's productivity. However, experts currently believe that productivity is also influenced by work ethics. People's attitudes and ideas regarding the importance of work, job commitment, and the level of adherence to professional principles can be characterized as their work ethic. A collection of beliefs and ethical principles that serve as a guide and can improve an office managers' performance at work are part of their work ethic<sup>9</sup>. Work ethics as a collection of values and behaviors that demonstrate the value of work is an essential subject matter in employee management. When making hiring decisions, employers search for indicators of a strong work ethic since those with a strong work ethic enable increased productivity and improved organizational profitability<sup>10</sup>.

The literature indicates that the three primary aspects of work ethics that significantly impact employee productivity are attitude toward work, moral attitude toward work, and intrinsic motivation. Each of these dimensions encompasses unique ethical traits that influence how workers view, approach, and carry out their responsibilities within an organization. The dimension of attitude toward work itself gives insight into how people value and emotionally relate to their job duties. A strong, positive attitude to their work increases chances that an employee will be dependable, diligent, and dedicated. They tackle jobs with a feeling of

significance and purpose, and they take their roles seriously. According to the study, people who find their work to be fulfilling and important frequently exhibit high levels of responsibility, dependability, and timeliness. At work, these traits have a direct impact on enhanced task performance and sustained productivity<sup>11</sup>.

The moral attitude toward work dimension refers to the ethical ideals and principles that direct employees' behaviour in the workplace, especially when moral judgment is needed. According to the study, this group includes qualities like accountability, justice, honesty, integrity, and respect for others. Strongly moral employees avoid dishonest behaviour, treat co-workers fairly and with respect, and keep ethical norms even when they are not under supervision. These qualities foster a culture of cooperation and good productivity, foster trust, and lessen conflict in the workplace. Intrinsic motivation dimension of work ethic encompasses a true internal motivation to participate in labour not for external rewards, but for the enjoyment obtained from the task itself. Individuals that are intrinsically driven exhibit ethics-related traits such as self-discipline, dedication to excellence, initiative, perseverance, and a readiness to learn. They take proactive steps to improve their performance, seek out challenges, and maintain high standards even in the absence of external monitoring or pressure. According to the study, this factor is critical for long-term individual productivity and creativity<sup>11</sup>.

Work ethics of office managers can be measured through the individual office manager's traits of integrity (honesty) and diligence. Being honest, upholding high moral standards, and acting morally even when no one is looking are qualities that define integrity. Integrity, which is closely related to honesty, is acknowledged in the literature as a fundamental component of an employee's moral approach toward work. Integrity-driven workers uphold moral standards even in the absence of supervision. They steer clear of dishonest tactics, communicate

honestly, and operate dependably. Diligence is defined by a deliberate, careful and consistent attempt to execute duties accurately, thoroughly, and on schedule. Diligence, as another dimension under the attitude toward work, includes a strong work ethic characterized by accountability and follow-through, endurance, and attention to detail. Diligent workers avoid procrastination, are meticulous in their work, and stay focused until tasks are completed to a high quality. This ethical trait directly correlates with quality work output and time management aspects of productivity in both individual and collaborative work environments<sup>11</sup>.

The other factor of interest in this study that can be a determinant to productivity of office managers is the use of artificial intelligence, a recent technological advancement. Artificial Intelligence (AI) is becoming a key technology that has the ability to transform the job landscape in a number of economic areas and change productivity. Since some cutting-edge AI models such as ChatGPT were commercially released in late 2022, there has been increased expectation of a revolution similar to the internet. However, the reality of consistently modest productivity growth in many developed nations frustrates this optimism, raising serious concerns about the true economic impact of AI and the processes via which it affects employment and productivity<sup>12</sup>.

The productivity of workers in a variety of fields, including engineering, law, education, medical, communication, commerce, and science, has unquestionably been positively and profoundly impacted by the use of modern technology, and the secretarial profession is no exception. Modern office machinery and equipment, made possible by science and technology, have boosted job productivity, which has improved communication, recordkeeping, and office service production within organizations. Technology has brought about significant changes to the secretarial profession, and as a result, the skills and abilities required in the modern digital workplace have important implications for career advancement

and productivity within the profession<sup>1</sup>. Artificial intelligence (AI) is a crucial technology that has the potential to revolutionize productivity and alter the nature of employment in numerous economic sectors. Since the commercial availability of advanced models such as ChatGPT in late 2022, there has been heightened anticipation of a transformative shift akin to the advent of the internet. However, this optimism is tempered by the fact that productivity growth has been continuously modest in many industrialized countries, which raises serious worries about the true economic impact of AI and how it affects productivity and employment<sup>13</sup>. Over time, the function of a secretary (office manager) has changed dramatically, moving from doing secretarial duties to becoming an integral part of organizational management. Secretaries are adjusting to new technologies that help expedite administrative tasks as technology develops<sup>14</sup>. Artificial Intelligence (AI) is becoming a potentially among these technological tools. AI is quickly taking centre stage in office management. The speed and accuracy with which it can complete repetitive tasks is revolutionizing the way administrative tasks are done<sup>14</sup>.

Office managers now use AI tools such as virtual assistants (like Google Assistant and Siri) to set up meetings and send reminders; tools for creating and paraphrasing content (like QuillBot and ChatGPT); automated scheduling software (like Calendly) that manages appointments without the need for human intervention; and document management applications (like DocuSign and Adobe Sign) that automate the filing and signing of documents<sup>6</sup>. These AI-powered solutions are enhancing office managers' abilities rather than taking their place, allowing them to concentrate on more strategic tasks. Beyond job management, artificial intelligence (AI) solutions are revolutionizing workplace collaboration and communication. AI-powered tools have made it possible for secretaries to effectively handle several channels of communication<sup>6</sup>. According to a study, digital resources and technology tools are essential for improving worker productivity since they make activities

easier, increase speed and accuracy, and provide improved data management and communication. The use of artificial intelligence (AI) as a predictor of office managers' productivity in this study is a clear indication of this. Modern technological enablers that help decision-making, lessen regular workload, and free up time for more strategic duties include artificial intelligence (AI) technologies like scheduling assistants, grammar checks, document automation, and virtual meeting platforms<sup>5</sup>. These technologies can increase job completion rates, enhance time management, and improve overall output quality when utilized properly. These are critical aspects of productivity that are examined in this study. Thus, assessing how the use of AI leads to better office managers' administrative performance in public universities is consistent with this study's identification of technology as a productivity factor<sup>5</sup>.

Studies have explored the individual roles of work ethics and technology in employee productivity with some conducted to determine the relationship between work ethics and office managers' productivity or performance in Nigeria, such as a study on Uyo local government secretaries' performance, in Akwa-Ibom State and theoretical implications of work ethics on office managers' performance in Nigeria<sup>15,16</sup>. Also, a few studies have been conducted to assess the impact of AI tools on employee productivity (not specifically on office managers' productivity), such as a study done in Romania<sup>5</sup>. However, no clear study has been found to have assessed the influence of both work ethics and AI tools usage on the productivity of office managers in Nigeria public Universities. This shows a significant gap in literature that needs to be filled. Therefore, this study examines at how office managers' productivity at public Universities in Osun State, Nigeria, is influenced by their work ethics and use of artificial intelligence.

## 1.2 Statement of the Problems

Office managers in Nigerian public universities are central to administrative efficiency, coordinating communication, documentation, and daily operations that support both academic and non-academic units. However, recurring issues such as delayed task completion, poor time management, administrative errors, and declining output quality continue to undermine productivity<sup>17</sup>. These inefficiencies disrupt workflow and weaken service delivery, posing risks to institutional goals in a technology-driven era. Although previous research has examined broad determinants of employee performance, the specific roles of work ethics, such as rule integrity, diligence, and duty compliance remain insufficiently explored in relation to measurable productivity among office managers. Similarly, despite the potential of AI tools like automated scheduling, intelligent document management, and chatbots, their adoption and effective use in administrative settings remain limited and poorly understood.

A major gap also exists in understanding the combined influence of ethical orientation and AI usage on productivity, even though employees with strong ethical standards may use digital tools more responsibly, and technological competence may enhance accuracy and discipline in administrative tasks. Yet few studies have assessed their joint effect on specific productivity indicators such as task completion, time management, and quality of work<sup>3,6,7,18</sup>. Additional challenges including infrastructural constraints, limited AI training, resistance to digital tools, and weak organizational cultures that undermine ethical behaviour, further complicate productivity improvement efforts in public universities in Osun State. These gaps make it necessary to investigate how work ethics (rule integrity and duty compliance) and AI usage (perceived usefulness and ease of use) influence office managers' productivity. The findings are expected to guide policies aimed at strengthening ethical conduct, enhancing AI adoption, and improving administrative efficiency in Nigeria's public universities.

### **1.3 Aim and Objectives of the Study**

The aim of this study is to examine the influence of work ethics and artificial intelligence usage on the productivity of office managers in public Universities in Osun State, Nigeria.

The objectives of the study are to:

- i. identify the level of office managers' productivity in public Universities in Osun State, Nigeria,
- ii. assess the level of work ethics of office managers in public Universities in Osun State, Nigeria,
- iii. identify the level of artificial intelligence usage of office managers in public Universities in Osun State, Nigeria,
- iv. determine the influence of work ethics on office managers' productivity in public Universities in Osun State, Nigeria,
- v. determine the influence of artificial intelligence usage on office managers' productivity in public Universities in Osun State, Nigeria, and
- vi. ascertain the combined influence of work ethics and artificial intelligence usage on office managers' productivity in public Universities in Osun State, Nigeria.

### **1.4 Research Questions**

This study seeks to answer the following research questions:

1. What is the level of office managers' productivity in public Universities in Osun State, Nigeria?
2. What is the level of work ethics of office managers in public Universities in Osun State, Nigeria?

3. What is the level of artificial intelligence usage of office managers in public Universities in Osun State, Nigeria?

## **1.5 Research Hypotheses**

The following hypotheses are formulated to test the level of significance of this study:

**H<sub>01</sub>:** There will be no significant influence of work ethics on office managers' productivity in public Universities in Osun State, Nigeria.

**H<sub>02</sub>:** There will be no significant influence of AI usage on office managers' productivity in public Universities in Osun State, Nigeria.

**H<sub>03</sub>:** There will be no significant combined influence of work ethics and AI usage on office managers' productivity in public Universities in Osun State, Nigeria.

## **1.6 Significance of the Study**

The university community, in particular office managers, administrative leadership, university management teams, and academic researchers, might gain a great deal from this study. This study will contribute to increasing administrative productivity in Nigeria's higher education system by examining the effects of work ethics and artificial intelligence (AI) on office managers' productivity at public universities. The study is important for public university office managers because it examines how their use of AI tools and professional work ethics qualities like integrity, diligence, and discipline affect important productivity dimensions like task completion rate, time management, and work quality. In today's academic setting, office managers must deal with increasing administrative responsibilities, digital transformations, and the requirement for high-quality, timely deliverables. The study has the potential to shed light on how moral conduct and efficient use of AI may improve

professional work, offering office managers a way to evaluate and better their own work habits.

Also, this study will provide a helpful body of information to back up staff management decisions for department heads and university management. As many Universities continue to incorporate digital tools into their everyday administrative operations, the findings of this study can help university management better link performance reviews with ethical standards and technology engagement. University management team can have a greater understanding of how AI proficiency and ethical commitment work together to impact administrative effectiveness, which in turn impacts academic assistance and student service. This study can further help University management create more targeted staff development programs that integrate ethical awareness with AI literacy by giving a clearer understanding of what motivates office managers' productivity. By determining the skills and dispositions most associated with efficient administrative performance, it may also help influence recruitment, evaluation, and support practices.

Additionally, this study is significant to researchers and students of office and information management. As a contribution to the expanding literature of research on administrative effectiveness and productivity, the study might be used as a reference for further studies that aim to examine comparable correlations in other university contexts or among other non-teaching staff categories. It will contribute to the expansion of theoretical knowledge in this field and creates new avenues for academic investigation through its conceptual integration of work ethics and AI deployment within the office managers' productivity discourse.

## **1.7 Scope of the Study**

This study looks into how office managers' productivity at public universities in Osun State, Nigeria, is affected by their work ethics and use of AI. The study will examine the following

aspects of office managers' productivity: task completion rate, time management, and work quality. Public universities in Osun State will be included in the geographic scope: Obafemi Awolowo University in Ile-Ife; Osun State University in Osogbo; Federal University of Health Sciences in Ila-Orangun; and the University of Ilesa in Ilesa. Office managers employed by these public universities make up the responders.

### **1.8 Limitations of the Study**

Like every other empirical investigation, this study was not without limitations. The major challenge encountered occurred during the administration of the questionnaire for data collection. A number of respondents displayed a little interest towards completing the research instrument, which resulted in delays, and partial responses during the early stages of the data-gathering process. This posed a potential threat to the completeness and timeliness of the dataset required for analysis.

However, this limitation was effectively mitigated through the persistence, resilience, and consistent follow-up efforts of the researcher and the trained research assistants. They employed strategies such as repeated visits, polite reminders, and personal appeals to encourage participation. These efforts yielded satisfactory response rates and ensured that the quality and validity of the data were maintained.

### **1.9 Operational Definition of Terms**

**Office Managers' Productivity:** This refers to the level of effectiveness with which office managers in public universities in Osun State, Nigeria, carry out administrative responsibilities.

**Input Productivity Dimension:** This encompasses the human, technological, and organizational resources that office managers utilize to perform their administrative duties in public Universities in Osun State, Nigeria.

**Process Productivity Dimension:** This involves the actual work activities and methods undertaken by office managers to transform inputs into outcomes in public Universities in Osun State, Nigeria.

**Output Productivity Dimension:** This refers to the measurable results or accomplishments arising from office managers' activities in public Universities in Osun State, Nigeria. It includes indicators such as the rate of task completion, quality of administrative reports, accuracy of documentation, and overall contribution to institutional goals.

**Work Ethics:** These are the set of moral values and professional standards that guide office managers' behaviour and disposition to work in their administrative roles in public Universities in Osun State, Nigeria.

**Rule Integrity:** This refers to the degree to which office managers in public universities in Osun State, Nigeria, uphold institutional rules, ethical standards, and professional guidelines in the performance of their duties. Rule integrity reflects a commitment to doing what is right, even in the absence of supervision, and serves as the moral foundation of responsible administrative behaviour.

**Duty Compliance:** This denotes the extent to which office managers in public universities in Osun State, Nigeria, adhere to assigned responsibilities and organizational procedures. It involves punctuality, accountability, and reliability in the execution of office tasks.

**Artificial Intelligence (AI) Usage:** This refers to the extent to which office managers in public universities in Osun State, Nigeria, utilize AI-enabled tools (such as automated

schedulers, digital assistants, grammar checkers, or information generative tools) to perform administrative tasks.

**Perceived Usefulness:** This entails the degree to which office managers in public universities in Osun State, Nigeria, believe that the use of AI tools enhances their productivity in carrying out office duties.

**Perceived Ease of Use:** This is the extent to which office managers in public universities in Osun State, Nigeria, believe that AI tools are easy to use to productively complete administrative duties.

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## Endnote

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## **Chapter Two**

### **Review of Related Literature**

This Chapter reviews relevant literature on the topic of study from conceptual, empirical and theoretical point of view.

#### **2.1 Conceptual Review**

2.1.1 The Concept of Productivity

2.1.2 The Concept of Work Ethics

2.1.3 The Concept of Artificial Intelligence

#### **2.2 Theoretical Framework**

2.2.1 Input-Process-Output Theory (IPO)

2.2.2 Theory of Deontological Ethics

2.2.3 The Technology Acceptance Model

#### **2.3 Review of Empirical Studies**

2.3.1 Work Ethics and Productivity

2.3.2 Artificial Intelligence Usage and Productivity

2.3.3 Work Ethics, Artificial Intelligence Usage and Productivity

#### **2.4 Conceptual Model**

#### **2.5 Summary of Reviewed Literature**

#### **Endnote**

## **2.1 Conceptual Review**

### **2.1.1 The Concept of Productivity**

Productivity is a central concept in organizational performance, which measures how well people and systems convert inputs (including time, labor, and resources) into useful outputs. Productivity is increasingly largely influenced by human resource efficiency, motivation, and learning ability rather than only physical or material inputs in modern businesses, particularly in knowledge-based and service-based sectors. Employee productivity, as seen from a management standpoint, is the degree to which workers successfully complete tasks and support company objectives. Employee productivity has several characteristics, including ability, clarity, organizational support, motivation, feedback, credibility, and flexibility, according to a developed paradigm. Together, these reflect the organizational climate and skill sets required for the best possible worker performance. The literature emphasized that, even in cases when financial or technological resources are adequate, staff productivity is a major factor in companies' failure to achieve their goals. By improving employee skills, dedication, and learning, organizations that engage in human capital development, on the other hand, typically see an improvement in their overall productivity. Furthermore, it has been suggested that behavioral and cognitive factors like ethics and learning orientation influence productivity, which is not static<sup>19</sup>.

The efficiency and effectiveness with which people or teams transform inputs, such as time, effort, talents, and resources into desired outputs or outcomes is termed productivity, and it is a basic notion in organizational performance. Productivity in the workplace usually refers to an employee's ability to complete activities that are essential to their job position and support larger organizational objectives. Productivity reflects the ability of people to carry out the essential technical duties of their occupations. According to this definition, a productive

employee is one that regularly produces high-quality work within the guidelines of their designated tasks, emphasizing the significance of role-specific performance. It is impossible to overestimate the importance of productivity in accomplishing both immediate and long-term organizational objectives. Productivity is essential for raising organizational profitability and enhancing worker performance. A productive workforce saves financial resources, increases competitiveness, and improves organizational effectiveness since it needs less input to get the desired results. However, productivity is not a single concept; rather, it is impacted by a number of interconnected elements<sup>20</sup>. Productivity is significantly influenced by learning and skill development opportunities, the work environment, and work engagement. These elements foster an environment where workers are inspired, prepared, and empowered to provide their best efforts. For instance, high levels of employee engagement and a positive work environment have been linked to long-term organizational commitment, lower absenteeism, and higher job satisfaction.

Productivity measures a person's capacity to transform available input resources into a desired output or result. Since productivity varies depending on the situation, culture, organization, and task at hand, there is no one operational definition for it. Productivity is basically the amount of time spent on a task or activity that an employee is supposed to finish using certain, finite resources<sup>4</sup>. Productivity entails that an employee completes a task effectively and efficiently in a way that benefits the organization or institution<sup>1</sup>. Productivity in the context of an office manager is a measure of individual efficiency and effectiveness of an office manager in accomplishing secretariat duties or tasks to achieve organizational goals. Beyond individual task performance, productivity is widely acknowledged as a core driver of organizational success. Productivity has been described as the result of management and staff working together to improve both individual and organizational performance. With this perspective, the idea is expanded beyond just output to encompass collaboration, shared

accountability, and strategic alignment in the workplace. Productivity is viewed as a comparative measure of inputs and outputs in its operational form. Labor hours, material utilization, capital, and technology are examples of inputs, whereas the number and quality of goods and services generated can also be referred to as outputs. Productivity therefore turns into a quantifiable measure of operational and performance efficiency. It has also been emphasized that productivity is a dynamic and context-dependent metric that is impacted by a number of interconnected organizational components, such as organizational culture, leadership style, and the physical work environment. The argument put out was that productivity outcomes are significantly influenced by leadership. Because it places a strong focus on employee motivation, flexibility, and engagement, the democratic leadership style was shown to be the most effective in fostering long-term productivity among the other leadership philosophies examined. Higher levels of engagement and satisfaction are typically fostered by leaders who empower their staff with tasks and include them in decision-making, which in turn increases productivity. On the other hand, authoritarian approaches frequently result in discontent and decreased loyalty, even though they could produce short-term benefits<sup>21</sup>.

Culture, which is characterized by common beliefs, customs, and behaviours, has a big impact on productivity as well. Important cultural drivers have been found to include aspects like innovation, goal clarity, unity, and dispute resolution. Employee motivation and morale are key components of long-term productivity, and they are often raised in an environment that values creativity and teamwork. Therefore, a healthy corporate culture that aligns individual and group purpose may be seen as the emerging result of productivity. The physical aspects of the workplace, such as temperature, noise levels, lighting, colour, and workspace organization, can influence productivity<sup>21</sup>.

Lastly, productivity is a dynamic, multifaceted concept that encompasses both the qualitative and quantitative value that comes from work. A complex interplay of structural, environmental, and psychological factors influences it. Understanding and improving productivity of office managers especially at public institutions like universities, requires a comprehensive approach that takes into account not only employee behavior but also the technology and systems that facilitate their work.

One of the most significant and valuable assets of an organization is its employees, including office managers. Office managers as employees can contribute to an organization and boost productivity, or they can be inappropriate and reduce it. "Office managers' productivity" is a combination of two distinct terms "office manager" and "productivity". The definition of office manager differs from organization to organization due to varying job descriptions. This is because, while some organizations view office managers primarily as individuals tasked with carrying out administrative tasks pertaining to office resources, others view them as the organization's information and office keepers, such as secretaries, and still others view them as high-level managers who oversee the operations of every department within an organization<sup>22</sup>. In line with this, scholars have emphasized that productivity is inseparable from ethical conduct and organizational systems. For example, a study of colleges of education in South-West Nigeria revealed that positive work ethics such as; honesty, teamwork, and responsibility, explained nearly 48% of the variance in knowledge management practices, particularly in documentation, transfer, creation, and application of knowledge<sup>6</sup>. These knowledge processes are themselves critical enablers of productivity in academic institutions. Similarly, research on professional ethics in secretarial practice found that adherence to values such as confidentiality, reliability, punctuality, and orderliness significantly enhanced job performance and organizational trust, directly linking ethical standards to improved efficiency<sup>17</sup>. Evidence from record management at the National Open

University of Nigeria further shows that productivity gains are tied to strong systems: while practices in record creation and classification were rated above average (Mean = 3.76), weaknesses in storage infrastructure and policy dissemination reduced overall efficiency, highlighting how both human ethics and structural supports jointly sustain productivity<sup>23</sup>. Together, these findings suggest that beyond technical or material inputs, productivity is deeply shaped by work ethics, professional conduct, and the integrity of organizational systems that govern information and knowledge flows.

### **2.1.2 The Concept of Work Ethics**

Ethics originates from the Greek word “ethos”, meaning customs, conduct, or character<sup>4</sup>. Ethics is defined as an organised study of morals. It is a subfield of philosophy that focuses on what is "good," "bad," "right," and, most importantly, all of the "grey areas" when it comes to making the greatest choice<sup>23,24</sup>. Work ethics refers to a set of values and behaviours that show the value of work. In general, people's attitudes and ideas regarding the value of work, job commitment, and the extent of adherence to professional principles are referred to as their work ethic<sup>8</sup>. It has also been shown that work ethics refers to the cultural norm that motivates people to assume full responsibility for their work because they believe that work has an inherent value for individuals<sup>24,25</sup>. Work ethics has been identified as one of the most important soft skills that affects productivity because it significantly affects an individual's attitudes and actions at work<sup>4</sup>. An employee's dedication to their job, conformity to organizational standards, and the honesty with which they approach their tasks are all reflected in their work ethics, which are the moral principles, beliefs, and attitudes that direct their conduct and performance in the workplace. Characteristics like thoroughness, accountability, dependability, and a proactive approach to duties are frequently associated with a good work ethic. Work ethics have been highlighted as being crucial to individual

performance, with the claim that workers who uphold high ethical standards are more likely to be productive and effective in their positions. It was discovered that workers with strong work ethics performed better on their own. This result emphasizes the clear link between moral behaviour and productivity at work. Since work is inherently human, it is an essential component of who we are. Man's inherent purpose is to work; this is part of his or her nature. Given that work is a necessary part of human existence, it should not be equated with employment or a way to earn a livelihood. Work ethics, which stem from the fundamental philosophical perspective of work, have been described variously by various scholars with varying emphasis. Work ethics are seen as an individual's attitude toward work and effortful activities<sup>25,14</sup>.

Work ethics describes the collection of moral principles, particularly as they pertain to human behaviour. Work ethics specifically refers to what is ethically right, honourable, and deemed acceptable by the vast majority of individuals within a company, community, or group. Also, it is the code of behaviour that has evolved into a set of standards for the community, group, or organization. Moral responsibility and obligation, as well as right and wrong, are all aspects of ethics. The proper attitude, appropriate behaviour, respect for others, and successful communication in the workplace are all examples of work ethics, which may be defined as a set of values. Under essence, work ethics dictate what an individual would do under various organizational circumstances. A person's values determine the work ethics they exhibit. Our surroundings, life events, and enduring influences all shape our values. These influences can be anybody or anything that has influenced how we see the world, such as our parents, teachers, friends, peers, rivals, etc. Employees with strong work ethics are thought to be qualified for additional responsibility and higher positions. They are aware that their behaviour directly affects other employees. They are influenced to develop a responsible attitude toward all of their actions by this conscientiousness. These folks don't require regular

monitoring or poking. They are beneficial to their companies and self-motivated. These employees are very dependable, and their bosses value the contributions they provide to the workplace<sup>26</sup>.

A collection of beliefs and ethical principles that serve as a guide and can improve an employee's performance at work are part of their work ethic. Applying certain philosophical approaches to professional work is only one aspect of work ethic; another is the use of moral standards and guidelines. According to the findings of certain research, a strong work ethic can raise employees' levels of responsibility, which in turn can improve their performance at work. Additionally, a strong work ethic encourages individuals to see and evaluate their career favourably. People have worked under a variety of moral reasons throughout history, and what an individual expects from their labour depends on their conception of what and who they are. A person's job responsibilities are linked to their self-perception and sense of purpose. A person develops a work ethic when their work becomes something they "ought to" do<sup>27</sup>. According to the literature, attitude toward work, moral attitude toward work, and intrinsic motivation are the three main dimensions of work ethics that have a major influence on employee productivity<sup>28</sup>.

Furthermore, recent studies emphasize that work ethics directly support organizational systems and knowledge processes. For example, a study of colleges of education in South-West Nigeria showed that work ethics such as honesty, teamwork, and responsibility accounted for nearly half (48%) of the variance in effective knowledge management practices, including documentation, transfer, and application of knowledge<sup>3</sup>. Similarly, in professional secretarial practice, adherence to ethical principles like confidentiality, orderliness, and punctuality was found to significantly improve job performance and enhance institutional trust, reinforcing the role of ethics in sustaining workplace efficiency<sup>17</sup>. In the context of record management, a study found that where staff upheld ethical responsibility in record

creation and classification (Mean = 3.76), organizational productivity was strengthened, though weaknesses in storage and policy enforcement limited outcomes. Collectively, these findings confirm that work ethics are not just individual virtues but organizational assets, shaping productivity, knowledge flows, and institutional credibility<sup>26</sup>.

### **2.1.3 The Concept of Artificial Intelligence**

Artificial intelligence (AI) is the theory and development of computer models or systems that can do activities that often require human intelligence, like speech recognition, visual perception, decision-making, and language translation<sup>29</sup>. In general, artificial intelligence is the branch of computer science that focuses on building intelligent machines that can behave, think, and learn like people. Artificial intelligence was defined as software (and possibly hardware) systems created by humans that, given a complex goal, act in the physical or digital dimension by perceiving their environment through data acquisition, interpreting the structured or unstructured data collected, reasoning on the knowledge, or processing the information derived from this data and determining the best action(s) to accomplish the given goal<sup>30</sup>. AI tools are software programs or services that apply machine learning and artificial intelligence methods to carry out particular tasks. Several AI tools exist and are evolving, including Quillbot AI, ChatGPT, ChatPDF, Elicit AI, Grammarly, Quillbot etc. The utilization of these varieties of AI tools in tasks have been posited to enhance written products and writing skills to improve productivity<sup>31</sup>.

In general, there are three categories of AI: Artificial Narrow Intelligence (ANI), sometimes known as weak AI, is able to perform a single, narrow task with concentration. Examples of ANI include calculators, spell checkers, Microsoft Word, Netflix, and self-driving automobiles with all of their sensors, manuals, and maps. Second, artificial general intelligence (AGI), also known as human-level AI or strong AI, is capable of carrying out any

intellectual activity that humans can, but it is limited in its ability to think and reason like humans. In essence, these are machines with human-like thought and behaviour. All "Voice Assistants," including Siri, Amazon Alexa, OK Google, Cortana, and others, aim to achieve general artificial intelligence. Third, the term Artificial Super Intelligence (ASI) refers to the theory that by 2040, computers will be more advanced than humans. It is intelligence that surpasses our own capabilities. Good instances of this include all the robots we see in movies that aren't real<sup>15</sup>. The technological advancements in artificial intelligence could improve office managers roles and change how their work is done, and employers are investing in this new technology to boost productivity<sup>1</sup>.

According to the 2018 Chartered Secretaries, Southern Africa (CSSA) best practices guide on AI and its effects on company secretaries published by CSSA, there are several ways in which AI could be used by office managers. Firstly, AI can be used in managing administrative and routine activities, which still make up a large component of an office manager's work profile. This will allow the office manager to concentrate more on difficult and complex tasks related to their particular roles and check that papers are proper. AI has the potential to help speed up cognitive functions. AI has a stronger capacity to reduce errors. AI will improve the due diligence process and provide support for compliance procedures by reducing manual workload<sup>15</sup>.

By conducting in-depth research across numerous social media platforms and performing numerous other comparable tasks, AI will help the office manager expedite research on a variety of topics and issues, such as verifying that potential new directors are not conflicted on any other platform before appointing them to the board. Automated submission of repetitious documents to regulatory bodies is possible. Document distribution and filing, including the company's yearly financial statements, is another automated and repeated

process. The robot may be operated with little supervision and will simply learn the deadline and the format for submitting the financials. With AI, it is possible to automate the process of sending committee members the minutes via email for their feedback by a specific date<sup>15</sup>.

With the office manager's input, the agenda and notice of meetings can be automatically drafted and distributed to the appropriate individuals in the same format, using AI. When necessary, robots can help the company secretary in meetings by giving directors data and statistics. Furthermore, machines cannot record minutes since human judgment is required to decide what information should be included verbatim from meetings. AI can help with more accurate design and assessment of recurring sections in company rules and contracts. Automating standard clauses with identical or comparable language is possible. To prevent liability, complex clauses would require human intelligence<sup>15</sup>. In fact, AI presents office managers with a wealth of opportunities to increase productivity. These opportunities include increased accuracy and the ability to concentrate on other important tasks while AI handles all regular tasks. AI can expedite workflow and save significant time. It would be possible to automate tasks that were previously completed by hand, including document production<sup>15</sup>.

## **2.2 Theoretical Framework**

### **2.2.1 Input-Process-Output Theory (IPO)**

The Input–Process–Output (IPO) model originated in early systems theory and organizational psychology as a means to analyze how systems transform inputs into outcomes. The model has roots in systems thinking, which views organizations as entities composed of interacting subsystems with interdependencies, feedback loops, and dynamic behaviors. The Input-Process-Output (IPO) offers a useful conceptual lens through which the relationship between work-related factors (inputs) and employee performance outcomes (outputs) can be assessed<sup>54</sup>.

The Input-Process-Output (IPO) model is a foundational systems theory widely used in organizational and productivity research to explain how outputs (such as performance) result from the transformation of inputs through work-related processes. The model consists of three interrelated components: inputs, processes, and outputs. It offers a structured and logical basis for evaluating how workplace factors contribute to measurable outcomes<sup>54</sup>. Inputs reflect the resources (resources, skills, and characteristics) that individuals or groups have at their disposal and are generally divided into three categories: individual-level factors, team-level factors, and environmental factors. Individual-level factors are what members bring to the team, such as personality traits, abilities, experiences, and demographic attributes. Team-level factors encompass group structural and compositional features as well as perceptions held in common by members, including group size, team diversity, and team norms. Environmental factors capture the broader context in which groups operate, such as reward structure, stress level, task characteristics, and organizational culture<sup>55</sup>.

Processes are the mediating mechanisms that convert inputs to outputs, including coordination, communication, and decision making. A key aspect of the definition is that processes represent interactions that take place among team members. A popular and strongly supported taxonomy of team processes includes three dimensions of teamwork behaviors: transition, action, and interpersonal. Transition processes occur before or between performance episodes when members engage in planning, specifying goals, and formulating strategy. Action processes occur during performance episodes as members monitor progress toward goals, assist team members in performing tasks, and coordinate behaviors. Interpersonal processes co-occur with transition and action processes and include conflict management, motivating and building member confidence, and increasing morale<sup>55</sup>.

In comparison with inputs and outputs, group processes are often more difficult to measure, because a thorough understanding of what groups are doing and how they complete their work may require observing members while they actually perform a task. This may lead to a more accurate reflection of the true group processes, as opposed to relying on members to self-report their processes retrospectively. In addition, group processes evolve over time, which means that they cannot be adequately represented through a single observation. Because of these difficult methodological issues, earlier studies tended to focus on inputs and outputs, treating processes as a “black box” (loosely specified and unmeasured), despite how prominently featured they are in the IPO model<sup>55</sup>.

The Input-Process-Output (IPO) model serves as the guiding framework for this study to help understand how the integration of work ethics and the Artificial Intelligence Usage can impact office managers’ productivity within the context of public Universities in Osun State, Nigeria. It posits that organizational outcomes (outputs) are influenced by how inputs are transformed through internal processes. In this context, Work Ethics and Artificial Intelligence Usage are the identified inputs, and Productivity, measured via Task Completion Rate, is the output.

Although IPO theory typically includes a “process” component, this study treats that component conceptually but not empirically. The IPO theory is applied to conceptualize Office Managers’ Productivity, with a particular focus on Task Completion Rate as the central productivity output. This approach aligns with the model’s core assumption that productivity results from the conversion of internal and external resources (inputs) into tangible outcomes (outputs). Inputs in this study include Work Ethics (measured through rule integrity, duty compliance indicators) and Artificial Intelligence (AI) Usage (measured through perceived usefulness and perceived ease of use indicators). Output,

in this study, is operationalized solely through the Task Completion Rate indicator, defined as the degree to which an office manager consistently completes assigned duties in a timely, accurate, and satisfactory manner.

Empirical evidence from Nigerian higher education and administrative contexts provides strong support for applying IPO in this study. For instance, a study found that work ethics such as honesty, teamwork, and responsibility explained nearly 48% of the variance in knowledge management practices, demonstrating that ethical inputs play a decisive role in shaping organizational processes<sup>3</sup>. In professional secretarial practice, it was shown that adherence to ethical standards like confidentiality, reliability, and orderliness significantly enhanced job performance, confirming that moral conduct is a critical input for productive outputs. Similarly, it was reported that record creation and classification practices were relatively strong (Mean = 3.76), but weaknesses in storage and policy enforcement reduced efficiency<sup>17</sup>. This illustrates how process factors can either facilitate or constrain the transformation of inputs into outputs. Collectively, these findings reinforce the IPO model's assumption that productivity outcomes depend not only on the presence of resources but also on how effectively those resources are processed within organizational systems.

### **2.2.2 Theory of Deontological Ethics**

One way to describe deontological ideas is duty-based ethical theories. The Greek word "Duty" is where the term "Deon" comes from. To determine whether an action is right or bad, they consider both the action's nature and its motivation. Contrary to utilitarianism, rules dictate what motivation to act from and what action you should do, i.e., what your ethical responsibility is. Consequences are irrelevant for determining whether action is ethically correct<sup>56</sup>.

The deontological ethic of “non-consequentialism” suggests that certain kinds of acts, such as breaking a promise or killing an innocent, are inherently wrong, not just wrong because they have bad consequences. Such acts may be singularly wrong, or they may simply carry a certain autonomous moral weight. The idea that there are moral limits to the pursuit of acknowledged needs, such as love, happiness, and peace, is a classic argument of deontological persuasion. Defenders of deontology believe that certain acts are inherently moral good or bad. This means that many actions have a moral character by their very nature and are regarded as completely independent of the consequences they produce. There is something in the act of killing, deliberate cheating, or humiliation that makes it inherently wrong. Moreover, deontologists frame their judgments in terms of the moral rights that they believe individuals have; in general, everyone has the right to be treated in a way that guarantees them dignity, respect, and independence.

The most notable proponent of deontological ethics is the German philosopher Immanuel Kant. His central criterion for determining whether an act is inherently right or wrong rests on the intellectual demand for logical consistency. Kant maintained that moral contradictions undermine rationality: if an act is inherently wrong, to claim otherwise would be self-contradictory. A key principle of deontology is that the ends do not always justify the means, since actions must be judged by their adherence to moral duty rather than by their consequences. Historically, many non-essentialist ethical systems were rooted in religious worldviews, where duty was framed as obedience to divine command, implying that individuals have obligations not only to other human beings but also to God. However, Kant and other deontological theorists sought to establish a moral framework grounded in reason and universal principles, independent of any specific religious doctrine<sup>56</sup>. The opening line of Kant's masterwork, *Foundations of the Metaphysics of Morals*, is, "There is nothing in the world, in fact, nothing even outside of the world, that can be conceived as good without

qualification except a Good Will.". Though they can be used for evil purposes, qualities like bravery, diligence, and perseverance; abilities like strength, intelligence, and endurance; and commodities like fame, fortune, and power, are all good. Bravery can be used for breaking and entering; wealth can be used to hurt others; and strength and intelligence can be used to murder. All of these products have the potential to be misused unless the owner is well-meaning. As a result, only good will is unqualifiedly good<sup>57</sup>. The study stated that if someone tries to fulfill their obligations, they have good intentions. However, it emphasized that a will must attempt to fulfill its obligations out of a pure moral motive rather than out of self-interest in order to be genuinely good. The desire to fulfill one's obligations out of respect for moral law is that purely moral motive. A good-willed individual tries to act responsibly and respects the moral code because they want to fulfill their obligations<sup>57</sup>.

Furthermore, fulfilling one's duty only entails carrying out one's duty, which can occasionally be quite challenging, and does not entail finding happiness and pleasure for oneself. There are no ifs, ands, or buts when it comes to ethical duties, which was referred to as "heavy-duty" duties. The study addressed the issue of the genesis of ethics from a different deontological perspective, and noted that we have moral obligations, but not because God has given us instructions. The study made an effort to offer a deontological ethical theory devoid of allusions to religion or God. It was noted in the study that the answer to the issue of human nature lies not in the fact that humans are created in God's image but rather in the fact that they are rational beings with freedom. The study stated that morality is based on freedom<sup>57</sup>.

Kant maintains that the foundation of morality should not be sought in how human beings actually behave, but rather in how they ought to behave. Moral principles, in his view, are universal and necessary; they prescribe the same standard of conduct for all individuals regardless of circumstances. Human behavior, however, is often shaped by particular

situations, individual differences, and tendencies that may run contrary to moral law. For this reason, an anthropological study of human nature alone cannot provide an adequate basis for morality.

Instead, it was argued that the true ground of moral principles lies in human rationality, since reason functions according to universality and necessity. Morality, therefore, requires rational conduct: reason is meant to guide human actions and align the will with moral duty. When reason directs behavior, the human will, becomes a “good will.” For Kant, good will is the only thing that is unconditionally good, independent of outcomes or consequences. The value of other human traits, such as courage, intelligence, or perseverance, depends on whether they are exercised through a good will. The moral worth of good will, therefore, resides in its alignment with reason itself, rather than in the results it produces<sup>58</sup>.

Kantian deontology is grounded in the idea that human beings, as rational agents, possess the capacity to reflect on laws and act in accordance with reason. For this reason, moral obligation does not depend on personal desires, inclinations, or subjective preferences; rather, it takes the form of an unconditional or categorical imperative. In contrast, principles that arise from individual inclinations are merely hypothetical imperatives, conditional rules that apply only if one has a particular desire, and therefore cannot serve as true moral laws.

Kant, similar to utilitarians, believed that morality must rest on a single, supreme principle from which all duties and obligations are derived. However, while utilitarianism grounds this principle in the pursuit of utility or consequences, Kantian ethics emphasizes duty for its own sake. Only the categorical imperative, which commands universally and independently of outcomes, can function as the ultimate foundation of morality. For Kant, the moral worth of an action lies not in the results it produces, but in the fact that it is carried out from a sense of duty in obedience to moral law<sup>56</sup>.

What distinguishes deontological theory as a moral framework is its emphasis on concepts such as the inherent rightness or wrongness of actions, the sovereignty and autonomy of individuals, rights and ownership, and the moral boundaries that exist between people. While other ethical theories recognize these notions, they often interpret them through more fundamental principles. For example, utilitarianism treats such concepts as important only to the extent that adhering to them maximizes overall happiness compared to alternative actions<sup>56</sup>.

Kantian deontology, in contrast, holds that these domains of moral authority, where rational individuals possess the right to exercise rational control over their actions and decisions, are foundational features of morality. They do not require justification in terms of consequences or broader goals. In this respect, deontology insists that duty and respect for moral law stand independently as guiding principles<sup>56</sup>.

Within the literature, two major strands of deontological theories are identified: rule deontology, which emphasizes adherence to universal moral rules, and act deontology, which assesses individual actions in light of their moral obligations without necessarily appealing to general rules.

Rule deontology maintains that individuals should always be guided by established moral rules or principles when making decisions. In this view, the morality of an action is judged not by its outcomes, but by whether it conforms to these predefined rules. Thus, an action is deemed ethical or unethical based on its consistency with the guiding moral law, irrespective of the consequences it produces<sup>56</sup>.

Immanuel Kant advanced this idea by formulating what he described as the categorical imperative, which serves as the ultimate moral standard. In his *Groundwork of the*

Metaphysics of Morals (1785), Kant outlined two foundations for this principle. The first formulation declares: “Act only according to that maxim whereby you can at the same time will that it should become a universal law.” This principle requires that before undertaking any action, one should consider whether the guiding rule of that action could be universally applied without contradiction. If the action cannot be willed as a universal law, then it fails the moral test and should not be pursued<sup>56</sup>.

This foundation outlines the procedure for determining whether an action is morally acceptable. When faced with a potential action, one must first identify the underlying rule or maxim being followed. The next step is to consider whether we could will that same rule to be adopted universally, that is, applied by everyone in all circumstances. If the maxim can be consistently willed as a universal law, then the action is morally permissible. Conversely, if we cannot reasonably will that everyone should act according to that maxim, then the action must be regarded as morally impermissible. This reasoning highlights the central role of rationality in moral life. Rationality, for Kant, demands consistency, and it would be irrational to approve a maxim for ourselves that we would not accept others to follow universally. Furthermore, Kant insisted that consistency requires moral rules to be absolute, allowing no exceptions. As a result, he endorsed a strict set of prohibitions covering diverse moral concerns, including lying, theft, and even suicide<sup>56</sup>.

According to act deontology, individuals have a moral obligation to treat others in a particular way simply because they are human beings. This duty emphasizes respect for the dignity and rights of others, regardless of the potential consequences, thereby placing focus on the inherent moral worth of the action itself. This perspective is reflected in Kant’s second formulation of the categorical imperative: “Act so that you treat humanity, whether in your own person or in that of another, always as an end and never merely as a means.” The

implication of this formulation is that, as rational beings, we are capable of envisaging ends and pursuing them through appropriate means. However, our rationality also signifies that we ourselves are ends in our own right and not mere instruments for the purposes of others. In this view, persons possess intrinsic, unconditional value that is categorical rather than contingent upon the needs, preferences, or desires of others. Consequently, act deontology insists on respecting the dignity of others at all times by treating every individual as an end in themselves, and never merely as a means to an external goal<sup>56</sup>.

Kant provides an illustrative example to clarify what it means to regard others as ends in themselves rather than merely as means. Suppose an individual is in urgent need of money and seeks to obtain a loan, fully aware that repayment will not be possible. In such desperation, the person may be tempted to make a false promise of repayment in order to persuade a friend to provide the money. Even if the borrower's intention is to use the funds for a noble purpose, the act of deception remains morally impermissible. By lying, the individual is not respecting the friend's rational agency but is instead manipulating and exploiting the friend as a mere means to achieve a personal end. This is precisely what Kant warns against when he insists that "rational beings ought always to be regarded as ends in themselves; that is, as beings who must be considered capable of containing within themselves the ends of the very same action"<sup>56</sup>.

For this study, Rule Deontology is adopted as the theoretical lens for examining work ethics among office managers in public universities. This theory is particularly relevant because university administration operates on codified standards, institutional policies, and duty-bound roles. Office managers are expected to carry out responsibilities not merely based on expected outcomes or situational convenience, but because doing so aligns with the ethical and professional duties prescribed by their roles.

To operationalize the concept of work ethics through a deontological lens, two key components including rule integrity and duty compliance are emphasized. These components are described thus:

**Rule Integrity** – This involves consistent adherence to institutional rules, procedures, and codes of conduct. From a rule deontological perspective, compliance with organizational laws and regulations is a matter of moral principle, not merely institutional efficiency. Rule integrity demands that office managers perform their tasks in strict alignment with defined policies, regardless of external pressure or personal convenience.

**Duty Compliance** – This refers to the internalization of responsibility and the commitment to fulfill one's professional duties because it is ethically required. Deontological theory emphasizes that actions must be guided by moral will (good will), meaning that duties must be performed out of respect for moral law, not for recognition or reward.

In this study, Work Ethics is operationalized through two indicators rooted in Kantian duty ethics: Duty Compliance (the moral obligation to fulfill assigned roles) and Rule Integrity (steadfast adherence to institutional rules). These components measure the moral motivations and habitual behaviors that precede consistent productivity, particularly in contexts where office managers rely on structure and ethics rather than external incentives. This approach allows the study to evaluate how adherence to universal ethical duties influences productivity outcomes such as task completion rate among office managers.

The deontological perspective resonates strongly with contemporary studies of work ethics and organizational productivity in Nigeria. A study emphasized that ethical standards such as

integrity, discipline, and teamwork are not merely instrumental for achieving results but are moral imperatives in themselves. Their findings show that when employees demonstrate self-discipline and respect institutional codes, organizational productivity is strengthened, echoing the Kantian view that duty should be performed for its own sake rather than for external reward<sup>32</sup>. In the specific context of Nigerian universities, another study also highlights the erosion of ethical standards and corporate governance due to decades of compromised practices, arguing for a revival of duty-based principles to restore accountability. The author stresses that public universities must jettison excessive bureaucracy and instead foster a culture of responsibility and rule adherence, which aligns with the deontological call for rule integrity and moral compliance as non-negotiable duties. By treating ethical rules as categorical imperatives rather than situational conveniences, office managers contribute to stability and fairness in administrative systems<sup>33</sup>. A study further supports this perspective through the lens of digital workflow adoption in tertiary institutions. The study underscores that successful integration of technology is not merely about efficiency but also about the moral obligation of staff to adapt responsibly, uphold institutional rules, and respect collective goals. Managers who perceive adherence to rules and duties as categorical imperatives are more likely to embrace change conscientiously, support institutional productivity, and resist unethical shortcuts such as data manipulation or policy evasion<sup>34</sup>. Taken together, these studies affirm that deontological ethics offers a robust framework for understanding work ethics in Nigerian higher education administration. The concepts of duty compliance and rule integrity are not only theoretically grounded in Kant's categorical imperative but are also practically relevant to the challenges faced in modern university governance. Embedding these principles into the professional conduct of office managers ensures that productivity is pursued in ways that uphold dignity, fairness, and respect for institutional values<sup>33,33,34</sup>.

### 2.2.3 Technology Acceptance Model

The Technology Acceptance Model (TAM) was developed in 1987 by Fred Davis as a theoretical model to explain the acceptance and use of new information by individuals [Click or tap here to enter text.](#)<sup>35</sup>. TAM suggest that people's acceptance and usage of a new technology is essentially determined by their perception of the technology ease of use. According to TAM, users are more likely to accept and use a technology if they belief it will improve their productivity (perceived usefulness) and its use will be effortless (perceived ease of use)<sup>33,36</sup>.

Davis defined perceived usefulness in this context as the degree to which a user believe that the use of a specific technology will improve their productivity. This is inferred from the meaning of "useful" which is "capable of being used within an advantageous context". Therefore, a system with a high perceived usefulness is that which a user believes has a favourable use-performance relationship. Davis also defined perceived ease of use as the degree to which users believe that their use of a technology will be free of effort. It was concluded that users are more likely to accept and use applications that they believe to be simpler to use<sup>34,37</sup>. The theory is crucial for understanding what influence office managers adoption and use of AI tools for productivity in their work.

Recent studies reaffirm the significance of TAM in organizational and educational contexts, particularly in Nigeria. For instance, a study emphasized that staff digital literacy, adaptability to change, and management infrastructural support strongly affect how employees perceive the usefulness and ease of use of new technologies. Staff with higher digital literacy were found to complete tasks more efficiently, make fewer errors, and report greater satisfaction when engaging with digital tools, thereby increasing their perception of both usefulness and

ease of use. Conversely, low digital skills often created resistance and underutilization of available systems. This suggests that office managers who are digitally competent are more likely to view AI tools as both beneficial and easy to apply in daily operations, thus aligning with TAM's constructs of perceived usefulness and ease of use<sup>34</sup>.

Similarly, adaptability to change has been identified as another critical factor shaping TAM outcomes. A report that staff who demonstrated higher adaptability were more likely to embrace automation technologies, leading to smoother transitions and higher productivity. This finding resonates with the model's claim that favourable perceptions reduce barriers to adoption. In practice, office managers who are open to technological change are less anxious about adopting AI systems and are quicker to recognize their performance-enhancing potential<sup>34</sup>. Institutional support further reinforces these perceptions. According to the study<sup>34</sup>, management infrastructural support such as the provision of reliable internet, adequate training, and accessible technical assistance removes barriers to adoption and enhances both the usefulness and usability of technologies. It was equally stressed that digital engagement has redefined modern productivity and that computer literacy is "not negotiable" in contemporary administrative practice. When organizations actively invest in training, technical infrastructure, and supportive policies, office managers gain confidence in technology, strengthening their belief that it is easy to use and worth adopting<sup>33</sup>.

Broader workplace factors, such as attitudes and commitment, also play a role. A study found that positive work ethics, integrity, and discipline significantly influence organizational productivity, which indirectly supports TAM's emphasis on beliefs and attitudes in shaping technology use. Office managers who operate in supportive, ethical, and committed work environments are therefore more likely to perceive AI adoption as aligning with organizational goals and personal productivity<sup>32</sup>. These findings show that the Technology

Acceptance Model remains highly relevant for understanding the adoption of AI tools in office management. When office managers believe that AI systems are useful, easy to use, and supported by institutional resources, they are more willing to integrate such tools into their workflow. This adoption not only enhances efficiency but also aligns with broader organizational goals of productivity and innovation.

## **2.3 Review of Empirical Studies**

### **2.3.1 Work Ethics and Productivity**

One of the main factors in a study is work ethic, which has a significant impact on productivity by encouraging accountability, a good outlook on work, and moral behavior at work. Strong ethical principles are exhibited by dependable, disciplined, and motivated workers, all of which enhance job completion rates, time management, and the caliber of work products. These attributes are especially important in service-oriented positions like office administration, where professionalism, responsiveness, and attention to detail are among the intangible performance components that propel an organization's success. Furthermore, it was demonstrated that organizational learning, which is the process by which companies gather, share, and apply information to better behaviors and results, significantly increases productivity. Organizational learning promotes creativity and eliminates duplication in job performance by promoting information exchange, skill growth, and adaptable thinking. The study also confirms that organizational learning and work ethics account for around 45% of the variation in employee productivity, with work ethic alone having a greater and more direct influence ( $\beta = 0.51$ ). This supports the notion that, in service businesses, a learning-oriented work environment and ethical commitment are critical factors that influence employee effectiveness. Therefore, it is essential to comprehend and promote these organizational and behavioural aspects in settings such as public institutions, where

administrative productivity is a crucial auxiliary to institutional efficiency. Productivity must be viewed as a consequence of institutional culture, personnel behaviour, and the strategic use of knowledge and tools in addition to output volume<sup>35</sup>.

The purpose of a study was to investigate the relationship between work ethics and productivity in Nigeria's public sector. The study, which utilized a descriptive research approach, aimed to determine the obstacles that low work ethics present to public sector organizational productivity. To ascertain the connection between work ethics and productivity, standardized questionnaires were used to gather data from public sector personnel. Statistical methods were then used to evaluate the results. The findings showed that poor work ethics, including indiscipline, lack of dedication, and absenteeism, seriously impair public sector output. The study came to the conclusion that increasing work ethics through leadership by example, rigorous adherence to ethical standards, and training is essential for raising productivity in Nigeria's public sector<sup>36</sup>.

Predicting employee productivity using organizational learning and work ethics was the goal of another study. A descriptive-correlational design was used in the study. Cochran's algorithm and a random sampling approach were used to choose 205 workers from the population, which was made up of 404 Social Security employees. Standardized tools such as Gregory's work ethic scale, Nife's organizational learning questionnaire, and Hersey and Blanchard's employee productivity questionnaire were used to gather data. The Cronbach's alpha test was used to verify the instruments' dependability, and the results showed an internal consistency of 0.84. Amos version 24 was used for inferential analysis, whereas SPSS version 26 was used for descriptive statistics. The results showed that organizational learning and work ethic jointly accounted for 45% of the variation in worker output. Additionally, both work ethics and organizational learning had statistically significant ( $p <$

0.05) effects, with work ethics having a bigger influence ( $\beta = 0.51$ ) than organizational learning ( $\beta = 0.43$ ). The findings demonstrated that cultivating moral principles and a culture that values learning are essential tactics for raising worker productivity. According to the study's findings, in order to increase productivity in a sustainable way, firms should give top priority to fostering work ethics and creating organizational learning systems<sup>37</sup>.

The purpose of the research "The Effect of Work Ethics of Employees on their Work Performance" was to evaluate the ways in which work ethics affect each employee's performance at Divine Word College of Laoag in the Philippines. Employee data was gathered by the researchers using survey questionnaires and a descriptive-correlational approach. All of the institution's personnel made up the study's population. The tool evaluated the relationship between three aspects of work performance, task performance, contextual performance, and counterproductive work behaviour—and three aspects of work ethics: attitude toward the job itself, moral attitude toward work, and intrinsic motivation. The study's conclusions demonstrated that workers had excellent work ethics in each of the three areas. In a similar vein, they performed well in contextual and task-related tasks and exhibited few instances of counterproductive conduct. More significantly, statistical study showed that individual work performance and work ethics were significantly correlated. According to the study's findings, workers who have higher ethical orientations are more likely to act responsibly and effectively at work, which directly improves organizational results<sup>38</sup>.

The purpose of a study was to investigate how work ethics affect employees' performance in firms. Using a qualitative research methodology, the study examined the literature to investigate the connection between work ethics and employee performance, taking into account elements including motivation, job satisfaction, and cultural and personal values.

The authors listed the essential characteristics of work ethics including honesty, accountability, dependability, professionalism, and a dedication to excellence, and examined the ways in which these factors affect organizational outcomes such as job satisfaction, productivity, and staff retention. The study underlined how crucial it is to foster strong work ethics through unambiguous standards, chances for training and growth, encouraging work settings, and acknowledging moral actions. According to the research, encouraging strong work ethics in staff members might boost output and organizational success<sup>39</sup>.

Another research looked into how work ethics might improve employee performance in Sultanate of Oman governmental enterprises. A quantitative descriptive-correlational methodology was used in the study to investigate the relationship between work ethics and employee productivity. Employees from certain public sector organizations were included in the statistical population, and stratified random sampling techniques were used to calculate the sample size. A systematic questionnaire intended to gauge important aspects of work ethics and employee performance was used to collect data. Cronbach's alpha was used to confirm the instrument's dependability, showing satisfactory internal consistency. In order to evaluate hypotheses, data were analyzed using AMOS and SPSS software, which combined descriptive statistics with structural equation modelling. The results showed that different aspects of work ethics had a significant impact on employee performance and explained a considerable amount of the variation in productivity outcomes. According to the study, work ethics had a beneficial effect on employees' motivation, accountability, honesty, and timeliness, all of which improved total organizational performance ( $p < 0.05$ ). Furthermore, the findings demonstrated that moral behaviour promoted a positive work atmosphere, which increased employees' dedication and job satisfaction. The authors suggested that Omani public organizations use work ethics awareness and training programs as strategic interventions to increase staff productivity in light of the findings. The study underlined that

developing strong ethical beliefs improves public trust and organizational success in addition to improving individual performance. In summary, this study offers empirical evidence for the crucial role that work ethics play in raising employee performance in Oman's public sector, highlighting the necessity of ongoing ethical standards promotion for long-term organizational success<sup>40</sup>.

Finally, one research sought to investigate how work ethics affected the performance of workers at international small and medium-sized businesses (SMEs) in the Al-Hassan Industrial Estate. The study used a quantitative descriptive-correlational approach to ascertain how different aspects of work ethics relate to and affect employees' job performance. Employees of many foreign SMEs working inside the estate made up the population, and a random sampling approach was used to choose the sample size (precise sample size not stated). A self-administered questionnaire that contained validated measures of work ethics elements including discipline, accountability, dedication, and integrity as well as job performance indicators like productivity, work quality, and collaboration effectiveness was used to gather data. Cronbach's alpha reliability analysis verified the instruments' internal consistency, with alpha values above the permissible limit. While inferential statistics, specifically multiple regression analysis, were utilized to evaluate the impact of work ethics on job performance, descriptive statistics were utilized to characterize demographic traits and variable distributions. The findings showed that work ethics and job performance were significantly positively correlated ( $p < 0.05$ ). In particular, gains in employee engagement, responsibility, timeliness, and general job performance were linked to greater work ethics. According to the study, work ethics accounted for a significant amount of the variation in job performance, indicating that SMEs seeking to improve operational outcomes must cultivate strong ethical beliefs within their workforce. The author came to the conclusion that multinational SMEs in the Al-Hassan Industrial Estate may significantly enhance employee

job performance by fostering work ethics through organizational policies and training initiatives. To gain a competitive edge and sustain development, the report advises SME managers to make ethical work practices a top priority in their HRM plans<sup>41</sup>.

While studies from the Philippines, Oman, and Jordan emphasize the universal role of work ethics in improving task performance, job satisfaction, and accountability, Nigerian evidence highlights the same pattern within higher education and administrative systems. For example, a study demonstrated that ethical principles such as honesty, teamwork, and responsibility explained 48% of the variance in knowledge management practices across colleges of education, directly linking work ethics to organizational learning and productivity<sup>3</sup>. Similarly, another study showed that professional ethics in secretarial practice including confidentiality, reliability, and orderliness strengthened office performance, a finding that resonates strongly with service-oriented roles such as office management<sup>17</sup>. A study extended this discussion to record management, where strong practices in record creation and classification (Mean = 3.76) improved efficiency, though weaknesses in storage systems limited productivity. These Nigerian findings align with global evidence but place stronger emphasis on administrative integrity, documentation, and ethical responsibility as key drivers of productivity in public institutions<sup>26</sup>.

### **2.3.2 Artificial Intelligence Usage and Productivity**

In this study, the productivity impacts of generative artificial intelligence (AI) tools on knowledge workers were empirically evaluated. The study measured how individual worker production and efficiency are impacted by access to AI-powered generative tools using a randomized controlled trial approach. Knowledge workers selected at random from a variety of industries made up the experimental sample. They were split into treatment and control groups. For tasks including content production, coding, and data analysis, the treatment group

had access to generative AI tools, whereas the control group completed the same tasks without AI support. Performance measurements included output volume within a predetermined time range, task completion time, and total productivity as assessed by work quality. To ascertain the causal effect of generative AI use, data were gathered and examined statistically using techniques such as regression analysis and t-tests. The results showed that using generative AI tools significantly increased worker productivity, with treated participants outperforming the control group in terms of job completion time and output quality ( $p < 0.01$ ). The findings also indicated that AI support improved creativity and decreased cognitive burden, freeing up employees to concentrate on more complex problem-solving tasks. The study came to the conclusion that by enhancing human talents, generative AI has the potential to significantly increase productivity in knowledge-intensive activities. The authors advised companies to carefully include generative AI techniques to optimize worker productivity while guaranteeing proper training and moral application. This experimental data highlights how generative AI is revolutionizing workplace efficiency and provides useful information for companies thinking about implementing AI to improve worker performance<sup>42</sup>.

In a study, the research hypotheses are supported by actual data and previously published works. The first hypothesis was that AI integration is the most important predictor of productivity change and that it greatly increases firm-level productivity. Studies demonstrating significant productivity increases in businesses implementing AI technologies lend credence to this. Second, it is predicted that AI will have a complicated influence on employment, with higher firm-level productivity gains not always translating into lower aggregate employment consequences. This theory was supported by research showing that AI may enhance human work, creating new jobs and augmenting existing ones rather than just replacing them. Third, it was postulated that variables including AI complexity,

application domains, and staff attributes affect the advantages of AI integration. Evidence showing that the effects of AI varied greatly depending on the environment and application supported this. The results demonstrated that just using AI tools is insufficient without planned and thorough integration, underscoring the crucial role that AI integration plays in organizational operations. Additionally, the study found that employees' adaptation to AI technologies varied by generation, with younger workers gaining more productivity than their older colleagues. According to these generational views, age groups may differ greatly in their capacity to adapt to AI technology. Lastly, it provided actionable advice for corporate executives and legislators, promoting focused training initiatives and the creation of moral guidelines to optimize AI's financial potential<sup>43</sup>.

Another study used extensive U.S. Census microdata to investigate how artificial intelligence (AI) technologies affect labour demand and firm-level productivity. The goal of the study was to determine if innovations related to artificial intelligence (AI), as evidenced by AI patents and patent citations, are linked to quantifiable shifts in labour structure, firm production, and performance outcomes. The study combined labour and financial data from several industries with AI-related patenting activity using a quantitative, empirical approach based on matched firm-level data from the U.S. Census Bureau. The researchers' unique AI patent classifier, which identified companies with a track record of AI innovation, was used to quantify AI exposure. To evaluate the impact of AI patenting activity on important indicators like total factor productivity (TFP), employment levels, and wage growth over time, the authors used econometric modelling techniques, such as instrumental variable (IV) approaches to address endogeneity and difference-in-differences (DID) regressions. The study's findings demonstrated that after developing or acquiring AI technology, businesses classified as AI innovators saw a statistically significant improvement in productivity ( $p < 0.05$ ). Furthermore, these companies tended to decrease demand for less demanding

occupations while increasing demand for higher-skilled roles. AI-adopting companies saw higher wage increases, especially for technical and administrative positions. The study came to the conclusion that AI increases company productivity and skill-biased labour demand, indicating that AI advancements can lead to both workforce restructuring and efficiency improvements. The advantages are not uniformly dispersed, though, with productivity increases focused in businesses that can successfully incorporate AI into their operations. These results provide solid empirical support for AI's economic worth and emphasize the significance of worker reskilling and inclusive technology adoption policies in reducing the risk of job displacement<sup>44</sup>.

The goal of a study was to investigate how artificial intelligence (AI) may improve worker productivity and engagement in corporate settings. The study specifically looked at how AI-driven tools and systems might affect workers' motivation, engagement in work procedures, and overall performance results. The study used a mixed-method approach, integrating literature synthesis, qualitative interviews, and survey data from workers in different industries. The survey was designed to gauge self-reported productivity, employee engagement metrics (like zeal, commitment, and absorption), and opinions of AI integration. Regression analysis was one of the statistical methods used to examine the data in order to determine the degree of correlation between the adoption of AI and the dependent variables of productivity and engagement. Contextual insights on how AI technologies (such as chatbots, digital assistants, automated processes, and AI-based feedback systems) impacted daily work were given by the qualitative component. The results showed that employee productivity and AI deployment were significantly positively correlated ( $p < 0.05$ ), especially when AI technologies were utilized to automate repetitive work, improve communication, and aid in decision-making. Additionally, the study discovered that when AI systems were clear, easy to use, and viewed as enhancing rather than endangering, they increased employee

engagement. According to the study's findings, if AI technologies are implemented with suitable change management techniques and in line with worker requirements, they may effectively promote engagement and productivity. It did, however, provide a warning against excessive automation or a lack of human-centered design, since these might result in opposition or disinterest. By highlighting the significance of ethical and inclusive AI adoption in the workplace, this study adds to the expanding body of research proving the strategic usefulness of AI in organizational performance and human resource development<sup>45</sup>.

The purpose of a study was to evaluate the effects of artificial intelligence (AI) on employment and production in various industries and to find reliable methods for assessing these effects in the face of sparse empirical data. The goal of the study was to balance actual macroeconomic and firm-level developments with theoretical predictions. The author used a literature-based analytical strategy to do this, combining data from early AI adoption, economic modelling, and current empirical and theoretical studies. Particularly in OECD nations, the study focused on differentiating between visible (real-world) results and prospective (theoretical) productivity impacts. In addition to comparing sectoral productivity statistics, innovation diffusion indicators, and employment trends, the research also looked at proxies for the deployment of AI, such as investments, patents, and survey-based digital readiness indexes. Secondary data from global economic databases and earlier studies used as the empirical foundation instead of any primary data collecting. The results showed that although AI has a great deal of theoretical potential to increase productivity, particularly through automation and optimization, the actual productivity growth that can be attributed to AI alone is still quite small and concentrated in a few industries, including manufacturing, finance, and information technology. Furthermore, the impacts of displacement on employment were found to be unclear: new professions and vocations are developing, frequently needing higher skills, while other regular ones are at risk of automation. The study

came to the conclusion that there is little but increasing evidence of AI-induced productivity improvements in macroeconomic indices as of right now. It underlined that in order to fully capture AI's economic impact, more precise, firm-level data and uniform measurements are required. It also emphasized that, given the rapidly advancing capabilities of AI, governmental frameworks must be created to facilitate skill development and employment migrations. By pointing up methodological difficulties as well as preliminary data in evaluating AI's dual effects on employment and productivity, this study adds to the empirical literature and encourages academics and policymakers to give improved measuring instruments and longitudinal tracking top priority<sup>46</sup>.

In order to determine if and how the use of artificial intelligence (AI) improves company performance in the context of the German economy, this study set out to investigate the link between AI adoption and firm-level productivity. The Mannheim Innovation Panel (MIP), a representative sample of German businesses, provided firm-level survey data that the authors employed in their quantitative empirical technique to achieve this. Businesses that indicated active AI adoption or development between 2018 and 2020 were the study's primary focus. The methodology addressed endogeneity and selection bias using econometric modelling with a control function approach. After adjusting for firm size, industry, R&D intensity, and other innovation-related factors, total factor productivity (TFP) was calculated and compared between AI adopters and non-adopters. According to the study's findings, businesses that use AI are noticeably more productive than those that don't, particularly when AI is combined with other digital technologies that complement it (such cloud computing and big data analytics). In the knowledge-intensive service and industrial industries, the productivity benefit was more noticeable. Additionally, companies who invested in R&D and used AI experienced the biggest performance improvements. The study found that while adopting AI can boost productivity, its advantages are greatest when accompanied by complementing

skills like skilled personnel, digital infrastructure, and innovation initiatives. The authors also pointed out that, particularly for small and medium-sized businesses, public incentives to promote the adoption of AI should concentrate on creating these complimentary circumstances. By emphasizing the variation in productivity results based on business characteristics and technology complementarities, this paper adds to the expanding body of empirical data on the economic advantages of AI at the microeconomic level<sup>47</sup>.

Investigating the connection between artificial intelligence (AI) utilization and worker and company productivity in Japan was the aim of a study. It sought to offer preliminary empirical understanding of the relationship between AI adoption and labour outcomes and company efficiency. In order to do this, the author used two unique survey datasets: (1) a worker-level survey that focused on how people perceive AI at their workplaces, and (2) a firm-level survey that gathered responses from a variety of sectors and business sizes in Japan. Both qualitative and quantitative data on AI use, implementation status, anticipated advantages, and perceived effects were included in the data. Regression analysis and descriptive statistics were used in the study to evaluate the relationship between AI adoption and firm-level productivity measures including labor productivity and total factor productivity (TFP). The study looked at how individual work performance, job happiness, and perceived productivity were impacted by AI technologies at the worker level. The firm-level survey's results showed that, on average, AI-adopting businesses reported greater levels of productivity than non-adopters. The productivity gap's extent, however, differed depending on the business size and industry, with larger companies and those in the manufacturing and information and communication technology (ICT) sectors exhibiting more noticeable advantages. Employees that utilized AI-based solutions reported increases in task efficiency and job performance, particularly in repetitive or data-heavy activities, according to worker-level statistics. The study came to the conclusion that although AI use is positively correlated

with productivity, its benefits are still being seen and might vary depending on a number of variables, including labour skills, complementing IT infrastructure, and organizational preparedness. It underlined how crucial it is to keep gathering and analyzing data in order to comprehend the long-term effects of AI on employment and production. This study adds to the worldwide knowledge of AI's economic ramifications at the corporate and person levels by offering important early empirical evidence from a non-Western culture<sup>48</sup>.

This study set out to investigate the ways in which artificial intelligence (AI) might boost productivity in a variety of organizational contexts, especially in developing nations. The goal of the study was to pinpoint the precise ways in which AI improves worker performance, decision-making, and operational efficiency. The study used a qualitative research approach to accomplish this, bolstered by a review of previous research and case studies from businesses that have used AI. The study mostly concentrated on industries including banking, healthcare, manufacturing, and service delivery where AI deployment was either already under way or growing. The study's data came from secondary sources, including reports, earlier empirical research, and organizational records that showed how AI tools like chatbots, machine learning algorithms, and robotic process automation, affect important productivity metrics. In order to deduce trends and conclusions, the author conducted a qualitative analysis of these data. According to the study's findings, AI greatly increases productivity by speeding up data-driven decision-making, automating repetitive processes, and lowering human error. AI has also been shown to help with customer service and strategic planning, which improves time management and increases production per worker. Additionally, the study discovered that productivity increases were more transformational and long-lasting in settings where AI was combined with human work (human-AI cooperation). According to the study's findings, if AI implementation is sufficiently backed by digital infrastructure and workforce upskilling, it might significantly increase productivity, particularly in

environments with limited resources. It did, however, issue a warning that the use of AI might worsen economic inequality and skill disparities in the absence of inclusive digital strategy. This study advances the empirical knowledge of AI's influence on productivity, especially in emerging nations where there aren't many studies of this kind<sup>49</sup>.

Using a quantitative empirical approach and panel data analysis, a study sought to understand how AI innovation affects economic productivity by examining the relationship between AI development and productivity growth across nations by examining AI patent and bibliometric data globally. During a certain time period (particular years not stated), the dataset included AI-related patent applications and scholarly articles from several nations. The sources of AI patents and bibliometric data, which represent the results of AI research, were international patent offices and important scientific databases, respectively. Labor productivity and total factor productivity (TFP), two economic variables at the national level, were used to calculate productivity metrics. After adjusting for various institutional and economic factors, the research used econometric modelling with fixed-effects and random-effects regressions to evaluate the impact of AI-related innovation on productivity growth. The results were validated by robustness tests. The findings showed that AI research output and patenting activity had a statistically significant positive effect on productivity levels, suggesting that nations with more advanced AI innovation often saw larger productivity improvements ( $p < 0.05$ ). The study also emphasized regional variation, showing that advanced economies gain more from the advancement of AI in terms of increased production. The authors came to the conclusion that funding AI innovation, as evidenced by research papers and patent applications, is a major factor in raising productivity throughout the world. In order to properly capitalize on the economic advantages of AI technology, they underlined how crucial it is that authorities support AI research and development ecosystems. The strategic significance of AI in improving global economic performance and productivity is empirically

supported by this study, which emphasizes the necessity of ongoing innovation and AI tool adoption across a range of industries<sup>50</sup>.

The relationship between artificial intelligence (AI) and productivity has become a central concern in recent scholarship, with researchers investigating its implications across different levels of analysis. A study emphasized that, although robotics has been the subject of extensive empirical investigation, evidence concerning AI remains limited largely because of the absence of comprehensive firm-level datasets. Their study indicates that AI and robotics have contributed to gross domestic product (GDP) growth at the macroeconomic level; however, the effects on labor are mixed, depending on whether the technology substitutes or complements human work. Importantly, they argue that robust, granular data are required to better understand how AI adoption influences productivity at the firm level, affects patterns of new firm formation, and reshapes regional economies<sup>53</sup>. In response to this gap, another study<sup>54</sup> provide one of the first large-scale empirical analyses directly linking AI innovation to labor productivity at the firm level. Drawing on a dataset of 5,257 AI-patenting firms from four continents between 2000 and 2016, the authors demonstrate that AI patent applications exert a positive and statistically significant effect on labor productivity, even after controlling for other innovative activities. Their findings further suggest that this impact is most pronounced among small and medium-sized enterprises (SMEs) and firms in service industries, where flexibility and adaptability enable more rapid integration of AI technologies into production processes. Nonetheless, they also observe that productivity gains in certain sectors may be delayed by the time required for complementary innovations, workforce reskilling, and organizational restructuring<sup>54</sup>.

At the micro-institutional level, a study<sup>55</sup> explore the perceived effects of AI on the productivity of lecturers in higher education institutions in Taraba State, Nigeria. Their

survey-based analysis reveals that AI tools enhance lecturers' productivity across multiple domains, including administrative tasks, teaching, research, assessment, and student mentoring. For example, applications such as intelligent tutoring systems, automated grading platforms, and research-support tools were reported to reduce routine workload, improve efficiency, and facilitate student-centered learning. The study concludes that integrating AI into higher education holds significant potential for improving both teaching effectiveness and research outcomes, provided institutions invest in the necessary infrastructure and training.

These studies highlight the multifaceted ways in which AI contributes to productivity. At the macro level, AI is associated with national output growth but presents mixed labor-market implications<sup>53</sup>. At the firm level, empirical evidence suggests a measurable and positive relationship between AI innovation and productivity, particularly in adaptable and service-oriented enterprises<sup>54</sup>. At the micro level, AI is perceived as a valuable enabler of professional productivity in education, particularly by reducing administrative burdens and enhancing pedagogical practices<sup>55</sup>. The converging evidence underscores the transformative potential of AI while also pointing to contextual factors such as data availability, complementary innovations, and institutional readiness that mediate the extent of its productivity-enhancing effects.

### **2.3.3 Work Ethics, Artificial Intelligence Usage and Productivity**

By examining the ways in which artificial intelligence (AI) enhances job performance while also taking into account the ethical implications and practical applications of such technologies in contemporary workplaces, a study worked to close the gap between technological advancement and ethical work behavior. The research employs a mixed-methods approach, combining quantitative data from existing literature and empirical case

studies with qualitative insights. The study used data from a variety of industries, including healthcare, finance, manufacturing, and education, where AI tools, such as machine learning, predictive analytics, and intelligent decision-support systems, have been implemented to enhance human capabilities. The results show that by automating repetitive jobs, enhancing judgment accuracy, and speeding up operations, AI improves work performance. AI helps workers by reducing effort and providing access to real-time analytics, which results in more knowledgeable and effective work practices. Additionally, the incorporation of AI in job execution was found to boost worker satisfaction in occupations where AI help facilitated better time management and task completion.

The study does, however, also highlight the moral implications of using AI at work. Concerns about algorithmic unfairness, employment displacement, data privacy, spying, and the possibility of becoming overly reliant on AI systems were brought up. They maintained that in the absence of ethical protections, problems with trust, a loss of autonomy, and employee resistance might erode AI's productivity gains. The study came to the conclusion that robust ethical frameworks, open AI governance, and ongoing employee involvement are necessary for the successful integration of AI in work environments. In this situation, ethical alignment becomes an essential part of professional ethics, promoting trust and productive AI-human cooperation. The study added to the body of literature by emphasizing AI's dual function as an ethical dilemma and a tool for improving performance, especially in light of the rapidly changing digital workplace<sup>51</sup>.

The influence of artificial intelligence (AI) on work performance and the ethical issues surrounding its implementation are the main topics of a research, which examined the revolutionary role of AI in human resource management (HRM). The authors' goal is to assess how AI-enabled HR processes, like hiring, training, employee assessment, and

workforce analytics, impact HR professionals' productivity and efficiency as well as the performance of the entire company. The paper explored the practical advantages and moral dilemmas of implementing AI in HR settings using a qualitative case study methodology enhanced by survey data from HR professionals in various businesses. By decreasing manual duties, increasing recruitment accuracy through algorithmic matching, and facilitating more objective performance evaluations through data-driven tools, artificial intelligence (AI) has dramatically enhanced work performance, according to the data gathered. The report also highlighted how AI-powered HR solutions help companies discover high-performing individuals and successfully customize training programs, which in turn helps them develop better personnel management strategies.

Strategic alignment and increased worker productivity are directly correlated with this HR process optimization. Nonetheless, the study's discussion revolves around ethical issues. Fairness in algorithmic decision-making, possible bias in AI hiring tools, openness of AI operations, and employee data privacy are cited as major obstacles. Unchecked AI applications, according to the authors, may result in unethical decision-making, employee mistrust, and discriminatory effects. According to the report, companies implementing AI in HR should set explicit ethical standards, include human review in decisions made with AI assistance, and conduct routine audits of AI technologies to prevent bias and guarantee equity. The best strategy for preserving moral integrity and enhancing work performance is seen to be a hybrid one in which AI complements human judgment without taking its place. In conclusion, the study added significantly to the body of literature by showing how AI may be used to improve job performance and HR efficiency, as long as ethical frameworks are in place to direct its application<sup>52</sup>.

With a focus on organizational changes, working conditions, and ethical considerations, research explores the complex effects of artificial intelligence (AI) on the contemporary workplace. The study explored how the incorporation of AI systems is changing conventional employment arrangements, drawing on empirical data from the Joint Research Centre of the European Commission as well as other case studies from other European businesses. The authors noted an increasing trend in the use of AI for monitoring, decision-making, and supervisory tasks in industries like manufacturing, logistics, and customer support. According to the study, implementing AI changes the nature of work and human-machine interactions considerably, even while it increases operational efficiency and productivity through automation, predictive maintenance, and workflow optimization. One of the main conclusions is that, especially for lower and mid-level employees, the use of AI frequently leads to job intensification and de-skilling. Increased monitoring and algorithmic management—in which AI systems assign tasks, assess performance, and even proposed hiring or firing—are to blame for this. Concerns about job satisfaction, psychological health, and employee autonomy are seriously raised by these practices<sup>53</sup>.

The study demonstrated how, from an organizational perspective, AI might result in new types of digital Taylorism, where workers' freedom is diminished by task fragmentation and continuous data monitoring. However, in more participatory workplaces where workers are consulted on AI deployment, the outcomes are more balanced and beneficial to innovation and productivity development. The study's discussion of ethical issues focuses on responsibility, openness, and equity. The authors warn against the unrestrained use of AI systems that are trained on biased datasets or lack explainability, since this might exacerbate already-existing job disparities. They support co-designing AI systems, stressing the value of human supervision, collective bargaining, and well-defined legal frameworks to protect workers' rights. Overall, the research makes a substantial contribution to our knowledge of

the dual nature of artificial intelligence (AI) in the workplace: its capacity to increase productivity and change work procedures, as well as the urgent need for inclusive governance and ethical boundaries<sup>53</sup>.

In extending this discussion, research on work ethics and knowledge management provides important parallels. For instance, studies in Nigerian colleges of education have shown that positive work ethics such as; honesty, teamwork, and responsibility, significantly improve knowledge creation, documentation, and application<sup>3</sup>. Similarly, professional ethics in administrative roles, such as confidentiality, reliability, and impartiality, have been found to enhance performance and trust in organizational systems<sup>17</sup>. These findings suggest that the ethical integration of AI into workplaces cannot be detached from broader traditions of work ethics, which remain crucial in guiding responsible behavior. Moreover, insights from record management studies emphasize that technology-driven practices must be supported by strong ethical policies and staff training to ensure accountability, security, and long-term productivity<sup>55</sup>. Therefore, the ethical challenges of AI-bias, transparency, and autonomy, mirror the broader principles of professional and work ethics, underscoring that human values must remain central to productivity gains in digital workplaces<sup>3</sup>.

The study conducted in “Influence of Research Self-Efficacy on Research Productivity of Academic Staff in Private Universities in Oyo State, Nigeria” provides critical empirical insight into how internal cognitive factors shape performance outcomes in academic environments. Their work was driven by the understanding that research productivity, a core component of institutional advancement and prestige, depends not only on external conditions such as funding and infrastructure but also on intrinsic psychological drivers like belief in one’s capacity to conduct and complete research successfully. Within Nigeria’s private university system, where institutions continue to grapple with challenges of visibility,

research culture, and staff engagement, the study sought to determine whether confidence in research ability significantly influences variations in academic productivity among lecturers<sup>59</sup>.

Drawing on the Social Cognitive Theory, the authors conceptualized research self-efficacy as the degree to which academic staff believe in their ability to plan, execute, and disseminate research successfully. This belief, they argued, functions as a motivational determinant that affects effort, persistence, and resilience during the research process. Lecturers with high self-efficacy are more likely to initiate and sustain scholarly activities despite contextual challenges such as limited funding, workload, or administrative constraints. Conversely, lecturers with low self-efficacy tend to avoid research activities or abandon them prematurely, thereby contributing to low productivity in private universities. This theoretical argument aligns with technology adoption frameworks that emphasize cognitive beliefs and perceived ability as central to behavioural outcomes, an approach consistent with this study's constructs of perceived usefulness and perceived ease of use under Artificial Intelligence (AI) usage, which likewise emphasize belief and confidence in using digital tools to enhance productivity<sup>59</sup>. Adopting a descriptive survey design, quantitative data were collected through a structured questionnaire distributed to academic staff across selected private universities in Oyo State. The instrument measured self-perceived competence in research and the actual level of research productivity, which included publications, conference presentations, and collaborative works. Stratified random sampling ensured representation across disciplines, and the instrument's internal consistency was confirmed through Cronbach's alpha coefficients above 0.80. Both descriptive and inferential analyses, including correlation and regression, were employed to test the hypotheses and determine the extent to which research self-efficacy predicts research productivity<sup>59</sup>.

The results revealed that academic staff demonstrated a generally high level of research self-efficacy, indicating confidence in their capacity to conduct research across the stages of problem identification, literature review, data analysis, and publication. However, research productivity was found to be moderate, suggesting a discrepancy between the level of confidence and actual scholarly output. The gap was attributed to contextual and structural barriers such as inadequate research incentives, limited institutional support, and competing administrative roles. Nonetheless, the inferential results showed a significant and positive relationship between research self-efficacy and research productivity. Lecturers who scored higher in self-efficacy also recorded higher levels of publication and scholarly engagement. Regression analysis confirmed that research self-efficacy was a significant predictor of research productivity, explaining a substantial proportion of the variance observed in performance outcomes. This finding underscores the central role of self-belief and motivation as catalysts of productive behaviour<sup>59</sup>.

The implications of these findings are strongly relevant to this study, which examines Work Ethics and Artificial Intelligence Usage as determinants of Office Managers' Productivity in Public Universities in Osun State, Nigeria. As established in the study that self-efficacy determines research performance, this study's constructs of perceived usefulness and perceived ease of use reflect similar belief systems regarding an individual's perceived competence and comfort in using AI technologies to achieve efficiency and accuracy in administrative duties. Both constructs emphasize cognitive perceptions as antecedents of performance outcomes. In the same way that self-efficacy fosters confidence in research activities, perceived usefulness and ease of use enhance the willingness and motivation of office managers to adopt AI tools for effective task execution. Additionally, the study's emphasis on self-efficacy resonates with this study's work ethics constructs of duty compliance and rule integrity. Both sets of constructs embody the internalized sense of

responsibility and adherence to professional standards that drive effective performance. High research self-efficacy promotes self-discipline, accountability, and persistence, just as duty compliance and rule integrity encourage office managers to uphold ethical conduct and organizational rules to maintain productivity. Thus, the findings provide empirical reinforcement for the assertion that internalized ethical discipline and cognitive self-belief jointly contribute to professional efficiency and output quality<sup>59</sup>.

It was concluded that universities must actively foster environments that build research confidence among academic staff through mentorship, training, and supportive institutional policies. Such interventions, they argued, would enhance lecturers' self-efficacy and consequently improve research productivity. These recommendations bear direct relevance to the present study, which underscores the importance of organizational initiatives aimed at improving office managers' perception and utilization of AI tools. Similarly, promoting adherence to institutional ethics, analogous to enhancing self-efficacy, encourages a sustained commitment to task excellence and organizational integrity<sup>59</sup>.

Conceptually, the study highlights the inherent link between belief and behaviour, reinforcing the idea that internal motivation and self-assurance are critical determinants of professional performance. This understanding extends to workplace productivity and technology adoption contexts, where internal attitudes mediate the relationship between resources and performance. Empirically, their research contributes valuable evidence from the Nigerian higher education context, validating that self-efficacy significantly predicts productivity outcomes. Thematically, their findings align with the present study's interest in how ethical conduct and technological perceptions jointly shape productivity among administrative staff in public universities<sup>59</sup>.

A study titled “Digital Competence as Predictor for the Motivation to Use Artificial Intelligence Technologies among Librarians in Edo and Delta States, Nigeria,” investigated how digital competence influences librarians’ motivation to adopt and use artificial intelligence (AI) tools in university libraries. Positioned within the contemporary shift toward automation and data-driven services in academic libraries, the paper frames motivation as a critical antecedent to actual use of AI technologies. Motivation is conceptualized as the internal and external forces that propel individuals to adopt innovations, where perceived usefulness and perceived ease of use—central constructs drawn from the Technology Acceptance Model, are treated as core motivators. The authors argue that, while libraries have historically integrated many digital systems (e.g., OPAC, LMS, cloud computing), the progression to AI-driven systems requires not only infrastructural readiness but also a workforce equipped with sufficient digital competence and intrinsic motivation to engage with more complex tools. A descriptive survey design underpins the empirical approach, with the population defined as librarians across university libraries in Edo and Delta States. A total of 125 questionnaires were administered, with 107 duly completed responses returned, yielding an 82 percent usable response rate. The instrument, adapted from validated measures in prior studies, operationalized motivation to use AI through perceived usefulness and perceived ease of use, while digital competence was aligned with constructs in the DIGCOMP framework, information and data literacy, communication and collaboration, digital content creation, problem solving, and safety and security. Data analysis employed both descriptive statistics (means and weighted means) and inferential techniques, notably simple linear regression, to test the hypothesis that digital competence would not significantly influence motivation to use AI technologies<sup>60</sup>.

Descriptive results indicate a generally favourable orientation toward AI among respondents. Items measuring perceived usefulness returned high scores, with individual item means

ranging from approximately 3.51 to 3.69 and a weighted mean of 3.6. Perceived ease of use items also scored positively, producing a weighted mean of 3.4 and contributing to a grand mean of 3.5 for motivation-related items. These descriptive indicators were interpreted by the authors as evidence of high motivation to use AI, driven by beliefs that AI could enable quicker task completion, simplify job functions, and improve job performance. On the competence side, the digital competence components generated weighted means in the high range (grand mean = 3.3), with particularly strong scores in information and data literacy (mean  $\approx$  3.4) and communication/collaboration domains (mean  $\approx$  3.3). Lower but still positive scores appeared in digital content creation and problem solving, indicating areas where capability development could be prioritized<sup>60</sup>.

Inferential analysis confirms a statistically significant predictive relationship between digital competence and motivation to use AI. The regression model reported  $R = .450$ ,  $R^2 = .202$ , and Adjusted  $R^2 = .195$ , with a standard error of estimate of .35509. ANOVA results showed model significance ( $F(1,105) = 26.610$ ,  $p = .000$ ), and the model coefficient for digital competence was  $B = .373$  ( $\beta = .450$ ,  $t = 5.158$ ,  $p = .000$ ). From these results, digital competence was found to explain roughly 19.5 percent of the variance in motivation to use AI, leaving approximately 80.5 percent of variance attributable to other factors not explored in the study. The authors characterize the influence as significant but relatively weak in magnitude, recommending that competence-building initiatives be complemented by other motivational levers to spur greater AI adoption. The discussion situates these findings within established technology acceptance discourse, arguing that competence both directly fosters motivation and reinforces perceived ease of use and usefulness. Specifically, librarians with higher levels of information literacy and problem-solving capability are more likely to perceive AI systems as manageable and beneficial, thereby increasing willingness to use such systems. Demographic patterns reported in the paper indicate that younger librarians and

those with formal ICT training tended to have higher digital competence and concomitantly stronger motivation, highlighting the role of continuous professional development and formal education in closing capability gaps. Institutional enablers—training programs, access to resources, and administrative support—are identified as critical moderators that can amplify the positive effect of individual competence on motivation. The implications of the study emphasize practical steps for library management and policy: implement regular training and workshops to strengthen digital competence, integrate AI-awareness modules into library science curricula, and develop institutional policies that encourage experimentation and ethical use of AI. The authors also note practical considerations for AI deployment in libraries, ranging from cataloguing automation to chatbots for reference services, and argue that without a competent and motivated workforce, the potential benefits of AI will remain unrealized. The conclusion reiterates that perceived usefulness and perceived ease of use are important motivational constructs and that digital competence is a veritable predictor of librarians' motivation to use AI, albeit not the sole determinant<sup>60</sup>.

Relating these findings to the present study on Knowledge of AI and Attitude towards AI on Office Managers' Practice in public universities, a clear conceptual alignment emerges. Digital competence, as defined and measured in the librarians' study, corresponds to the knowledge dimension of AI proficiency, familiarity with tools, ability to interpret outputs, and capacity to adapt processes. Motivation, operationalized through perceived usefulness and ease of use, corresponds closely to attitude. In the administrative context, office managers' knowledge of AI (analogous to digital competence) can be expected to increase positive attitudes (perceived usefulness/ease of use), thereby encouraging adoption and practical integration of AI into routine administrative processes. The prediction that competence explains a portion of motivational variance suggests a similar model for office managers: knowledge will likely account for a meaningful but not exhaustive share of

attitude toward AI, indicating the need to consider organizational, cultural, and resource-related factors as additional explanatory variables<sup>60</sup>.

Moreover, the librarians' results underscore the importance of institutional support and training in translating competence into motivation and then into actual use. For office managers, institutional interventions, targeted AI training, policy frameworks, infrastructural investments—will be essential to leverage knowledge into attitudinal change and, ultimately, improved administrative practice and productivity. The finding that demographic variables (age, training background) affect competence and motivation also suggests that tailored capacity-building strategies may be necessary to address heterogeneity within administrative staff cohorts. Methodologically, the study offers an empirical template that can be adapted to the office management context: using validated instruments to measure competence and motivation, calculating grand means for descriptive insight, and applying regression analysis to test predictive hypotheses. The observed Adjusted  $R^2$  of .195 indicates that while competence matters, multi-variable modelling (incorporating organizational culture, incentives, workload, and ethical considerations) would provide a fuller explanation of motivation and adoption behaviours, an approach directly relevant to research exploring how knowledge and attitude interact with work ethics to influence practice<sup>60</sup>.

In another study titled “Technological Readiness as Predictor of Artificial Intelligence Technology Adoption among Librarians in Nigeria” examined the influence of technological readiness on the adoption of artificial intelligence (AI) technologies among librarians in Nigerian academic institutions. Using a descriptive survey design, the study collected quantitative data from 52 librarians across various institutions through a structured questionnaire distributed via Google Forms. The instrument was developed based on the Technological Readiness Index (TRI 2.0) which measures the extent to which individuals are

prepared to embrace and use emerging technologies. The index categorizes readiness factors into motivating dimensions (optimism and innovativeness) and inhibiting dimensions (discomfort and insecurity), providing a balanced framework for assessing technology acceptance behaviours<sup>61</sup>. The study aimed to assess two major areas: (1) The prevalent AI technologies available for adoption among Nigerian librarians, and (2) The level of technological readiness influencing such adoption. In addressing these objectives, the authors hypothesized that there is no significant influence of technological readiness on AI adoption among librarians in Nigeria<sup>61</sup>.

Findings revealed that Google Assistant (84.6%) was the most commonly used AI technology among respondents, followed by Google Translator (57.7%), while tools like ChatGPT and Chatbots recorded moderate usage (48.1%). These results indicate that accessibility and familiarity strongly shape the diffusion of AI tools within the Nigerian library system. Tools that are freely available and integrated into existing workflows are more likely to be adopted, unlike more advanced or subscription-based systems that may pose usability or affordability barriers. This insight reflects a broader pattern observed across developing contexts, where cost and ease of integration significantly determine adoption patterns<sup>61</sup>. Furthermore, the study found that librarians demonstrated a high level of technological readiness, with a grand mean score of 3.44 on a 5-point Likert scale. Respondents expressed stronger agreement with motivating factors (Mean = 3.77) such as increased mobility and personal productivity than with inhibiting factors (Mean = 2.90), which included concerns about overdependence on technology and reduced interpersonal interaction. This suggests that librarians in Nigeria generally possess positive attitudes toward technological advancement and recognize the potential of AI tools to improve efficiency in service delivery. However, the regression analysis revealed that technological readiness had no statistically significant influence on the adoption of AI technologies among librarians ( $p > 0.05$ ). Both motivating and inhibiting

factors showed non-significant predictive power on adoption behaviour. This implies that while librarians exhibit readiness and interest in technology, other contextual or institutional factors may play a more decisive role in AI adoption. Such factors could include organizational support, infrastructural adequacy, training opportunities, and management policy, which were not captured as part of this study's scope. The study's findings align with those of an earlier study that perceptions of technology usefulness and organizational readiness mediate the relationship between technological readiness and AI adoption<sup>61</sup>.

In terms of theoretical grounding, the study reinforces the Technology Readiness Index (TRI 2.0) framework as a diagnostic model that explains attitudes toward technology within professional contexts. However, its findings challenge the assumption that readiness automatically translates into adoption. In this case, librarians' high readiness levels did not predict their engagement with AI technologies, pointing to the need for complementary institutional enablers such as access to digital infrastructure, management encouragement, and continuous professional development programs. This has strong implications for administrative and managerial roles in knowledge organizations. For instance, in the context of office managers in Nigerian universities, as examined in this current research, similar barriers may limit AI usage despite favourable attitudes. Managers might express willingness or optimism toward AI tools like scheduling software, document automation, or intelligent data systems, but without institutional provision and training, the translation from readiness to adoption—and ultimately to productivity, remains weak. Thus, the findings from the study underscore the necessity of systemic, organizational-level interventions in complementing individual readiness for technology-driven productivity. Additionally, the demographic data in the study revealed that a majority of respondents were females (54%) aged between 31–45 years (58%), and most possessed postgraduate qualifications in library and information science. This demographic pattern suggests that professional librarians in Nigeria have the

educational grounding and maturity level required for technology adoption but may face institutional bottlenecks that inhibit effective utilization of AI tools. The study's descriptive analysis also reflected that 73% of librarians had already adopted at least one AI tool, further confirming a baseline familiarity with AI-driven services in library operations such as cataloging, user support, and data indexing<sup>61</sup>.

In conclusion, the study provided empirical evidence that while Nigerian librarians are technologically ready, readiness alone does not significantly predict AI adoption. The study highlights a critical gap between attitudinal readiness and actual implementation, signaling the importance of addressing institutional, infrastructural, and policy-level deficiencies that moderate the relationship between readiness and adoption. For the present research, which focuses on AI usage and productivity among office managers, this insight suggests that readiness, reflected in attitudes such as perceived usefulness and ease of use—must be supported by effective workplace systems, ethical orientation, and managerial training to translate into measurable productivity outcomes<sup>61</sup>.

A study titled “Situation Awareness of Artificial Intelligence Technologies among Librarians in Edo and Delta States, Nigeria” examined the extent of awareness, knowledge, and perceived readiness of librarians in Nigerian academic institutions toward the integration of Artificial Intelligence (AI) technologies in library operations. The authors recognized that libraries, as knowledge management institutions, play a critical role in information organization, retrieval, and dissemination, all of which are being revolutionized by AI-based innovations such as machine learning algorithms, natural language processing, chatbots, and automated cataloguing systems. The study sought to assess the current level of awareness and use of AI tools among librarians and to identify the challenges that may hinder AI adoption in academic libraries within the Nigerian context. This focus is significant because the adoption of AI technologies in professional environments such as libraries mirrors the broader

organizational and individual behavioural responses to technological change, aligning conceptually with this present study's interest in AI usage and its relationship with workplace productivity<sup>62</sup>.

Employing a descriptive survey design, data were collected from professional librarians working in universities and polytechnics in Edo and Delta States, Nigeria. The population comprised librarians from different categories of academic libraries, including university, polytechnic, and college of education libraries. A structured questionnaire was administered to elicit responses on respondents' demographic characteristics, level of awareness, exposure, and attitudes toward AI technologies. The instrument also included items that examined respondents' perception of the usefulness and ease of use of AI systems in carrying out their daily work routines, such as cataloguing, indexing, circulation management, and reference services. Data were analyzed using descriptive statistics (mean and standard deviation) and inferential techniques to establish relationships between awareness levels, demographic factors, and perceptions of AI's usefulness and applicability in library functions<sup>62</sup>.

The findings revealed a moderate level of awareness of AI technologies among librarians in both Edo and Delta States. Many respondents indicated familiarity with AI-related terms such as chatbots, machine learning, and automated systems, but only a few had practical experience using AI-driven tools in their libraries. While the librarians demonstrated a positive attitude toward AI and acknowledged its potential to improve efficiency and service delivery, the study found a low level of implementation and utilization of AI technologies in library operations. This gap between awareness and practical adoption was attributed to several contextual challenges, including inadequate infrastructure, lack of training opportunities, insufficient institutional support, and fear of job displacement. These findings underscore a key concern in technology adoption research: that awareness and perceived

usefulness of AI tools do not automatically translate into actual usage without adequate institutional facilitation and supportive work ethics<sup>62</sup>.

From a conceptual perspective, the study draws on principles consistent with the Technology Acceptance Model (TAM), which emphasizes perceived usefulness and perceived ease of use as determinants of behavioural intention to use technology. Librarians in the study generally perceived AI as useful for enhancing their productivity, particularly in automating repetitive tasks, speeding up cataloguing, and improving user engagement through AI-driven interfaces. However, perceived ease of use was constrained by the lack of requisite technical skills and training. These constructs, usefulness and ease of use, align directly with this current study's operational dimensions of AI usage, suggesting that the effective adoption of AI in administrative or academic work depends not merely on awareness but also on an individual's competence, institutional readiness, and perception of technology as an enabler of efficiency.

The authors further observed that most librarians believed AI tools could complement their professional duties rather than replace them, indicating a constructive attitude toward technological change. Nevertheless, the gap in competence and institutional support was emphasized as a key limitation that needs to be addressed through capacity building and policy frameworks. The study recommended targeted professional training, institutional investment in digital infrastructure, and the inclusion of AI literacy in library science curricula. It also called for policy support from the Nigerian Library Association and the government to promote AI readiness in information management sectors<sup>62</sup>.

The implications of this study resonate strongly with broader workplace dynamics, especially in administrative and managerial environments like those of office managers in universities. Both librarians and office managers function as knowledge and information processors whose productivity depends on the ability to adapt to emerging technologies. Hence, the findings

reinforce the understanding that AI adoption enhances operational efficiency only when professionals possess the right ethical orientation, technical competency, and institutional support. In this sense, the study's emphasis on awareness and preparedness serves as an analog to this research's constructs of perceived usefulness and perceived ease of use—critical factors that determine how AI tools are integrated into office management workflows to improve task completion, time management, and overall productivity. Moreover, the study's findings underscore the significance of ethical considerations in adopting AI technologies, even though this was not its primary focus. Some respondents expressed concerns about data privacy, the transparency of AI decision-making, and the potential bias in algorithmic processes—issues that have ethical implications. These concerns resonate with the work ethics component of this current study, where ethical compliance and integrity remain crucial to ensuring responsible AI use. The librarians' cautious attitude toward unregulated AI tools highlights a deontological moral perspective, acting responsibly and adhering to professional codes even when automation could offer shortcuts or convenience. In conclusion, the study offered valuable empirical insights into the intersection of technology awareness, professional ethics, and workplace adaptation. Their study revealed that while there is growing awareness and positive perception of AI's potential benefits, its practical adoption remains limited by structural, educational, and ethical factors. The findings highlight the importance of fostering both ethical responsibility and technological competence among professionals for sustainable productivity gains<sup>62</sup>.

A study titled “Artificial Intelligence Awareness and Readiness among Librarians in Nigerian University Libraries” investigated the extent to which university librarians in Nigeria are aware of and prepared for the integration of Artificial Intelligence (AI) technologies into library operations. The authors argued that as the global information landscape evolves rapidly, academic libraries must adopt AI-driven solutions to remain relevant in digital

information management. Libraries are traditionally known as information hubs; however, emerging technologies such as AI, machine learning, robotics, and natural language processing are transforming the way information is stored, retrieved, and delivered. The study thus sought to assess the awareness level, perceived readiness, and factors influencing AI adoption among librarians in university libraries, providing insights into the human and institutional variables that drive or impede technological adaptation in the academic information sector<sup>63</sup>.

The researchers adopted a descriptive survey design. The study population comprised professional librarians across selected federal, state, and private university libraries in Nigeria. A structured questionnaire was developed to collect data on librarians' demographic information, their level of familiarity with AI technologies, and their readiness to adopt AI applications such as chatbots, recommendation systems, and automated cataloguing tools. The data were analyzed using descriptive statistics such as frequency counts, mean, and standard deviation, alongside inferential tests to examine relationships between awareness, readiness, and demographic characteristics such as academic qualification, years of experience, and institution type. Findings revealed that while awareness of AI concepts was relatively high among respondents, readiness for implementation was moderate to low, indicating a significant gap between knowledge and practical adoption. Most librarians reported having heard about AI applications through conferences, social media, and professional development programs, yet only a small proportion had hands-on experience with AI-based systems in their libraries. The results highlighted that many institutions had not yet integrated AI infrastructure into their operations, and librarians lacked the necessary technical skills to deploy and manage such technologies effectively. The study also noted that institutional support, especially in terms of funding, training, and policy, was inadequate, further constraining AI readiness<sup>63</sup>.

A particularly important dimension of the findings was the librarians' perceived usefulness and perceived ease of use of AI tools, which were found to be strong predictors of their readiness for AI adoption. Respondents generally believed that AI technologies could enhance library efficiency, automate routine processes like indexing and cataloguing, and improve user experience through intelligent systems capable of understanding natural language queries. However, the perceived ease of use was low, as many librarians considered AI systems technically complex, requiring specialized training that was not readily available in most Nigerian libraries. These two constructs, usefulness and ease of use, correspond closely with the Technology Acceptance Model (TAM) dimensions adopted in this current study's framework for measuring AI usage among office managers. The TAM's relevance here is underscored by the similar behavioural patterns of professionals whose job performance depends on technology adoption: both librarians and office managers must perceive technology as both useful and easy to use before it meaningfully enhances productivity<sup>63</sup>.

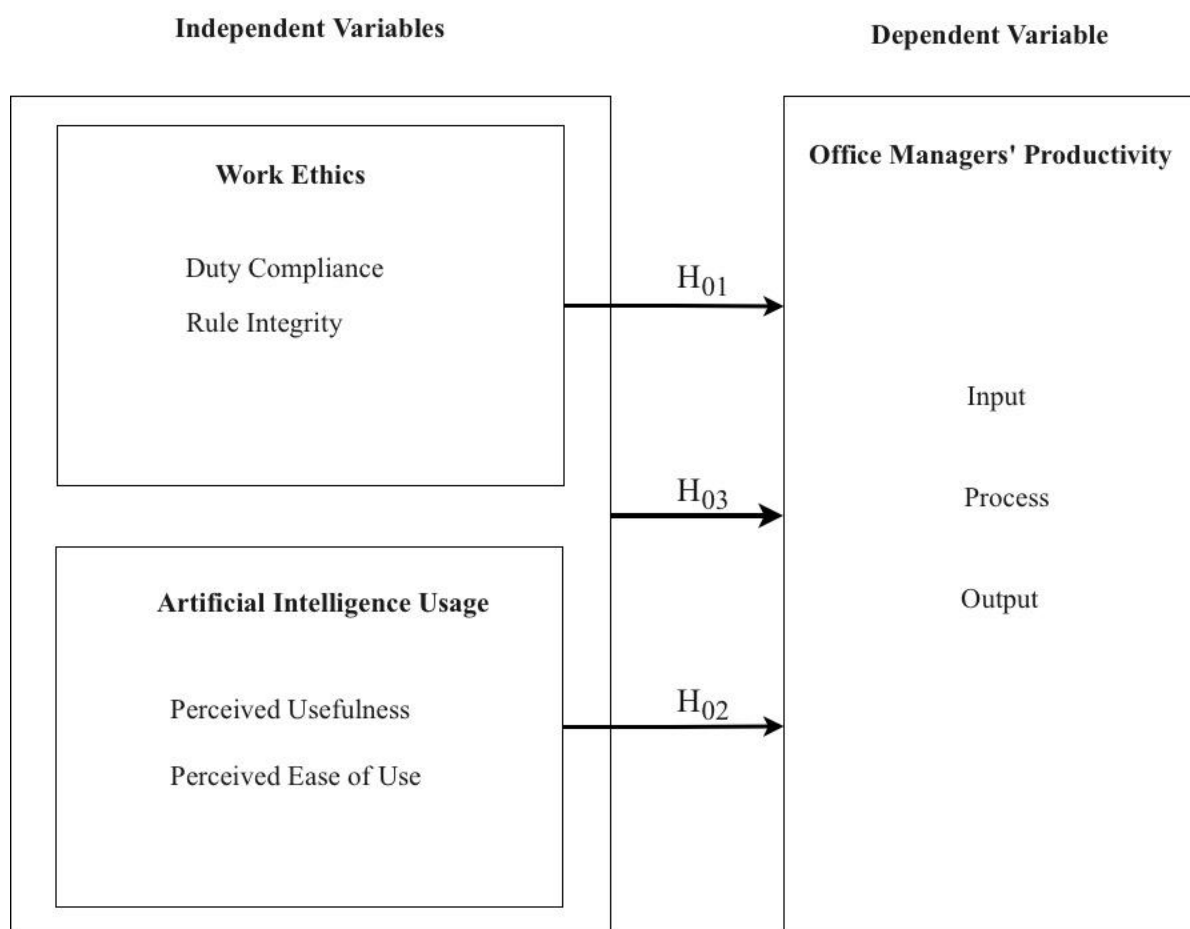
The study further revealed several barriers to AI adoption in university libraries, including inadequate technological infrastructure, erratic power supply, insufficient internet connectivity, limited institutional investment, and lack of policy frameworks supporting innovation. Additionally, many respondents expressed concern about job security, fearing that AI could replace some traditional library roles. Nonetheless, the authors emphasized that AI should be seen as a complementary tool that enhances rather than displaces human expertise, allowing librarians to focus on higher-level intellectual and user-support tasks. This finding aligns with global discourses on the future of work and automation, where AI integration is increasingly associated with improved efficiency, accuracy, and task completion, provided that ethical and professional standards are maintained. From a conceptual perspective, the authors linked their study to theories of technological diffusion and organizational learning,

suggesting that institutional readiness for AI depends not only on individual attitudes but also on the organization's adaptive capacity. The study emphasized that successful adoption of AI in libraries requires a learning-oriented institutional culture that promotes experimentation, training, and ethical responsibility. This resonates with the deontological ethical dimension of the current study, where the emphasis on duty compliance and rule integrity highlights the moral obligation of professionals to engage with technology responsibly and ethically, ensuring that technological efficiency does not compromise professional values<sup>63</sup>. Importantly, the study concluded that the integration of AI technologies in university libraries is inevitable, but the pace and success of adoption depend largely on individual readiness, perceived competence, and institutional support systems. The authors recommended the introduction of AI literacy programs within library and information science curricula, continuous professional training for librarians, and institutional investment in digital infrastructure to support AI-based services. They also advocated for national and institutional policies that promote ethical AI use, data privacy, and responsible innovation in academic environments. Relating to the current study's focus on AI usage and productivity, this research provides empirical support for the notion that professionals' ability to use AI effectively depends on how useful and easy they perceive the technology to be. The librarians' experiences echo what office managers in university environments may encounter when integrating AI tools like ChatGPT, MS Copilot, or Grammarly into administrative processes namely, that perceived usefulness enhances willingness to adopt, while ease of use determines sustained utilization. Furthermore, the emphasis on professional ethics and institutional facilitation parallels the work ethics variable in this study, suggesting that both moral commitment and institutional reinforcement are necessary for achieving optimal productivity in technologically mediated workplaces<sup>63</sup>.

In summary, the study contributed significantly to the growing literature on AI adoption in professional and academic settings. Their findings demonstrate that while awareness is increasing, readiness remains low due to infrastructural and ethical constraints. They underscore the importance of aligning individual capability with institutional vision and resources to ensure sustainable technology-driven productivity. The study's conceptual emphasis on perceived usefulness, perceived ease of use, and readiness mirrors the constructs employed in this research's AI usage model, while its discussion of institutional responsibility and professional integrity reinforces the importance of ethical compliance in ensuring that technological innovations genuinely translate into improved task completion and performance outcomes<sup>63</sup>.

## 2.4 Conceptual Model

Figure 1 depicts the conceptual model of the study, showing that the study has two independent variables (Work Ethics and AI Usage) and one dependent Variable (Office Managers' Productivity).



**Figure 2.1:** The Conceptual Model of Work Ethics, Artificial Intelligence Usage and Office Managers' Productivity.

**Source:** Researcher's work, 2024.

This conceptual framework illustrates the hypothesized relationships between the independent and dependent variables, as well as the specific indicators through which each construct is measured. In this study, "work ethics" refers to the set of moral standards and ideals that direct office managers' conduct and productivity. Duty Compliance and Rule

Integrity are the two indicators that are used to conceptualize and measure work ethics in this study.

Duty compliance is the extent to which office managers fulfill their institutional and work duties out of an ethical obligation. It demonstrates the moral resolve to carry out designated responsibilities diligently, not because doing so would result in rewards or penalties, but because it is the right thing to do. Office managers are held to a high internal standard to maintain professional standards, adhere to job descriptions, respect hierarchy, and meet deadlines under duty compliance. Office managers that exhibit high duty compliance are anticipated to be consistent, on time, responsive to duties, and accountable, all of which will improve their task completion rate and overall productivity in the context of this study.

Rule Integrity is the degree to which office managers adhere to and respect institutional rules, regulations, and ethical norms when making decisions and going about their everyday business. The deontological idea that moral behavior must conform to accepted norms that are seen as universally binding serves as its foundation. According to this study, rule integrity is a reflection of office managers' rigorous adherence to procedural ethics, openness in administrative procedures, defiance of unethical short cuts, and general ethical discipline in formal interactions. Strong rule integrity makes a manager more likely to stay out of trouble, adhere to the rules, and maintain the integrity and effectiveness of their workplace.

Artificial Intelligence (AI) Usage is concerned with the application of AI tools in executing office tasks. It is evaluated through the lenses of Perceived Usefulness and Perceived Ease of Use, adapted from the Technology Acceptance Model (TAM). Perceived Usefulness reflects the extent to which office managers believe that AI tools improve their productivity. For instance, AI applications may streamline routine documentation, enhance decision-making, and help complete tasks more efficiently. Perceived Ease of Use refers to the extent to which

office managers consider AI tools as simple, intuitive, and effortless to integrate into their daily tasks. If AI tools are seen as user-friendly and time-saving, office managers are more likely to adopt and use them to improve performance. The dependent variable, productivity, measures how well and efficiently office managers carry out their duties. The input-process-output model is used to operationalize it, with a particular focus on Task Completion Rate as the central productivity output. The ability of office managers to finish tasks within deadlines and with little oversight or rework is indicated by their task completion rate. This conceptual framework emphasizes how important it is for office managers at universities to be both proficient in technology and ethically inclined for enhanced productivity.

## **2.5 Summary of Reviewed Literature**

After a thorough review of the available literature on work ethics, artificial intelligence (AI) usage, and productivity, several notable gaps have emerged that justify the present study's focus on examining the influence of work ethics and the use of AI on office managers' productivity in public universities in Osun State, Nigeria. These gaps are discussed under conceptual, contextual, empirical, and methodological dimensions.

A prominent conceptual gap identified in the reviewed literature is the lack of an integrative framework that simultaneously links work ethics and artificial intelligence use to employees' productivity within the university administrative environment. Most existing studies have tended to treat work ethics and technology adoption as separate constructs influencing performance outcomes. Research on work ethics often centers on moral obligations, rule integrity, discipline, duty compliance and diligence as standalone determinants of ethical behaviour and job performance, while studies on AI adoption focus largely on technological acceptance, digital innovation, and automation in enhancing efficiency. However, very few studies attempt to connect these constructs to examine their combined influence on office

managers' productivity, especially within the context of public universities. The intersection between ethical behaviour and technological competence remains largely unexplored. The assumption that strong work ethics can complement the effective use of AI tools to enhance administrative performance has not been empirically tested. This study bridges this conceptual gap by exploring how ethical values and technological adaptation jointly predict office managers' productivity.

Another significant gap observed is the contextual limitation of existing research. Much of the available literature on work ethics and AI adoption originates from advanced economies such as the United States, the United Kingdom, China, and other Asian or European contexts. These environments often differ markedly from the socio-cultural and institutional realities of developing nations like Nigeria. Within the Nigerian context, a few studies have explored work ethics among academic and non-academic staff; however, most have focused on teaching staff, leaving out administrative personnel such as office managers, who play vital roles in institutional coordination, record management, and administrative communication. Furthermore, existing studies on technology adoption in Nigerian universities have emphasized the use of ICT or digital learning systems rather than AI-powered administrative tools.

Consequently, there is a paucity of empirical evidence regarding the extent of AI use among office managers, their perceptions of AI's usefulness and ease of use, and how these perceptions influence their task performance. The present study addresses this gap by focusing specifically on office managers in selected public universities in Osun State, thereby providing localized evidence in a setting where such empirical work is scarce. Empirically, while numerous studies have explored either work ethics or technology use in relation to productivity, few have done so within an empirical correlation or regression-based

framework that quantifies the strength and direction of these relationships. Many previous works have employed purely descriptive methods or qualitative approaches that provide rich narrative insights but lack statistical evidence to establish causation or prediction.

Additionally, the operationalization of productivity in prior studies has often been too abstract or generalized, focusing on overall employee performance or organizational success without disaggregating productivity into measurable indicators such as task completion rate, time management, or quality of output. This limitation makes it difficult to determine how ethical and technological factors specifically contribute to quantifiable productivity outcomes. This study therefore seeks to fill this empirical gap by adopting a quantitative survey approach, employing standardized instruments, and using inferential statistics to test hypotheses on the relationship and combined effects of work ethics and AI usage on office managers' productivity.

Methodologically, existing research reveals inconsistencies in the design and instruments used to measure key constructs such as work ethics, AI use, and productivity. Many prior studies on work ethics rely on self-developed scales that are not standardized, while those examining AI use often adapt models like the Technology Acceptance Model (TAM) but fail to extend these frameworks to administrative roles outside the ICT sector. Moreover, there is limited research integrating both behavioural (work ethics) and technological (AI use) variables within a single methodological framework. The majority of research on office managers' productivity ignores the potential combined effects of digital competency and ethical characteristics. The research is lacking in evaluating whether office managers' accuracy, efficiency, and decision-making are enhanced by the combination of technology adaptation and ethical responsibility. Most studies on work ethics employ attitudinal measures, whereas AI-related studies focus on technical usage statistics or perceived

usefulness. The present study bridges this methodological gap by developing a structured questionnaire that incorporates validated items from prior studies on work ethics, AI perception, and productivity, adapted to the administrative context of university office managers. This allows for a more holistic and contextually relevant measurement of the study variables.

Theoretically, much of the prior work on productivity is anchored on traditional organizational and motivational theories that do not account for the growing impact of AI technologies in modern workplaces. Similarly, ethical behaviour in organizations is often examined through moral philosophy or value-based models that overlook how technology mediates or moderates ethical performance. There is therefore a need to develop a more integrated theoretical understanding that aligns ethical values with technological competence as dual enablers of productivity.

This study contributes theoretically by proposing an integrated model that combines aspects of Work Ethics Theory and the Technology Acceptance Model (TAM), thereby examining how ethical responsibility (duty compliance and integrity) and perceived technological benefits (usefulness, ease of use) jointly influence productivity outcomes. This theoretical synthesis enhances understanding of productivity in the digital administrative workspace.

From a practical and policy standpoint, most university management frameworks in Nigeria have not fully incorporated AI-based solutions into their administrative processes, nor have they clearly defined ethical guidelines for AI-assisted decision-making. While there are institutional efforts toward digitalization, the ethical dimensions of AI usage, such as fairness, transparency, and responsibility, remain largely unaddressed. Furthermore, professional development initiatives for office managers often emphasize administrative procedure and communication rather than integrating digital ethics and AI competence as part of continuous

capacity building. This study addresses some of these practical and policy gaps by providing empirical evidence that can inform management decisions on how to balance ethical responsibility with technological efficiency in university administration.

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## **Chapter Three**

### **Methodology**

This chapter presents the systematic procedures adopted for conducting this research on the influence of work ethics and use of artificial intelligence (AI) on the productivity of office managers in public Universities in Osun State, Nigeria.

#### **3.1 Research Design**

The study adopted descriptive survey research design. This design, which aligns with the quantitative approach<sup>1</sup>, enables the collection of measurable data from a defined population. The descriptive survey was considered appropriate for this study to empirically examine the relationship between work ethics, AI usage, and office managers' productivity. It also suits the study due to the scattered and accessible nature of the respondents across the public Universities in Osun State.

#### **3.2 Population of the Study**

The population of this study comprised office managers working in public universities in Osun State, Nigeria. These include Obafemi Awolowo University, Ile-Ife; Osun State University, Osogbo; and University of Ilesa, Ilesa, Federal University of Health Sciences, Ila-Orangun. Copies of the questionnaire were distributed to all identified office managers in the aforementioned universities. The details of the target population are presented in Table 3.1 below.

**Table 3.1: Population of the Study**

| S/N          | Institution                                        | Number of Office Managers |
|--------------|----------------------------------------------------|---------------------------|
| 1            | Obafemi Awolowo University, Ile-Ife                | 100                       |
| 2            | Osun State University, Osogbo                      | 70                        |
| 3            | University of Ilesa, Ilesa                         | 75                        |
| 4            | Federal University of Health Sciences, Ila-Orangun | 17                        |
| <b>Total</b> |                                                    | <b>262</b>                |

Source<sup>2,3,4,5</sup>

### 3.3 Sample Size and Sampling Technique

The sample size of this study is 262. The study adopted a total enumeration sampling technique. Since the total number of office managers in the public universities is relatively small and manageable, all members of the population were included in the sample to ensure comprehensive coverage and improved accuracy of findings.

### 3.4 Description of the Research Instrument

A structured questionnaire was employed as the primary instrument for data collection. The instrument was developed based on theoretical frameworks and validated scales from relevant literature. It is divided into four sections:

**Section A:** This section captures demographic data such as institution, gender, age, educational qualification, and years of work experience.

**Section B:** This section evaluates office managers' productivity based on three constructs of productivity including input, process and output. Responses were rated on a 4-point Likert scale: Very High Extent (VHE)=4, High Extent (HE)=3, Low Extent (LE)=2, Very Low Extent (VLE)=1.

**Section C:** This section measures work ethics. Items here are adapted from previous validated scales and the constructs adopted are duty compliance and rule integrity.

**Section D:** This section assesses the extent of artificial intelligence usage in office managers' job tasks. The items reflect the perceived usefulness and perceived ease of use of AI tools in the documentation, communication, scheduling, and data management tasks of office managers. Responses follow the same 4-point Likert scale used in other sections.

### **3.5 Validity of the Research Instrument**

To ensure content and face validity, the questionnaire was reviewed by the supervisor and other academic experts in office management and AI research for appraisal to ensure the research objectives are well captured. The feedbacks received were used to revise and improve the clarity and relevance of items in the instrument.

### **3.6 Reliability of the Research Instrument**

The reliability of the instrument was tested through a pilot study using a group of office managers from a private University outside the scope of the study. Twenty copies of the research instruments were administered at Redeemer's University, Ede. Cronbach's Alpha was employed to determine the internal consistency of the research instrument, with values of 0.70 or above considered acceptable for reliability. The reliability assessment was conducted using a pilot sample of 21 respondents. The analysis produced an overall Cronbach's alpha coefficient of 0.937 for the seven variables considered in this study (Productivity Input, Productivity Process, Productivity Output, Duty Compliance, Rule Integrity, Perceived Usefulness, and Perceived Ease of Use). This coefficient far exceeds the commonly accepted threshold of 0.70, indicating that the measurement items possess a very high level of internal consistency and are therefore reliable for the main study.

### **3.7 Method of Data Collection**

A formal letter of introduction was obtained from the Department of Information Management, Lead City University, to seek permission for data collection. The questionnaire was administered physically with the assistance of four trained research assistants. The process of physical distribution was conducted during official working hours and with respect to ethical standards such as anonymity and voluntary participation.

### **3.8 Methods of Data Analysis**

The data collected was analyzed using IBM SPSS Statistics Software. Descriptive statistics (frequencies, means, and percentages) was used to summarize demographic data and responses. Inferential statistics was used to test the following hypotheses. Simple linear regression analysis was employed to test hypotheses  $H_{01}$  and  $H_{02}$ , while multiple regression analysis was used to test hypothesis  $H_{03}$ . All hypotheses were tested at a 0.05 level of significance.

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## Chapter Four

### Results and Discussion of Findings

This chapter presents the data, its analysis, and the interpretation of the research findings. The analysis is structured around the specific objectives and hypotheses formulated for the study. The first section provides the descriptive analysis, displayed in tables with percentages, followed by detailed interpretations. The second section covers the inferential statistics, while the final part of the chapter discusses the findings in relation to the research questions and hypotheses that guided the investigation. Decision rule: 1.00.-1.75 = very low, 1.76-2.50 = low, 2.51-3.25 = High, 3.26-4.00 = very high. The hypothesis will be tested at a 0.05 level of significance.

A total of two hundred and sixty-two (262) copies of the questionnaire were administered, and one hundred and eighty-three copies of responses were received, all duly filled. This represents a usable response rate of approximately 70%. The response rate is considered adequate for survey research, as it provides sufficient data to address the research objectives and test the hypotheses formulated in this study. The response results are presented in Table 4.1. below.

**Table 4.1: Response Rate**

| Name of Institutions                                  | Frequency | Percentage |
|-------------------------------------------------------|-----------|------------|
| Obafemi Awolowo University                            | 56        | 30.6       |
| Osun State University                                 | 39        | 21.3       |
| Federal University of Health Sciences,<br>Ila-Orangun | 17        | 9.3        |
| University of Ilesa                                   | 71        | 38.8       |

**Source:** Field Survey Data, 2025

#### 4.1 Demographic Data Analysis of Respondents

**Table 4.2: Demographic Distribution of Respondents**

| Highest Educational Qualification | Frequency | Percent |
|-----------------------------------|-----------|---------|
| ND                                | 16        | 8.7     |
| HND                               | 52        | 28.4    |
| BSC                               | 79        | 43.2    |
| MSC                               | 34        | 18.6    |
| PhD                               | 2         | 1.1     |
| <b>Age</b>                        |           |         |
| 20-30 years                       | 33        | 18      |
| 31-40 years                       | 56        | 30.6    |
| 41-50 years                       | 65        | 35.5    |
| 51-60 years                       | 24        | 13.1    |
| 61 years and above                | 5         | 2.7     |
| <b>Gender</b>                     |           |         |
| Male                              | 62        | 33.9    |
| Female                            | 121       | 66.1    |
| <b>Year of Work Experience</b>    |           |         |
| below 5 years                     | 61        | 33.3    |
| 6-10 years                        | 40        | 21.9    |
| 11-15 years                       | 42        | 23      |
| 16-20 years                       | 22        | 12      |
| Above 20 years                    | 18        | 9.8     |
| <b>Religion</b>                   |           |         |
| Christianity                      | 131       | 71.6    |
| Islam                             | 51        | 27.9    |
| others                            | 1         | 0.5     |

**Source:** Field Survey Data, 2025

The analysis of respondents' educational qualifications, shown in Table 4.2 above reveals that the majority of office managers in the public universities surveyed possess Bachelor's degree qualifications, accounting for 79 respondents or 43.2% of the total sample. This is followed by those with Higher National Diploma (HND) qualifications, representing 52 respondents or

28.4% of the sample. Office managers with Master's degree constitute 34 respondents or 18.6% of the population studied. Those with National Diploma (ND) represent 16 respondents or 8.7% of the sample, while only 2 respondents or 1.1% possess PhD qualifications.

The distribution indicates that public universities in Osun State predominantly employ office managers with tertiary education qualifications, with nearly two-thirds (71.6%) holding degree-level qualifications or higher. The age distribution of respondents shows that the largest proportion of office managers fall within the 41-50 years age bracket, comprising 65 respondents or 35.5% of the total sample. The second largest group consists of those aged 31-40 years, representing 56 respondents or 30.6%. Younger office managers aged 20-30 years constitute 33 respondents or 18% of the sample. Those in the 51-60 years category represent 24 respondents or 13.1%, while the smallest group comprises those aged 61 years and above, accounting for only 5 respondents or 2.7%. This age distribution suggests that the majority of office managers (66.1%) are in their prime working years (31-50 years), which could indicate a workforce with substantial experience and energy to drive productivity.

The gender analysis reveals a significant female dominance in office management positions within the public universities studied. Female office managers constitute 121 respondents or 66.1% of the total sample, while male office managers represent 62 respondents or 33.9%. This distribution reflects a pattern commonly observed in administrative and support roles within educational institutions, where female participation tends to be higher. In terms of work experience, the result reveals that office managers with less than 5 years of experience constitute the largest group, with 61 respondents or 33.3%. This is followed by those with 11-15 years of experience, representing 42 respondents or 23%. Office managers with 6-10 years of experience account for 40 respondents or 21.9%. Those with 16-20 years of experience

represent 22 respondents or 12%, while the most experienced group with above 20 years comprises 18 respondents or 9.8%. The distribution indicates a relatively young workforce in terms of experience, with over half (55.2%) having 10 years or less experience.

The religious distribution shows that Christianity is the predominant faith among the respondents, with 131 office managers or 71.6% identifying as Christians. Islamic faith followers constitute 51 respondents or 27.9% of the sample. Only 1 respondent, or 0.5% identified with other religious beliefs, while no respondent identified with traditional religion, despite this option being provided in the questionnaire.

## 4.2 Presentation of Data

### 4.2.1 Analysis of Research Questions

**Research Question 1:** What is the level of office managers' productivity in public Universities in Osun State, Nigeria?

**Table 4.3. Productivity Level of Office Managers in Public Universities in Osun State, Nigeria**

| Productivity Input                                                         | VH             | H             | L            | VL          | Mean<br>$\bar{X}$ |
|----------------------------------------------------------------------------|----------------|---------------|--------------|-------------|-------------------|
| I always have access to the necessary resources to start my tasks on time. | 77<br>(42.1%)  | 84<br>(45.9%) | 17<br>(9.3%) | 5<br>(2.7%) | 3.27              |
| I possess the skills required to effectively handle my office tasks.       | 117<br>(63.9%) | 60<br>(32.8%) | 6<br>(3.3%)  | -           | 3.61              |
| I am always well-prepared                                                  | 116            | 64            | 2            | 1           | 3.61              |

before beginning any assigned duty. (63.4%) (35%) (1.1%) (0.5%)

I usually receive sufficient support from my colleagues to begin my tasks promptly. 84 (45.9%) 76 (41.5%) 14 (7.7%) 9 (4.9%) 3.28

**Weighted Mean 3.44**

### Productivity Process

I make efficient use of time while carrying out my office tasks. 107 (58.5%) 72 (39.3%) 3 (1.6%) 1 (0.5%) 3.56

I organize my office tasks in a logical sequence. 84 (45.9%) 91 (49.7%) 4 (2.2%) 4 (2.2%) 3.39

I avoid distractions while executing office work. 106 (57.9%) 66 (36.1%) 6 (3.3%) 5 (2.7%) 3.49

I monitor my progress to ensure the timely completion of tasks. 94 (51.4%) 78 (42.6%) 9 (4.9%) 1 (0.5%) 3.45

**Weighted Mean 3.47**

### Productivity Output

I always complete my assigned office tasks within the expected timeframe. 99 (54.1%) 74 (40.4%) 9 (4.9%) 1 (0.5%) 3.48

I rarely miss deadlines for my official assignments. 75 (41%) 83 (45.4%) 12 (6.6%) 13 (7.1%) 3.20

I rarely leave tasks unfinished or 68 91 16 8 3.20

|                            |         |         |        |        |      |
|----------------------------|---------|---------|--------|--------|------|
| pending.                   | (37.2%) | (49.7%) | (8.7%) | (4.4%) |      |
| My completed work usually  | 116     | 59      | 3      | 5      | 3.56 |
| meets the required quality | (63.4%) | (32.2%) | (1.6%) | (2.7%) |      |
| standards.                 |         |         |        |        |      |

|                      |             |
|----------------------|-------------|
| <b>Weighted Mean</b> | <b>3.43</b> |
| <b>Grand Mean</b>    | <b>3.48</b> |

**Decision rule:** 1.00-1.74 = very low, 1.75-2.49 = low, 2.50 -3.24 = High, 3.25-4.00 = very high

**Source:** Field Work, 2025

The analysis of productivity levels among office managers in public universities in Osun State reveals a generally high level of productivity with a grand mean score of 3.48, which falls within the "very high" category according to the established decision rule (3.25-4.00 = very high). This indicates that office managers in these institutions demonstrate strong productivity across all measured dimensions. The productivity input dimension achieved a weighted mean of 3.44, indicating very high performance in this area. Office managers demonstrate exceptional competence in their foundational productivity requirements. The highest scoring item in this dimension was the possession of required skills to handle office tasks effectively, with a mean score of 3.61. This was closely followed by preparedness before beginning assigned duties, also scoring 3.61. These scores suggest that office managers are well-equipped with the necessary competencies and maintain high levels of readiness for their responsibilities. The comparison across the three productivity dimensions reveals that while all three achieve very high ratings, there are subtle differences in performance levels.

Productivity process (3.47) slightly outperforms both input (3.44) and output (3.43) dimensions. This suggests that office managers have developed strong work execution capabilities and methodologies, though their resource access and final output management could benefit from additional support and development. The consistently high scores across all dimensions indicate that public universities in Osun State have office managers who demonstrate strong professional competencies, effective work practices, and commitment to quality outcomes. However, the slight variations in scores point to specific areas where targeted interventions could further enhance overall productivity performance.

The analysis reveals that 63.9% of respondents indicated a very high extent of skill possession, while 32.8% reported a high extent, demonstrating that virtually all office managers feel confident about their technical capabilities. Similarly, 63.4% reported being very well-prepared for duties, with 35% indicating high preparation levels. Access to necessary resources scored 3.27, with 42.1% reporting very high access and 45.9% reporting high access, suggesting that while resource availability is generally good, there may be room for improvement in institutional support systems.

Colleague support received the lowest score in this dimension at 3.28, though still within the very high range. This suggests that while interpersonal support exists, it could be enhanced to further improve productivity input. The distribution shows 45.9% experiencing very high colleague support and 41.5% experiencing high support, indicating that most office managers receive adequate peer assistance.

The productivity process dimension recorded the highest weighted mean of 3.47, demonstrating that office managers excel in their work execution methods. Time management emerged as the strongest aspect, with a mean score of 3.56, where 58.5% of respondents reported very high efficiency in time utilization, and 39.3% reported high efficiency. This

indicates that office managers have developed effective time management strategies that contribute significantly to their overall productivity.

Distraction avoidance scored 3.49, with 57.9% maintaining very high focus levels and 36.1% maintaining high focus during work execution. This suggests that office managers have developed good concentration skills and work environment management capabilities. Progress monitoring achieved a score of 3.45, indicating that office managers actively track their work advancement to ensure timely completion.

Task organization scored 3.39, representing the lowest score in this dimension, though still very high. The distribution shows 45.9% organizing tasks to a very high extent and 49.7% to a high extent. This suggests that while most office managers employ logical sequencing in their work, there may be opportunities for improvement in systematic task arrangement methodologies. The productivity output dimension achieved a weighted mean of 3.43, indicating very high performance in delivering results. The quality of completed work scored highest at 3.56, with 63.4% consistently meeting quality standards to a very high extent and 32.2% to a high extent. This demonstrates that office managers prioritize work quality and maintain professional standards in their deliverables. Task completion within expected timeframes scored 3.48, showing that office managers generally meet their scheduled deadlines effectively. The data indicates 54.1% always complete tasks within timeframes to a very high extent, while 40.4% do so to a high extent.

However, the analysis reveals some challenges in specific output areas. Both deadline adherence and task completion without leaving work pending scored 3.20 each, which, while still high, represent areas where improvement could enhance overall productivity. For deadline adherence, 41% rarely miss deadlines to a very high extent, while 45.4% do so to a high extent. Notably, 13.7% of respondents indicated low to very low performance in this area, suggesting that deadline management requires attention for some office managers.

Similarly, for task completion without leaving work unfinished, 37.2% perform to a very high extent and 49.7% to a high extent. However, 13.1% indicated low to very low performance, suggesting that task prioritization and workload management strategies could be enhanced for optimal productivity.

**Research Question Two:** What is the level of work ethics of office managers in public Universities in Osun State, Nigeria?

**Table 4.4. Work Ethics Level of Office Managers in Public Universities in Osun State**

| S/N                         | Items                                                                                                  | VH             | H             | L           | VL          | $\bar{X}$ |
|-----------------------------|--------------------------------------------------------------------------------------------------------|----------------|---------------|-------------|-------------|-----------|
| <b>Duty Compliance</b>      |                                                                                                        |                |               |             |             |           |
| 1                           | I consistently follow my University's code of conduct.                                                 | 120<br>(65.6%) | 58<br>(31.7%) | 4<br>(2.2%) | 1<br>(0.5)  | 3.62      |
| 2                           | I always carry out my job responsibilities according to the University's standard operating procedure. | 125<br>(68.3%) | 53<br>(29%)   | 4<br>(2.2%) | 1<br>(0.5)  | 3.65      |
| 3                           | I always ensure that I fulfil my official duties even when they require extra effort.                  | 107<br>(58.5%) | 68<br>(37.2%) | 5<br>(2.7%) | 3<br>(1.6%) | 3.52      |
| 4                           | I always make sure that I complete all assigned duties without the need for follow-up reminders.       | 108<br>(59%)   | 68<br>(37.2%) | 2<br>(1.1%) | 5<br>(2.7%) | 3.52      |
| <b>Weighted Mean = 3.58</b> |                                                                                                        |                |               |             |             |           |

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| <b>Rule Integrity</b>       |                                                                                            |                |               |             |             |      |
|-----------------------------|--------------------------------------------------------------------------------------------|----------------|---------------|-------------|-------------|------|
| 5                           | I always avoid breaking University rules even when no one is watching.                     | 127<br>(69.4%) | 46<br>(25.1%) | 4<br>(2.2%) | 6<br>(3.3%) | 3.61 |
| 6                           | I always avoid taking shortcuts that compromise established standards.                     | 117<br>(63.9%) | 59<br>(32.2%) | 1<br>(0.5%) | 6<br>(3.3%) | 3.57 |
| 7                           | I respect all institutional protocols, even when they seem inconvenient.                   | 112<br>(61.2%) | 70<br>(38.3%) | 1<br>(0.5%) | -           | 3.61 |
| 8                           | I adhere strictly to laid-down procedures, even when alternative methods might be quicker. | 103<br>(56.3%) | 68<br>(37.2%) | 8<br>(4.4%) | 4<br>(2.2%) | 3.48 |
| <b>Weighted Mean = 3.61</b> |                                                                                            |                |               |             |             |      |

**Overall Average Mean = 3.57**

**Decision rule:** 1.00-1.74 = very low, 1.75-2.49 = low, 2.50 -3.24 = High, 3.25-4.00 = very high

**Source:** Field Survey Data, 2025

The analysis of work ethics among office managers in public universities in Osun State demonstrates exceptionally high ethical standards with an overall average mean of 3.57, which falls distinctly within the "very high" category according to the established decision rule (3.26-4.00 = very high). This finding indicates that office managers in these institutions

maintain strong moral and professional standards in their workplace conduct, demonstrating a commitment to ethical practices that support institutional integrity and effectiveness. The comparison between duty compliance (3.58) and rule integrity (3.61) reveals that office managers demonstrate slightly stronger performance in maintaining standards and procedures compared to basic duty fulfilment. This suggests that the ethical foundation of the workforce extends beyond mere job completion to encompass genuine commitment to institutional values and standards. The consistently high scores across both dimensions indicate that public universities in Osun State have successfully cultivated a work environment where ethical behaviour is valued, understood, and practised. The minimal variation between the two dimensions (0.03 difference) demonstrates balanced ethical development across different aspects of professional conduct.

The duty compliance dimension achieved a weighted mean of 3.58, reflecting very high adherence to institutional expectations and responsibilities. Office managers demonstrate remarkable commitment to fulfilling their professional obligations according to established standards and procedures. The highest performing aspect within this dimension was carrying out job responsibilities according to university standard operating procedures, which scored 3.65. This exceptional score indicates that 68.3% of office managers adhere to procedures to a very high extent, while 29% do so to a high extent, suggesting that institutional procedures are well understood and consistently implemented.

Consistent adherence to the university's code of conduct scored 3.62, with 65.6% of respondents following the code to a very high extent and 31.7% to a high extent. This demonstrates that office managers have internalized institutional values and maintain professional behaviour that aligns with university expectations. The minimal percentage of respondents indicating low adherence (2.7% combined for low and very low) suggests that ethical awareness and compliance are embedded in the organizational culture.

Both fulfilling official duties requiring extra effort and completing assigned duties without follow-up reminders achieved identical scores of 3.52. These scores reveal that office managers demonstrate initiative and self-direction in their roles. For duties requiring extra effort, 58.5% perform to a very high extent, while 37.2% perform to a high extent, indicating strong work commitment beyond basic requirements. Similarly, for task completion without reminders, 59% operate independently to a very high extent, while 37.2% do so to a high extent, reflecting professional maturity and accountability.

The rule integrity dimension recorded a slightly higher weighted mean of 3.61 compared to duty compliance, indicating that office managers excel particularly in maintaining institutional standards and procedures regardless of circumstances. This dimension measures the depth of ethical commitment by examining behaviour in situations where rule-breaking might be tempting or convenient.

Two items achieved the highest score of 3.61 within this dimension. First, avoiding rule-breaking even when unobserved demonstrates authentic ethical commitment, with 69.4% maintaining very high integrity and 25.1% maintaining high integrity when unsupervised. This indicates that office managers have internalized ethical standards rather than merely complying with external monitoring. Second, respecting institutional protocols despite inconvenience scored equally high, with 61.2% showing very high respect and 38.3% showing high respect for established procedures, demonstrating that office managers prioritize institutional requirements over personal convenience.

Avoiding shortcuts that compromise established standards scored 3.57, with 63.9% avoiding such shortcuts to a very high extent and 32.2% to a high extent. This reflects a commitment to quality and process integrity that supports institutional effectiveness and maintains professional standards. The low percentage of respondents indicating compromise of

standards (3.8% combined for low and very low) suggests that office managers understand the importance of maintaining procedural integrity.

The item with the lowest score in this dimension was strict adherence to procedures when alternative methods might be quicker, scoring 3.48. While still very high, this represents the most challenging aspect of rule integrity. The distribution shows 56.3% adhering strictly to procedures to a very high extent and 37.2% to a high extent. However, 6.6% indicated low to very low adherence, suggesting that some office managers may occasionally prioritize efficiency over procedural compliance. This finding indicates an area where additional emphasis on the importance of procedural adherence could strengthen overall ethical performance.

**Research Question Three:** What is the level of artificial intelligence usage of office managers in public Universities in Osun State, Nigeria?

**Table 4.5. Artificial Intelligence Usage Level of Office Managers in Public Universities in Osun State, Nigeria**

| S/N                         | Items                                                                                                                                    | VH            | H             | L             | VL          | X̄   |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|-------------|------|
| <b>Perceived Usefulness</b> |                                                                                                                                          |               |               |               |             |      |
| 1                           | I perceive that using AI tools<br>(e.g., Grammarly, ChatGPT,<br>MS Copilot) for drafting<br>official documents is useful<br>for my work. | 57<br>(31.1%) | 98<br>(53.6%) | 24<br>(13.1%) | 4<br>(2.2)  | 3.14 |
| 2                           | I believe that AI tools can<br>contribute positively to the<br>quality of my work output.                                                | 79<br>(43.2%) | 81<br>(44.3%) | 16<br>(8.7%)  | 7<br>(3.8%) | 3.27 |
| 3                           | I perceive that the use of AI                                                                                                            | 71            | 90            | 19            | 3           | 3.25 |

|   |                                                                         |         |         |         |        |      |
|---|-------------------------------------------------------------------------|---------|---------|---------|--------|------|
|   | tools enhance my ability to meet work deadlines.                        | (38.8%) | (49.2%) | (10.4%) | (1.6%) |      |
| 4 | I believe that AI tools help me handle high workloads more effectively. | 64      | 94      | 20      | 5      | 3.19 |
|   |                                                                         | (35%)   | (51.4%) | (10.9%) | (2.7%) |      |

**Average Duty Compliance = 3.21**

| <b>Perceived Ease of Use</b> |                                                                                       |         |         |         |        |      |
|------------------------------|---------------------------------------------------------------------------------------|---------|---------|---------|--------|------|
| 5                            | I perceive that AI tools are easy to learn for my office tasks.                       | 63      | 89      | 26      | 5      | 3.15 |
|                              |                                                                                       | (34.4%) | (48.6%) | (14.2%) | (2.7%) |      |
| 6                            | I find AI tools user-friendly for executing office tasks.                             | 65      | 91      | 24      | 3      | 3.19 |
|                              |                                                                                       | (35.5%) | (49.7%) | (13.1%) | (1.6%) |      |
| 7                            | I believe that AI tools are easy to integrate into my routine office work.            | 56      | 102     | 23      | 2      | 3.16 |
|                              |                                                                                       | (30.6%) | (55.7%) | (12.6%) | (1.1%) |      |
| 8                            | I perceive that using AI tools requires minimal effort to complete my official tasks. | 58      | 104     | 17      | 4      | 3.18 |
|                              |                                                                                       | (31.7%) | (56.8%) | (9.3%)  | (2.2%) |      |

**Average Rule Integrity = 3.19**

**Grand Mean = 3.20**

**Decision rule:** 1.00-1.74 = very low, 1.75-2.49 = low, 2.50 -3.24 = High, 3.25-4.00 = very high

**Source:** Field Survey Data, 2025

The analysis of artificial intelligence usage among office managers in public universities in Osun State reveals a moderate to high level of AI adoption and acceptance, with a grand

mean of 3.20, the AI usage level falls within the "high" category according to the established decision rule ( $2.51-3.25 = \text{high}$ ), indicating that office managers demonstrate positive attitudes toward AI technology and recognize its potential benefits for their work activities. The comparison between perceived usefulness (3.21) and perceived ease of use (3.19) reveals that office managers slightly favour the benefits of AI over its accessibility, though both dimensions scored very similarly. This minimal difference (0.02) suggests that office managers have balanced perceptions of AI technology, recognizing both its potential benefits and its practical usability. The close alignment between these dimensions is positive for AI adoption, as it suggests that perceived barriers to use do not significantly outweigh perceived benefits.

The perceived usefulness dimension achieved an average mean of 3.21, which falls within the "high" category, demonstrating that office managers generally recognize the value and benefits that AI tools can provide for their professional activities. The highest scoring aspect within this dimension was the belief that AI tools can contribute positively to work output quality, scoring 3.27. This indicates that 43.2% of office managers believe AI enhances their work quality to a very high extent, while 44.3% believe so to a high extent. This finding suggests that office managers understand the potential of AI technology to improve the standard and effectiveness of their deliverables.

The perception that AI tools enhance deadline management capabilities scored 3.25, with 38.8% indicating very high enhancement and 49.2% indicating high enhancement. This demonstrates recognition that AI tools can improve time management and workflow efficiency, which is particularly relevant given the demanding nature of administrative work in university settings. The positive response suggests that office managers appreciate how AI can streamline processes and reduce the time required for routine tasks.

Belief in AI tools' effectiveness for handling high workloads scored 3.19, showing that office managers recognize AI's potential to manage increased work demands. The distribution indicates 35% find AI very highly effective and 51.4% find it highly effective for workload management. This recognition is particularly significant in university environments where administrative workloads can fluctuate significantly during different academic periods.

The lowest scoring item in this dimension was the usefulness of AI tools for drafting official documents, which scored 3.14. While still within the high range, this represents a more cautious perspective on AI's role in formal document creation. The distribution shows 31.1% perceiving very high usefulness and 53.6% perceiving high usefulness, but 15.3% indicated low to very low usefulness. This suggests some reservations about AI's appropriateness for formal institutional communications, possibly reflecting concerns about accuracy, appropriateness, or institutional policies regarding AI-generated content.

The perceived ease of use dimension recorded an average mean of 3.19, indicating that office managers generally find AI tools accessible and manageable for their work requirements. The scores within this dimension are remarkably consistent, ranging from 3.15 to 3.19, suggesting uniform perceptions about AI tool usability across different aspects of implementation and operation. User-friendliness of AI tools for office tasks scored highest at 3.19, with 35.5% finding AI tools very highly user-friendly and 49.7% finding them highly user-friendly. This positive perception suggests that current AI interfaces and designs are meeting user expectations for accessibility and intuitive operation. The minimal percentage indicating low user-friendliness (14.7% combined) demonstrates that most office managers feel comfortable with AI tool interfaces.

The perception that AI tools require minimal effort for task completion scored 3.18, indicating that office managers appreciate the efficiency gains possible through AI adoption. With 31.7% indicating very high ease and 56.8% indicating high ease, this suggests that AI

tools are seen as effort-reducing rather than effort-increasing technologies. This perception is crucial for adoption, as tools perceived as creating additional work burden are less likely to be embraced.

Integration of AI tools into routine office work scored 3.16, showing that office managers believe AI can be smoothly incorporated into existing workflows. The distribution indicates 30.6% find integration very highly feasible and 55.7% find it highly feasible. However, 13.7% indicated challenges with integration, suggesting that some office managers may need additional support or training to effectively incorporate AI tools into their established work routines.

The ease of learning AI tools for office tasks scored 3.15, representing the lowest score in this dimension though still high. This indicates that while office managers generally find AI tools learnable, there may be some initial learning curve challenges. The distribution shows 34.4% find AI tools very easy to learn and 48.6% find them very easy to learn, but 16.9% indicated learning difficulties. This suggests the need for adequate training and support programs to facilitate AI adoption.

#### 4.2.2 Analysis of Hypotheses

**Hypothesis One:** There will be no significant influence of work ethics on office managers' productivity in public Universities in Osun State, Nigeria.

**Table 4.6a-c: Influence of work ethics on office managers' productivity in public Universities in Osun State, Nigeria.**

| Model Summary |   |          |                 |   |                            |
|---------------|---|----------|-----------------|---|----------------------------|
| Model         | R | R Square | Adjusted Square | R | Std. Error of the Estimate |

|   |       |       |       |         |
|---|-------|-------|-------|---------|
| 1 | .715a | 0.512 | 0.509 | 3.45057 |
|---|-------|-------|-------|---------|

**a Predictors: (Constant), Work\_Ethics**

#### ANOVA<sup>a</sup>

|       |            | Sum      | of  | Mean     |         |       |
|-------|------------|----------|-----|----------|---------|-------|
| Model |            | Squares  | df  | Square   | F       | Sig.  |
| 1     | Regression | 2256.753 | 1   | 2256.753 | 189.541 | .000b |
|       | Residual   | 2155.061 | 181 | 11.906   |         |       |
|       | Total      | 4411.814 | 182 |          |         |       |

a Dependent Variable: Productivity

b Predictors: (Constant), Work\_Ethics

#### Coefficients<sup>a</sup>

| Model |             | Unstandardized |            | Standardized | t      | Sig.  |
|-------|-------------|----------------|------------|--------------|--------|-------|
|       |             | Coefficients   |            | Coefficients |        |       |
|       |             | B              | Std. Error | Beta         |        |       |
| 1     | (Constant)  | 10.906         | 2.209      |              | 4.938  | 0.000 |
|       | Work_Ethics | 1.057          | 0.077      | 0.715        | 13.767 | 0.000 |

**a Dependent Variable: Productivity**

**Source:** Field Survey Data, 2025

A simple linear regression was conducted to test the hypothesis that there will be no significant influence of work ethics on office managers' productivity in public universities in Osun State, Nigeria. The regression analysis revealed a statistically significant relationship between work ethics and productivity,  $F(1, 181) = 189.541$ ,  $p < .005$ . Work ethics

significantly predicted productivity levels among office managers, accounting for 51.2% of the variance in productivity scores ( $R^2 = .512$ ). The correlation between work ethics and productivity was strong and positive ( $r = .715$ ).

The regression equation was:  $\text{Productivity} = 10.906 + 1.057(\text{Work Ethics})$ . This indicates that for each one-unit increase in work ethics, productivity increases by 1.057 units. The standardized coefficient ( $\beta = .715$ ,  $p < .005$ ) demonstrates a large effect size, indicating that work ethics has substantial practical significance in predicting productivity. More specifically, the results indicate that office managers with higher levels of work ethics demonstrate significantly higher productivity levels. The strong positive relationship ( $r = .715$ ) suggests that work ethic is a major determinant of workplace productivity in this context. The large effect size ( $\beta = .715$ ) indicates that this relationship is not only statistically significant but also practically meaningful for organizational management. Based on these results, the null hypothesis ( $H_{01}$ ) was rejected. There is a significant positive influence of work ethics on office managers' productivity in public universities in Osun State, Nigeria.

**Hypothesis Two:** There will be no significant influence of AI usage on office managers' productivity in public Universities in Osun State, Nigeria.

**Table 4.7a-c: Influence of AI usage on office managers' productivity in public Universities in Osun State, Nigeria.**

**Model Summary**

| Model | R     | R Square | Adjusted R | Std. Error of the |
|-------|-------|----------|------------|-------------------|
|       |       |          | Square     | Estimate          |
| 1     | .382a | 0.146    | 0.142      | 4.56183           |

a Predictors: (Constant), Artificial\_Intelligence\_Usage

**Source: Field Survey Data, 2025**

| ANOVA <sup>a</sup> |            |                |     |             |        |       |
|--------------------|------------|----------------|-----|-------------|--------|-------|
| Model              |            | Sum of Squares | df  | Mean Square | F      | Sig.  |
| 1                  | Regression | 645.147        | 1   | 645.147     | 31.001 | .000b |
|                    | Residual   | 3766.667       | 181 | 20.81       |        |       |
|                    | Total      | 4411.814       | 182 |             |        |       |

**a Dependent Variable: Productivity**

**b Predictors: (Constant), Artificial\_Intelligence\_Usage**

| Coefficients <sup>a</sup> |            |                             |            |                           |        |       |
|---------------------------|------------|-----------------------------|------------|---------------------------|--------|-------|
| Model                     |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  |
|                           |            | B                           | Std. Error | Beta                      |        |       |
| 1                         | (Constant) | 30.627                      | 1.913      |                           | 16.013 | 0.000 |
|                           | AI Usage   | 0.411                       | 0.074      | 0.382                     | 5.568  | 0.000 |

**a Dependent Variable: Productivity**

**Source:** Field Survey Data, 2025

A simple linear regression was conducted to test the hypothesis that there will be no significant influence of AI usage on office managers' productivity in public universities in Osun State, Nigeria. The regression analysis revealed a statistically significant relationship between AI usage and productivity,  $F(1, 181) = 31.001$ ,  $p < .005$ . AI usage significantly predicted productivity levels among office managers, accounting for 14.6% of the variance in productivity scores ( $R^2 = .146$ , adjusted  $R^2 = .142$ ). This demonstrates that AI usage accounts for approximately 14.6% of the differences in productivity levels among office managers. The correlation between AI usage and productivity was moderate and positive ( $r = .382$ ).

The regression equation was:  $\text{Productivity} = 30.627 + 0.411(\text{AI Usage})$ . This indicates that for each one-unit increase in AI usage, productivity increases by 0.411 units. The standardized coefficient ( $\beta = .382$ ,  $p < 0.05$ ) demonstrates a medium effect size, indicating that AI usage has moderate practical significance in predicting productivity. Based on these results, the null hypothesis ( $H_{02}$ ) was rejected. There is a significant positive influence of AI usage on office managers' productivity in public universities in Osun State, Nigeria.

**Hypothesis Three:** There is no significant combined influence of work ethics and AI usage on office managers' productivity in public Universities in Osun State, Nigeria.

**Table 4.8a-c: Combined Influence of work ethics and AI usage on office managers' productivity in public Universities in Osun State, Nigeria.**

| Model Summary                                                        |            |                |                 |             |                            |       |
|----------------------------------------------------------------------|------------|----------------|-----------------|-------------|----------------------------|-------|
| Model                                                                | R          | R Square       | Adjusted Square | R           | Std. Error of the Estimate |       |
| 1                                                                    | .734a      | 0.539          | 0.534           |             | 3.35998                    |       |
| a Predictors: (Constant), Artificial_Intelligence_Usage, Work_Ethics |            |                |                 |             |                            |       |
| Source: Field Survey Data, 2025                                      |            |                |                 |             |                            |       |
| ANOVAa                                                               |            |                |                 |             |                            |       |
| Model                                                                |            | Sum of Squares | df              | Mean Square | F                          | Sig.  |
| 1                                                                    | Regression | 2379.706       | 2               | 1189.853    | 105.395                    | .000b |
|                                                                      | Residual   | 2032.109       | 180             | 11.289      |                            |       |
|                                                                      | Total      | 4411.814       | 182             |             |                            |       |
| a Dependent Variable: Productivity                                   |            |                |                 |             |                            |       |

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**b Predictors: (Constant), Artificial\_Intelligence\_Usage, Work\_Ethics**

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**Source: Field Survey Data, 2025**

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**Coefficients<sup>a</sup>**

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| Model |             | Unstandardized |            | Standardized | t      | Sig.  |
|-------|-------------|----------------|------------|--------------|--------|-------|
|       |             | Coefficients   |            | Coefficients |        |       |
|       |             | B              | Std. Error | Beta         |        |       |
|       |             |                |            |              |        |       |
| 1     | (Constant)  | 8.411          | 2.28       |              | 3.69   | 0.000 |
|       | Work Ethics | 0.976          | 0.079      | 0.66         | 12.395 | 0.000 |
|       | AI Usage    | 0.189          | 0.057      | 0.176        | 3.3    | 0.001 |

**a Dependent Variable: Productivity**

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**Source: Field Survey Data, 2025**

A multiple linear regression was conducted to test the hypothesis that there is no significant combined influence of work ethics and AI usage on office managers' productivity in public universities in Osun State, Nigeria. The multiple regression analysis revealed a statistically significant combined influence of work ethics and AI usage on productivity,  $F(2, 180) = 105.395$ ,  $p < .005$ . Together, work ethics and AI usage significantly predicted productivity levels among office managers, accounting for 53.9% of the variance in productivity scores ( $R^2 = .539$ , adjusted  $R^2 = .534$ ). The findings demonstrate that work ethics and AI usage together provide a stronger prediction of productivity than either variable alone. The combined model explains 53.9% of the variance in productivity. The multiple correlation coefficient was strong ( $R = .734$ ).

The regression equation was:  $\text{Productivity} = 8.411 + 0.976(\text{Work Ethics}) + 0.189(\text{AI Usage})$ .

This indicates that productivity increases by 0.976 units for each one-unit increase in work

ethics and by 0.189 units for each one-unit increase in AI usage, when both predictors are included in the model. Individual predictor analysis showed that both variables made significant unique contributions to the prediction of productivity. Work ethics ( $\beta = .660$ ,  $p < .005$ ), and AI usage ( $\beta = .176$ ,  $p = .005$ ). The standardized coefficients reveal that work ethics ( $\beta = .660$ ) has a much stronger individual contribution to productivity than AI usage ( $\beta = .176$ ) within the combined model. This suggests that while both factors are important, work ethics remains the dominant predictor of productivity outcomes. The significant combined effect indicates that organizations benefit most from addressing both ethical standards and technology adoption simultaneously. The model suggests that high work ethics, combined with effective AI usage, create optimal conditions for productivity enhancement. Based on these results, the null hypothesis ( $H_{03}$ ) was rejected. There is a significant combined influence of work ethics and AI usage on office managers' productivity in public universities in Osun State, Nigeria.

#### **4.3 Discussion of Findings**

The title of the study was Work Ethics, Artificial Intelligence Usage, and Office Managers' Productivity in Public Universities, Osun State, Nigeria. For the first research question, which examined the level of productivity of office managers in the selected public universities, the study found a very high level of productivity, as indicated by the grand mean of 3.48. The findings demonstrated that office managers possessed strong productivity inputs such as necessary skills (mean = 3.61), adequate preparedness (3.61), and reasonable access to needed resources (3.27). The productivity process dimension also recorded very high performance, reflected in effective time management (3.56), avoidance of distractions (3.49), and systematic performance monitoring (3.45). Similarly, the productivity output dimension showed that office managers consistently produced quality work (3.56) and completed tasks within expected timeframes (3.48). These results suggest that office managers in public

universities exhibit strong professional competence, efficiency, and commitment to high-quality outcomes.

This aligns with the Input-Process-Output (IPO) model, which posits that organizational performance is the product of quality inputs, well-managed internal processes, and effective outputs. The high scores across all three dimensions affirm that office managers possess adequate personal resources (inputs), utilize efficient work methods (processes), and achieve desirable work results (outputs). Similar findings have been reported in previous studies on administrative performance in higher institutions, where strong job preparedness, structured work routines, and effective task execution were found to enhance productivity. The slight variation in scores, such as lower means in deadline adherence and avoidance of pending tasks, indicates areas where workload management and time allocation could be strengthened, although overall productivity remains high. These findings reinforce the importance of institutional support for administrative staff to sustain and further enhance productivity outcomes.

For the second research question, which examined the level of work ethics among office managers, the study revealed very high ethical standards with an overall mean of 3.57. Respondents reported consistently high adherence to codes of conduct (3.62), compliance with standard operating procedures (3.65), fulfilment of duties requiring extra effort (3.52), and completion of tasks without reminders (3.52). In addition, office managers demonstrated strong rule integrity, avoiding rule-breaking even without supervision (3.61), rejecting shortcuts that compromise standards (3.57), and respecting institutional protocols irrespective of convenience (3.61). These outcomes indicate that office managers uphold strong professional and moral standards in their roles, maintaining both procedural discipline and personal integrity.

The findings are consistent with Deontological Ethics Theory, which argues that individuals act ethically when they follow established rules, principles, and duties regardless of personal convenience or external pressures. The very high levels of rule adherence observed in the study suggest that office managers value ethical consistency and procedural correctness as moral obligations, not merely as institutional requirements. Similar patterns have been noted in existing literature on administrative ethics in higher education institutions, where ethical behaviour has been shown to enhance trust, accountability, and organizational effectiveness. The slight decline observed in strict adherence when quicker alternatives appear available (mean = 3.48) may reflect natural tensions between efficiency and procedural rigidity. Nonetheless, the overall findings confirm that work ethics remain deeply embedded in the professional conduct of office managers, forming an essential foundation for effective administrative functioning.

For the third research question, which explored the level of artificial intelligence usage among office managers, the study found a high level of AI adoption, with a grand mean of 3.20. Respondents perceived AI tools as useful for enhancing work quality (3.27), meeting deadlines (3.25), handling heavy workloads (3.19), and drafting official documents (3.14). They also rated AI tools as moderately easy to use, user-friendly (3.19), and relatively easy to integrate into routine tasks (3.16). These findings indicate that office managers have a positive outlook on AI and recognize its potential to improve efficiency in administrative work. The close alignment between perceived usefulness (3.21) and perceived ease of use (3.19) suggests that office managers find AI both practically valuable and reasonably accessible.

These outcomes closely align with the Technology Acceptance Model (TAM), which identifies perceived usefulness and perceived ease of use as the primary determinants of technology adoption. The relatively high scores in these dimensions imply that office

managers are more likely to continue using AI tools and integrate them deeper into their workflow. However, the moderate scores for learning AI tools (3.15) and drafting official documents suggest that some office managers may still require additional training, support, or guidance to navigate AI tools confidently, especially in formal communication tasks. Previous studies in Nigerian universities have similarly reported that while administrative staff appreciate the usefulness of digital tools, skill gaps and institutional constraints sometimes limit the full realization of AI benefits. Nonetheless, the overall high AI usage suggests a growing openness to technological transformation within university administrative settings.

The first regression analysis showed that work ethics significantly predicted the productivity of office managers ( $\beta = .715$ ,  $p < .001$ ), explaining 51.2% of the variance. This demonstrates that office managers who exhibit strong ethical standards tend to be more productive. The strength of this relationship is substantial, indicating that ethical behaviour, such as discipline, rule adherence, and duty fulfilment, plays a critical role in driving workplace output. This aligns with Deontological Ethics Theory, which posits that ethical commitment fosters responsibility and consistency, ultimately improving work outcomes. Empirical studies have similarly shown that employees with strong ethical values demonstrate better punctuality, fewer errors, higher accuracy, and stronger task completion rates. The high predictive power of work ethics in this study confirms that ethical commitment remains a central driver of productivity in administrative environments.

The second regression analysis revealed that AI usage also had a significant positive effect on productivity ( $\beta = .382$ ,  $p < .001$ ), accounting for 14.6% of the variance. Although the effect was weaker than that of work ethics, AI usage still contributed meaningfully to productivity outcomes. This suggests that AI tools enhance task efficiency, reduce workload burden, and support timely completion of duties. Consistent with the Technology Acceptance Model, the

positive influence of AI usage reflects the role of perceived usefulness and ease of use in determining the performance impact of technology adoption. Studies on digital transformation in administrative settings have indicated that AI tools improve document preparation, scheduling, communication, and decision support, thereby increasing productivity. The moderate effect size in this study indicates that while AI is beneficial, its impact may be moderated by factors such as training, access to digital infrastructure, or institutional readiness.

The multiple regression analysis showed that work ethics and AI usage together significantly predicted productivity ( $R^2 = .539$ ), with work ethics ( $\beta = .660$ ) exerting a much stronger effect than AI usage ( $\beta = .176$ ). This combined influence indicates that office managers achieve the highest productivity when they possess both strong ethical values and the ability to use AI tools effectively. The findings suggest that ethical reliability forms the foundation for consistent task performance, while AI tools function as enhancers of efficiency and work quality. This dual influence mirrors principles from modern productivity models, which argue that human behavioural attributes and technological capabilities must interact to produce optimal workplace outcomes. Empirical research supports this view, noting that technology enhances performance most effectively when used by disciplined, motivated, and ethically committed employees. The dominance of work ethics in the combined model indicates that while technology is valuable, human moral conduct remains the core determinant of productivity in office managers' administrative roles.

In summary, the study found very high levels of productivity and work ethics, alongside high levels of AI usage among office managers in public universities in Osun State. Work ethics emerged as the strongest predictor of productivity, followed by AI usage, while the combination of both accounted for over half of the variation in productivity levels. These

findings highlight the importance of fostering strong ethical cultures and supporting digital adoption initiatives to enhance administrative effectiveness in higher education institutions.

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## **Chapter Five**

### **Summary, Conclusion and Recommendations**

This chapter provides an overview of the study based on the objectives, research questions, and hypotheses. It presents the summary of findings, conclusions drawn from the study, recommendations for practice, contributions to knowledge, and directions for future research.

#### **5.1 Summary of Findings**

The study titled “Work Ethics, Artificial Intelligence Usage and Productivity of Office Managers in Public Universities in Osun State, Nigeria” was designed to assess the influence of work ethics and AI usage on the productivity of office managers. Based on the objectives of the study, research questions raised, hypotheses formulated as well as the data collected and analyzed descriptively and inferentially, the following are the findings of the study:

First, the study found that office managers in public universities in Osun State generally demonstrate very high levels of productivity.

Second, the study revealed that office managers in public Universities in Osun State, Nigeria show very high adherence to work ethics, particularly through duty compliance and rule integrity.

Third, the study found that AI usage among office managers in public Universities in Osun State, Nigeria is high. They recognize the usefulness of AI tools in enhancing task performance and perceive them as reasonably easy to use.

Fourth, the study established that work ethics significantly and positively influence productivity among office managers in public Universities in Osun State, Nigeria.

Fifth, the study found that AI usage also exerts a positive influence on productivity, though to a lesser extent compared to work ethics among office managers in public Universities in Osun State, Nigeria.

Finally, the study confirmed that the combined influence of work ethics and AI usage as positive and significant predictors of productivity among office managers in public Universities in Osun State, Nigeria.

## **5.2 Conclusion**

This study examined the influence of work ethics and AI usage on the productivity of office managers in public Universities in Osun state, Nigeria. This study concludes that the productivity of office managers in public universities in Osun State is sustained at a very high level, largely because of their strong adherence to work ethics. Duty compliance and rule integrity remain central to ensuring efficiency, reliability, and accountability in office management roles. These ethical values form the backbone of their professional conduct, ensuring that tasks are performed responsibly and in alignment with institutional expectations. The study concludes that, although artificial intelligence tools usage add value by enhancing efficiency and reducing the effort required to perform tasks, their influence alone is supplementary compared to the stronger foundation provided by work ethics.

Additionally, the study confirmed that the combined influence of work ethics and AI usage significantly enhances productivity. This suggests that work ethics and usage of technological tools such as AI are not competing factors but complementary forces. A work culture rooted in discipline, responsibility, and respect for institutional rules provides the moral foundation upon which AI tools can be used effectively. Productivity is therefore maximized when ethical conduct and technological adoption coexist. This conclusion emphasizes that sustainable administrative productivity in public Universities cannot be achieved by technology alone but must rest on a solid base of ethical responsibility.

In light of these insights, this study affirms that the most productive office managers are those who combine ethical strength with effective utilization of AI tools. This has significant implications for universities that aim to improve administrative efficiency and competitiveness in an increasingly digital environment.

### **5.3 Recommendations**

Based on the findings of this study, the following recommendations are made:

1. University management should sustain and reinforce ethical practices among office managers by embedding ethics into training, continuous orientation, and monitoring systems.
2. Public Universities should make deliberate efforts should be made to promote the adoption and effective use of artificial intelligence tools in office management.
3. Public University managements should provide regular training and workshops to enhance office managers' competence in adopting and applying AI tools in their daily duties.
4. Public Universities should recognize that neither ethics nor technology alone is sufficient to maximize productivity. A balanced approach that promotes strong ethical values alongside technological innovation is necessary. Institutions should therefore create a supportive environment where ethical adherence and digital adoption are equally prioritized, ensuring that productivity is sustained across all dimensions of input, process, and output.
5. Furthermore, policies should be developed to balance ethical compliance with technological integration, ensuring that both are recognized as key drivers of productivity.

6. Productivity support systems should be strengthened through improved inputs (resources, staff collaboration), streamlined processes (workflow management), and recognition of outputs (timely task completion and performance rewards).

#### **5.4 Contribution to Knowledge**

This study makes notable contributions to knowledge at the conceptual, empirical, and theoretical levels. Conceptually, it expands the application of the Input–Process–Output (IPO) model by integrating it with ethical and technological determinants of productivity. By operationalizing productivity through IPO constructs, the study provides a structured framework for understanding how inputs, processes, and outputs are shaped by work ethics and AI usage in the context of office managers productivity in public Universities.

Empirically, the study offers fresh evidence from Nigerian public universities that work ethics is a stronger determinant of productivity than AI usage. While AI tools contribute positively, their role is largely supportive of ethical discipline. This provides localized insights that enrich the broader literature, much of which has been dominated by Western and corporate contexts. The findings confirm that productivity among office managers is best achieved when ethical conduct and technological adoption work together, providing a model that can be applied in similar institutional contexts.

Theoretically, the study advances the application of Deontological Ethics Theory by demonstrating that constructs such as duty compliance and rule integrity can be measured and linked directly to productivity outcomes. It also applies the Technology Acceptance Model (TAM) to administrative functions, showing that perceived usefulness and perceived ease of use are relevant determinants of productivity in public Universities management. By bridging ethical theory, technology adoption, and productivity models, the study contributes a

multidimensional framework that enriches the understanding of productivity in administrative settings.

### **5.5 Suggested Areas for further Research**

These suggestions were made for further researches:

1. Future studies could replicate this research in private universities and in other regions of Nigeria to test the generalizability of the findings.
2. Longitudinal studies could be carried out to examine how productivity changes over time with the increasing adoption of AI tools.
3. Qualitative approaches such as interviews and focus groups could be used to explore in-depth how office managers balance ethics with technology in daily practice.
4. Additional mediating factors, such as organizational culture, leadership style, and institutional policies, could be investigated in relation to productivity.
5. Comparative studies across faculties or administrative units could be conducted to identify variations in productivity, as office managers' roles may differ depending on their context.

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## Appendix I

### Research Instrument (Questionnaire)

Lead City University, Ibadan, Oyo State

Faculty of Communication and Information Science

Department of Office and Information Management

Dear Respondent,

I am a M.Sc. student in the above-named Institution researching the title: **“Work Ethics, Artificial Intelligence Usage and Office Managers' Productivity in Public Universities, Osun State, Nigeria”**. Kindly contribute by filling out this questionnaire with your knowledge and experiences. Please be assured that the information you provide will be treated with the utmost confidentiality and will be strictly used for research. Thank you!

Researcher.

#### Section A: Personal Data

**Instruction:** In all the sections, please fill or tick (✓) as appropriate for each item.

1. Name of University: ..... Campus Location.....
2. Highest Educational Qualification: a. ND ( ) b. HND ( ) c. BSc. ( ) d. MSc ( ) e. Mphil ( ) f. PhD ( )
3. Age: a. 20-30 years ( ) b. 31-40 years ( ) c. 41-50 years ( ) d. 51-60 years ( ) e. 61 years and above ( )
4. Gender: a. Male ( ) b. Female ( )
5. Year of Work experience: a. below 5years ( ) b. 6-10 ( ) c. 11-15 ( ) d. 16-20 ( ) e. above 20 years ( )
6. Religion: a. Christianity ( ) b. Islam ( ) c. Traditional ( ) d. others ( )

#### Section B: Productivity

**Instruction:** Please, tick (✓) the appropriate column

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

|   | To what extent do you agree to the following statements?                   | VH | H | L | VL |
|---|----------------------------------------------------------------------------|----|---|---|----|
|   | <b>Productivity Input</b>                                                  |    |   |   |    |
| 1 | I always have access to the necessary resources to start my tasks on time. |    |   |   |    |
| 2 | I possess the skills required to effectively handle my office tasks.       |    |   |   |    |
| 3 | I am always well-prepared before beginning any assigned duty.              |    |   |   |    |
| 4 | I usually receive sufficient supports from my colleagues                   |    |   |   |    |

|    |                                                                           |  |  |  |  |
|----|---------------------------------------------------------------------------|--|--|--|--|
|    | to begin my tasks promptly.                                               |  |  |  |  |
|    | <b>Productivity Process</b>                                               |  |  |  |  |
| 5  | I make efficient use of time while carrying out my office tasks.          |  |  |  |  |
| 6  | I organize my office tasks in a logical sequence.                         |  |  |  |  |
| 7  | I avoid distractions while executing office work.                         |  |  |  |  |
| 8  | I monitor my progress to ensure timely completion of tasks.               |  |  |  |  |
|    | <b>Productivity Output</b>                                                |  |  |  |  |
| 9  | I always complete my assigned office tasks within the expected timeframe. |  |  |  |  |
| 10 | I rarely miss deadlines for my official assignments.                      |  |  |  |  |
| 11 | I rarely leave tasks unfinished or pending.                               |  |  |  |  |
| 12 | My completed work usually meets the required quality standards.           |  |  |  |  |

### Section C: Work Ethics

**Instruction:** Please, tick (✓) the appropriate column

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

|    | To what extent do you agree to the following statements?                                               | VH | H | L | VL |
|----|--------------------------------------------------------------------------------------------------------|----|---|---|----|
|    | <b>Duty Compliance</b>                                                                                 |    |   |   |    |
| 13 | I consistently follow my University's code of conduct.                                                 |    |   |   |    |
| 14 | I always carry out my job responsibilities according to the University's standard operating procedure. |    |   |   |    |
| 15 | I always ensure that I fulfill my official duties even when they require extra effort.                 |    |   |   |    |
| 16 | I always make sure that I complete all assigned duties without the need for follow-up reminders.       |    |   |   |    |
|    | <b>Rule Integrity</b>                                                                                  |    |   |   |    |
| 17 | I always avoid breaking University rules even when no one is watching.                                 |    |   |   |    |
| 18 | I always avoid taking shortcuts that compromise established standards.                                 |    |   |   |    |
| 19 | I respect all institutional protocols, even when they seem inconvenient.                               |    |   |   |    |
| 20 | I adhere strictly to laid-down procedures, even when alternative methods might be quicker.             |    |   |   |    |

### Section D: Artificial Intelligence Usage

**Instruction:** Please, tick (✓) the appropriate column

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

|    | To what extent do you agree to the following statements?                                                                     | VH | H | L | VL |
|----|------------------------------------------------------------------------------------------------------------------------------|----|---|---|----|
|    | <b>Perceived Usefulness</b>                                                                                                  |    |   |   |    |
| 21 | I perceive that using AI tools (e.g., Grammarly, ChatGPT, MS Copilot) for drafting official documents is useful for my work. |    |   |   |    |
| 22 | I believe that AI tools can contribute positively to the quality of my work output.                                          |    |   |   |    |
| 23 | I perceive that the use of AI tools enhance my ability to meet work deadlines.                                               |    |   |   |    |
| 24 | I believe that AI tools help me handle high workloads more effectively.                                                      |    |   |   |    |
|    | <b>Perceived Ease of Use</b>                                                                                                 |    |   |   |    |
| 25 | I perceive that AI tools are easy to learn for my office tasks.                                                              |    |   |   |    |
| 26 | I find AI tools user-friendly for executing office tasks.                                                                    |    |   |   |    |
| 27 | I believe that AI tools are easy to integrate into my routine office work.                                                   |    |   |   |    |
| 28 | I perceive that using AI tools requires minimal effort to complete my official tasks.                                        |    |   |   |    |

## Appendix II

### Biodata

#### A. Personal Data

1. **Full Name:** Mary Oluwafunmilayo OLOWOOKERE
2. **Address:** Block 7A, Federal Housing Estate, Ogo-Oluwa, Onward Area, Osogbo, Osun State. Nigeria.
3. **Date and Place of Birth:** March 17<sup>th</sup> 1991, Gusau, Zamfara State.
4. **Nationality:** Nigerian
5. **Name and Address of Next of Kin:** Dr. T. A. Olowookere, Department of Computer Science, Redeemer's University, Ede, Osun State, Nigeria.
6. **Phone:** 08064446287
7. **Email:** olowookeremaryoluwafunmilayo@gmail.com

#### B. Educational Background

##### Educational Institutions Attended with Dates and Qualifications

1. Lead City University Ibadan, Oyo State (M.Sc., Office and Information Management) (In View, 2025)
2. Lead City University Ibadan, Oyo State B.Sc. (Hons), Office and Information Management (Second Class Upper Division). (2020 – 2022)
3. The Federal Polytechnic Kaura Namoda, Zamfara state. Higher National Diploma, Office Technology and Management (Upper Credit). (2014 – 2016)
4. The Federal Polytechnic Kaura Namoda, Zamfara State. National Diploma, Office Technology and Management (Upper Credit). (2009 – 2011)
5. Government Girls Day Secondary School, Sarkin Kudu. West African Senior School Certificate. (2002 – 2008)
6. Fatima Nursery/Primary School, Gusau Zamfara State. Primary School Leaving Certificate. (1996 – 2001)

#### C. Work Experience with Date

1. Female Hall Porter, Redeemer's University, Ede. (2025 – Till Date)
2. Manager (Self Employed), ToluwaseFunmi Farms, Osogbo. (2020 – Till Date)
3. Organizing Secretary, Women-In-Research Workshop, Osogbo & Virtual. (2024)
4. N-Teach Teacher, All Souls Anglican Grammar School, Ado-Ekiti. (2018 – 2019)

5. NYSC Teacher, SUBEB Model Nursery/Primary School, Ado-Ekiti. (2016 – 2017)
6. Cashier, Guarantee Trust Bank, No 1, Sani Abacha Road, Gusau. (2012 – 2013)

D. **Awards and Fellowships** Nil

E. **Membership of Fellowship** Nil

F. **Publications:**

G. **Major Conferences Attended with Dates**

**Conference Attended:**

- i. Mary Oluwafunmilayo Olowookere, Adebimpe Sakirat Akande, L. A. Awobenu, 2024. Investigating ICT Usage and Operational Performance of Office Managers at the Federal Radio Corporation of Nigeria, Ibadan and Its Sub-Station. *Lead City University FESTSCHRIFT in Honour of Prof. Eseza A. Erwat*

**Workshop Attended:**

- i. Postgraduate Training on Artificial Intelligence, Research and Grant Writing; International Conference Centre, Lead City University, Ibadan. 9th November, 2024.
- ii. Digital Marketing Training program, Alatria Hotel, Osogbo, July, 2024.

H. **References**

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.....  
**Signature**

.....  
**Date**

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