

Workplace Democracy, Professional Development and Administrative Effectiveness of
Office Managers in Public Universities, Osun State, Nigeria

Comfort Iyabo ADELEKE
LCU/PG/005240
07036138984
comfortadeleke11@gmail.com

Supervisor
Prof. Esaza Akiror ERWAT
08037278848
erwat eseza@lcu.edu.ng

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Certification

This is to certify that this thesis was carried out by Comfort Iyabo ADELEKE with Matriculation Number **LCU/PG/005240**, a student in the Department of Office and Information Management under my supervision in the Faculty of Communication and Information Science, Lead City University, Ibadan, Nigeria, for the award of Masters of Science Degree (MSc) in Office and Information Management and that this has not been previously submitted.

Prof. Eseza A. Erwat
(Supervisor)

Date

Dr. Oluwatosin. A. Ologbosere
(Head of Department)

Date

Dedication

This research work is dedicated to the Almighty God.

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Abstract

There has been some concern over the administrative effectiveness of Office Manager in public universities, Osun State, Nigeria due to some observed inefficiencies, such as poor work output and unhealthy relationships with some bosses or students. This study, therefore, investigated the influence of workplace democracy and professional development on the administrative effectiveness of office managers in public universities, Osun State, Nigeria. A descriptive survey research design was adopted. The population was 238 office managers, which also served as the sample. Data were collected using questionnaire, and were analysed using descriptive and inferential statistics. Findings showed levels of high office managers' administrative effectiveness; level of workplace democracy experienced; and level of professional development enjoyed had means of 3.7, 3.4 and 3.6 respectively. The study revealed that both workplace democracy and professional development significantly influenced administrative effectiveness of office managers ((Adj R^2 =0.678, $p \leq 0.05$) and (Adj R^2 =0.526, $p \leq 0.05$) respectively. When combined, workplace democracy and professional development had a stronger positive and significant influence on administrative effectiveness of office managers (Adj R^2 =0.794, $p \leq 0.05$), underscoring their complementary and mutually reinforcing effect. The study concluded that office managers in public universities, Osun State are effective, but this could be improved when democratic workplace practices professional development opportunities are increased. This would equip staff with the technical and interpersonal skills for effective delivery and also creates an enabling environment where such skills can be applied meaningfully. The study recommended that Nigerian universities institutionalize participatory management and invest in continuous capacity-building programmes to improve administrative effectiveness and strengthening institutional governance

Keywords: Workplace democracy, Professional development, Administrative effectiveness, Office managers, Public University.

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List of Acronyms

Abbreviation	Meaning
WPD	Workplace Democracy
PDM	Professional Development Management
CPD	Continuous Professional Development
ESG	Ethics Sustainability Goals
DEI	Diversity, Equity and Inclusion
PMMS	Performance Measurement and Management System
KPI	Key Performance Indicator
ROI	Return on Investment
BLWR	Board-Level Worker Representation
HRM	Human Resources Management
PDM	Participatory Decision Making

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