

**Organisational Culture, Emotional Intelligence and Work Ethics of Office Managers in
Private Universities, Osun State, Nigeria**

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Certification

This is to certify that this thesis was carried out by **Adebimpe Sakirat AKANDE** with Matriculation Number **LCU/PG/005176**, 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 Master of Science Degree (M.Sc.) in Office and Information Management and that this has not been previously submitted.

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Dedication

This research work is dedicated to the Almighty God. The giver of grace, strength, sound health, divine provision, and journey mercies all through my programme. Also, to my precious jewel, my mother, Deaconess Florence Olabisi Akinyemi, and my husband, Mr. Isaac Motunde Akande, my children: Anuoluwadaju, Anuoluwalana, Anuoluwatomiwa, and Morianugba Akande, for their supportive roles during the course of my programme.

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Even though the above-mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the error(s), if any are found in the work.

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Abstract

This research explores the critical determinants of work ethics, a deep-seated commitment to one's duties that drives trust and quality, among office managers in private universities in Osun State, Nigeria. The study specifically aimed to determine the extent of work ethics, organisational culture, and emotional intelligence practices. It further sought to analyze the individual and combined influence of organisational culture and emotional intelligence on the work ethics of these key administrative personnel. The research employed a descriptive survey design to obtain quantitative data systematically. The target population comprised office managers in selected Osun State's private universities. A sample of 160 office managers was selected using stratified random sampling to ensure representativeness across the institutions. A formal questionnaire served as the primary data collection instrument. Its reliability using Cronbach's Alpha, which confirmed strong internal consistency. Data analysis was performed using descriptive statistics (mean, standard deviation) to address the research questions. The study's hypotheses were tested using both simple and Multiple regression analyses at a 0.05 significance level. The results demonstrated that Organisational culture had a significant influence ($R = 0.612$, $R^2 = 0.375$, $F = 95.317$, $p < 0.05$) on work ethics of office managers; emotional intelligence was also significant ($R = 0.583$, $R^2 = 0.340$, $F = 81.294$, $p < 0.05$) crucially, the combined influence of both factors was found to be statistically significant. The study concluded that these variables are paramount in shaping ethical conduct and strongly recommends that university management institutionalize robust organisational cultures rooted in integrity and accountability. Therefore, it is recommend that prioritizing comprehensive emotional intelligence training for office managers to reinforce and sustain a culture of high ethical standards

Keywords: Emotional Intelligence, Office Managers, Organizational Culture, Work Ethics, Private University

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List of Acronyms

Abbreviation

Meaning

OCAI	Organisational Culture Assessment Instrument
PWE	Protestant Work Ethics
EI	Emotional Intelligence
CMD	Cultural Mythos Decolonization
EQ	Emotional Intelligence Quotient
MWEP	Multidimensional Work Ethic Profile
ESI	Emotional Social Intelligence
SEM	Structural Equation Modelling
OCP	Organisational Culture Profile