

**Organizational Characteristics, Employee Commitment and Job Performance of Secretaries in Government-owned Tertiary Institutions in Oyo State, Nigeria**

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**In Partial Fulfillment of the Requirements for the Award of Doctor of Philosophy Degree (PhD) in Office and Information Management**

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### **Certification**

This is to certify that, **Kofoworola Oyindamola POPOOLA** with matriculation number LCU/UG/001143 carried out this research work titled "Organizational Characteristics, Employee Commitment and Job Performance of Secretaries in Government-owned Tertiary Institutions in Oyo State, Nigeria" in the Department of Information Management, Faculty of Communication and Information Sciences, Lead City University, Ibadan, Oyo State, for the award of Doctor of Philosophy (PhD) Degree in Office and Information Management and that this work has not been previously submitted.

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## **Dedication**

This research work is dedicated to Almighty God.

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## Abstract

Low level of Job Performance has been observed among secretaries in government-owned tertiary Institutions in Oyo State, this could be due to several factors such as lack of commitment and insufficient resources. This study therefore investigated the influence of organizational characteristics and employee commitment on job performance of secretaries in government-owned tertiary institutions in Oyo State, Nigeria. The study adopted the descriptive survey design and the population of the study comprised 635 secretaries of government-owned institutions in Oyo State. The sample was 248 secretaries which was determined using the sample size determination table of Krejcie and Morgan. A structured Questionnaire was used for collection of data. The reliability test of the instrument was: job performance; 0.81, organizational characteristic; 0.77 and employee commitment; 0.81. Out of 248 copies of questionnaire administered, 201 were retrieved which represent 81.0% response rate. Data were analysed using descriptive and inferential statistics. Results showed that the level of job performance of secretaries in government-owned tertiary institutions in Oyo State was moderate ( $\bar{x} = 2.09$ ). Organizational culture and organizational reward system are moderately practiced while organizational resources are moderately in place ( $\bar{x} = 2.29$ ). The level of employee commitment of secretaries was moderate ( $\bar{x} = 2.1$ ). There was a significant influence of organizational characteristics ( $R=0.594$ ;  $Adj R^2=0.342$ ;  $p<0.05$ ); employee commitment ( $R=0.501$ ;  $Adj R^2=0.239$ ;  $p<0.05$ ) on job performance of secretaries. There was a significant combined influence of organizational characteristics and employee commitment on job performance of secretaries; ( $R=0.277$ ;  $Adj R^2=0.067$ ;  $p<0.05$ ). The study concluded that Organisational Characteristics and Employee Commitment influences Job Performance of Secretaries. It was recommended that management of tertiary institutions should provide resources such as ventilated offices, computers, internet facilities, among others to various offices of the secretaries to enrich their performance.

**Keywords:** Employee Commitment, Job Performance, Organisational Characteristics, Secretaries, Tertiary Institutions

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