Organisational and Demographic Factors as Determinants of Academic-Administrators' Job Performance in Public Colleges of Education in South-west, Nigeria

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In Partial Fulfilment of the Requirements for the Award of Doctor of Philosophy Degree (PhD) in Educational Management

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Certification

This is to certify that Kehinde David ABIOYE with matriculation number LCU/PG/004056 carried out this this research work titled "Organisational and Demographic Factors as Determinants of Academic-Administrators' Job Performance in Public Colleges of Education in South-west, Nigeria" in the Department of Arts and Social Science, Faculty of Education, Lead City University, Ibadan, Oyo State for the award of Doctor of Philosophy (PhD) in Educational Management and that this has not been previously submitted to any institution for the award of Degree or Certificate.

Prof. P. O Yara
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(Head of Department) **Date**

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Dedication

This thesis is dedicated to Almighty God for his mercy and grace in my life.

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Abstract

Job performance of staff in Nigerian public Colleges of Education is a critical issue affecting institutional quality. Academic administrators play a key role in balancing administrative and academic duties, making their performance essential. However, stakeholders have expressed dissatisfaction with their job performance. Despite this, limited research exists on how organizational and demographic factors influence their job performance. This study examines organizational factors (work environment, leadership style, organizational communication, training, reward system) and demographic factors (gender, age, educational qualification, work experience, job status) as determinants of academic administrators' job performance in Public Colleges of Education in South-West, Nigeria. In order to achieve the purpose of this study, one research question and five hypotheses were also formulated at 0.05 level of significance. The study employed a descriptive survey research design. The population consisted of 329 academic administrators from nine (9) public Colleges of Education South-West, Nigeria. Total enumeration sampling method was employed; comprising 329 respondents in the study. Two research instruments were used for data collection. These were; Organizational and Demographic Factors Questionnaire (ODFQ) (α=0.87) and the Academic-Administrators' Job Performance Research Questionnaire (AAJPRQ) (α=0.78).The study utilized a combination of descriptive and inferential statistics for data analysis. The research question was analyzed using descriptive statistics, which included the mean and standard deviation. Hypotheses were tested using multiple regression analysis, t-tests, and Analysis of Variance (ANOVA), with a significance level set at 0.05. The findings revealed that the job performance of academic administrators was predominantly low, reflected in a grand mean of 2.35. The regression analysis revealed that both organizational and demographic factors significantly influenced academic administrators' job performance ($R^2 = 0.998$, $p < 0.05$). The analysis of organizational factors indicated that reward systems ($\beta = 0.234$, $p < 0.05$), leadership styles ($\beta = -0.081$, $p < 0.05$), organizational communication ($\beta = 0.130$ $p < 0.05$), and training programmes ($\beta = 0.516$, $p < 0.05$) had the most substantial impact, whereas the work environment ($\beta = 0.034$, $p = 0.127$) did not demonstrate significance. The examination of demographic factors revealed that age (β=0.260, $p < 0.05$), qualifications (β=0.249, $p < 0.05$), and experience (β=0.537, $p < 0.05$) are significant determinants of job performance. In contrast, gender and job status did not demonstrate significance. The analysis revealed a notable difference in academic-administrators' job performance based on gender ($F_{(3,308)} = 742.623$, $p<0.05$).The finding also showed a significant difference in job performance based on work experience ($F_{(3,308)} = 742.623$, $p < 0.05$).Based on the findings, it was concluded that Academic-administrators' job performance was significantly low and determined by various organisational and demographic factors, with key determinants identified as work experience, leadership styles, training programmes, organisational communication, and reward systems, age, qualifications and experience. It was recommended that public Colleges of Education should promote prompt and reliable compensation systems, such as salary payments, research encouragements, and rewards in order to motivate and improve academic-administrators' job performance.

Keywords: Organizational Factors, Demographic Factors, Academic Administrators, Job performance, Public Colleges of Education
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List of Acronyms

Abbreviation	Meaning
ANOVA	Analysis of Variance
ODFQ	Organisational and Demographic Factors Questionnaire
AAJPQ	Academic-Administrators Job Performance Questionnaire

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