

**Organisational Climate, Emotional Intelligence and Job Performance of Secretaries in
Local Governments Areas, Ogun State, Nigeria**

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Certification

This is to certify that **Abidemi Morenike IDURU** with matriculation number **LCU/PG/005409** carried out this study titled “**Organisational Climate, Emotional Intelligence and Job Performance of Secretaries in Local Government Areas in Ogun State**” in the Department of Information Management, Faculty of Communication and Information Sciences, Lead City University, Ibadan, Oyo State, for the Award of Master’s of Science (MSc) in Office and Information Management and that this work has not been previously submitted elsewhere.

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Dedication

This study is dedicated to God, my Maker who made this possible.

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

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Abstract

Job Performance of secretaries in organisations has become worrisome to local government administrators and researchers. The level of Organisational Climate, Emotional Intelligence on Job Performance among secretaries in most organisations including local government in Nigeria, and some African Countries is perceived by stakeholders (employers of labour and local government administrators) to be low compared to what is obtainable among other employees in other organisations. The study, therefore, examined the influence of Organisational Climate, Emotional Intelligence and Job Performance of secretaries in local government areas in Ogun State, Nigeria. The study was anchored by Triarchy Model of Job Performance. The descriptive survey design was adopted for the study. The population of the study comprised 110 secretaries in all the local government areas in Ogun State. The sample size was 110 because the study adopted total enumeration technique. A structured questionnaire with face and content validity was used for data collection; and the reliability test of the results revealed: Job Performance = 0.87; Organisational Climate = 0.81; and Emotional Intelligence = 0.84. Data were analysed using descriptive and inferential statistics. Findings showed that the level of Job Performance of secretaries was moderate ($\bar{x} = 2.98$). The level of Emotional Intelligence of secretaries was high ($\bar{x} = 3.06$). The level of Organisational Climate among secretaries was high ($\bar{x} = 3.07$). There was significant influence of Organisational Climate on Job Performance of secretaries ($F_{(1, 102)} = 33.519, p < 0.05$). There was significant influence of Emotional Intelligence on Job Performance of secretaries ($F_{(1, 102)} = 6.611, p < 0.05$). There was a significant combined influence of Organisational Climate and Emotional Intelligence on Job Performance of secretaries ($F_{(2, 101)} = 18.717, p < 0.05$). The findings corroborate a study that used a descriptive survey and simple random sampling to evaluate the effects of Organizational Climate, Emotional Intelligence on Job Performance among employees. The findings corroborate a study that used a descriptive survey and simple random sampling to evaluate the effects of Organizational Climate, Emotional Intelligence on Job Performance among employees.

The study concluded that Organisational Climate and Emotional Intelligence had significant influence on Job Performance of secretaries in local government areas in Ogun State, Nigeria. It was recommended that the head of the local governments should provide an enabling environment where tasks assigned to secretaries could be completed efficiently and meet the expected standards.

Keywords: Organisational Climate, Emotional Intelligence, Job performance, Secretaries, Local government, Ogun State

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Chapter One

Introduction

1.1 Background to the Study

The role of secretaries in Local Government Administrations is pivotal to ensuring the smooth functioning and efficiency of governmental operations. In some organisations in Nigeria, secretaries serve as the backbone of the administrative machinery, facilitating communication, maintaining records, and managing the essential day-to-day operations of local government offices. Given the critical nature of their duties, understanding the factors that influence their Job Performance is crucial for enhancing the overall effectiveness of local government services.

Job Performance can be defined as the ability of any secretary to successfully and efficiently perform the duties and tasks assigned to him or her within the organisation. It has also been argued that Job Performance is not just a matter of only what a group of employees (teams) or an individual employee achieves in regard to the set goals and targets, but it also has to do with how the secretary, or an individual employee is willing and motivated to uphold and promote the values of the organisation¹. Job Performance is related to the extent to which secretaries are able to accomplish the task assigned to them and how the accomplished task contributes to the realisation of an organisational goals, mission and vision. Top managers and directors are assigned with the duty of evaluating the Job Performance of each staff member including secretaries on an annual or quarterly basis and identify gaps for improvement and they come up with strategies in collaboration with the employees on how they can work on the gaps¹.

Job Performance as a multi-dimensional idea, consists of many facets such as an employee's output (job result), employee mode of accomplishing his/her task (job behaviour) and the employee's attitude towards his/her job (personal traits). Job Performance also refers to the extent to which an organisational member contributes to achieving the objectives of the organisation. Job Performance has become one of the significant indicators in measuring organisational performance in many studies. Job Performance is oftentimes determined by financial figures; it can also be measured through the combination of expected behaviour and task-related aspects².

Job Performance can be conceptualized as all activities engaged in by secretaries in the discharge of duties, human relation and alignment towards achieving the organisation's mission and vision. Because it has the potential to produce constant productivity and higher profitability, enhanced Job Performance is of great importance to managers and the management of local government administrator. Secretaries are seen as key factors to other personnel in the local government. It is quite impossible to by-pass the secretary to other executives; hence the role of the secretary cannot be over emphasized. A secretary has been given so many titles as pillar, mirror and skeletal structure of the local government. A secretary is an employee in an office who deals with correspondence, keeps records and makes arrangements and appointments for a particular member of staff in the local government².

A secretary is in the principal administrative support position in an office and who increases the effectiveness of programme staff by coordinating the paper flow of the office and carries out the day-to-day administrative support activities required for the overall functioning of the local government. The tasks which the secretaries perform fall into four categories which are mainly communication, organisation, taking minute of meeting and maintenance of records that is, the roles and functions of secretary are basic to the organisation that is ranged from

covering meetings, taking care of all office routine duties, keeping schedules in her boss's desk diaries for complete and effective Job Performance up to date and supervising subordinates as well as keeping other general information in the office. Within these categories, secretaries perform a variety of tasks which enable them and other staff to accomplish the mission of the organisation³.

Despite the fact that secretaries have many roles to play in the management of any local government, their performance must be up-to-task. To be able to perform well as secretaries, they must have a good basic educational background and experience. In addition, secretaries should have good secretarial skills in shorthand and typewriting. More importantly, they should be computer literate and possess sound knowledge of English language and practical experience of office work among others, to enable them perform excellently in various organisations including local government³.

Some of the perceived problems faced by secretaries in their Job Performance in an organisation include; probably lack of equipment, lack of fund, professional inequality, job satisfaction, working hour, salary and incentive scheme, promotion, social behaviour just to mention a few. Lack of equipment affect some secretaries in performing their duties to the optimal levels. This has been recognised as the major cause of low-level performance of secretaries in the organisation. Most organisations have problems relating to fund which hinders them from effective training and development of secretaries efficiently and effectively. Fund is needed to pay secretaries, maintain the organisational facilities and infrastructures, providing training and development and keep the training programmes going. There is lack of sense of dignity for labour as regards misconception, assumption and disposition. A secretary is erroneously seen as nothing more than a helper of his/her boss⁴. The measures of Job Performance include task performance, conceptual performance and adaptive performance which were gotten from Motowidlo theory of job performance.

Task performance refers to how effectively secretaries complete their duties, including administrative, organisational, and communication tasks necessary for smooth office operations. These duties typically include managing schedules, organizing meetings, coordinating travel, and maintaining records, with efficiency being crucial to the organisation's functioning⁵. Secretaries must prioritize tasks based on urgency to ensure timely completion, even in high-pressure situations. Conceptual performance highlights secretaries' ability to think strategically, analyze situations, and connect day-to-day operations to the organisation's broader goals. This performance involves understanding the bigger picture, aligning tasks with management's objectives, solving problems proactively, and facilitating communication across the organisation. Adaptive performance emphasizes the secretary's ability to adapt to changing demands and technological advancements, ensuring continuous productivity and efficiency⁶.

Organisational Climate could be defined as the shared perceptions and attitudes of secretaries within their work environment, particularly focusing on the conditions, interactions, and experiences that affect their daily work life. Organisational Climate is a unique set of characteristics that defines an organisation and sets it apart from other organisations. These characteristics remain intact for a long period of time thus, influencing the behaviour of people working in such an environment. Organisational Climate is based on employees' collective perceptions, which can be influenced by factors such as leadership behaviour, communication styles, teamwork, fairness, and policies⁷. It is about how employees feel about these elements, rather than the objective reality of the organisation itself. Therefore, the climate of an organisation has a direct effect on employees' psychological states, influencing their motivation, engagement, satisfaction, and even mental health. A positive Organisational Climate can improve morale, reduce turnover, and enhance performance, while a negative one could lead to stress, low productivity, and dissatisfaction⁷. Some of the measures of

Organisational Climate include Organisational Leadership, Organisational Motivation, Organisational Communication, decision making, organisational goal and control. However, Organisational Leadership, Organisational Motivation, Organisational Communication and decision making will be adopted for this study because they are the most relevant and impactful on the work life and effectiveness of secretaries, given the nature of their roles and the organisational challenges in local government systems.

Organisational Leadership is the process of influencing, guiding, and directing the behaviour, attitudes, and efforts of others toward the achievement of common goals. Secretaries are particularly sensitive to leadership styles because their roles are closely aligned with organisational executives and departmental heads. In a positive leadership climate, secretaries experience respect, inclusion, and empowerment. Participative leaders, encourage secretaries to contribute ideas, trust them with autonomy, and provide constructive feedback which could enhance their job performance⁷.

Organisational Motivation refers to the factors that energize and direct employee behaviour toward achieving goals. Motivational climate is shaped by recognition, career advancement, work autonomy, and the perceived value of their contributions in a motivational climate that supports self-efficacy and growth, secretaries are more likely to show initiative, take ownership of their roles, and contribute meaningfully to organisational success. Factors such as access to professional development, acknowledgment of hard work, and equitable reward systems enhance motivational climate, which in turn heighten job performance⁷.

Organisational Communication is the exchange and coordination of information within the workplace that enables secretaries to perform administrative tasks, support decision-making processes, maintain records, and ensure smooth organisational operations. Secretaries, given their strategic positioning between leadership and staff, are both recipients and disseminators

of communication. A transparent communication climate enables secretaries to execute their roles effectively whether that involves scheduling, coordinating events, managing records, or facilitating interdepartmental correspondence. When secretaries are kept informed of organisational changes, decisions, and strategic goals, they can align their daily functions more closely with broader organisational objectives⁸.

Decision-making refers to how authority is distributed and exercised within an organisation. For secretaries, involvement in decision-making especially regarding operational processes, administrative tools, and workflow strategies affirms their importance and boosts commitment. Secretaries often possess intimate knowledge of organisational routines, bottlenecks, and staff dynamics. When their input is sought in decision-making, it enriches the process and ensures practical implementation. A climate where decision-making is inclusive and consultative leads to increased engagement and a sense of ownership among secretaries which could in turn enhance their job performance⁹. Another factor that could influence Job Performance of secretaries is Emotional Intelligence.

Emotional Intelligence can be defined as the ability to perceive emotions, integrate emotions to facilitate thoughts, understand emotions and to regulate emotions to promote personal growth. EI is recognised as the ability of secretaries to guide their own feelings, rationalise among those feelings as well as incorporate such feelings into thinking and actions. The emotions, feelings and values are very important for secretaries' well-being and achievement in their lives¹⁰. The author posits that secretaries should stress on the emotional area that cannot be separated from the cognitive domain that could help improve job performance. It could be surmised that quality emotions and feelings help secretaries to give their best potential in their various departments. Secretaries who dislike their work and think negatively cannot concentrate for a long time in discharging their duties and could have more difficulty

in reaching their capacity than others as this would have negative effect on their emotion which could inhibit their job performance¹⁰.

Emotional Intelligence of secretaries could be high or low. The higher the levels of Emotional Intelligence results, the better the well-being of secretaries which consequently enhances their job performance. Furthermore, secretaries with high Emotional Intelligence tend to understand their own emotion and that of their colleagues that could enhance their job performance. Secretaries with high Emotional Intelligence tend to be active, productive, and shun any form of behaviour that could make them not to achieve the local government's set goals and objectives. While low Emotional Intelligence could make secretaries to perform poorly in discharging their duties. Having low Emotional Intelligence could also make secretaries to have the thought to leave their job due to unfair treatment or poor human resource management in the organisation which could raise one's emotion¹¹.

Emotionally intelligent secretaries are effective in pursuing the right career that is, a career which matches the values, goals and vision which in turn have positive effect on their job performance¹. Furthermore, it is believed that secretaries who have high level of Emotional Intelligence will have higher levels of job satisfaction and organisational commitment that will make both the employees and organisations more successful due to their stable and sound well-being which could further enhance their job performance. Emotional Intelligence correlates with and somehow predicts Job Performance among workers in certain settings which alleviate poor job performance¹¹. The components of Emotional Intelligence that could enhance Job Performance of secretaries include self-awareness, self-regulation, empathy and social skills.

Self-awareness is the ability to recognize one's own emotions and those of others, serving as a key component of Emotional Intelligence that enhances Job Performance among secretaries¹². Self-regulation involves managing emotions and behaviours, crucial for

maintaining professionalism in high-pressure workplace scenarios, which ultimately improves their job performance¹³. Empathy allows secretaries to connect with and address the emotional needs of colleagues and clients, fostering effective communication and a positive work environment¹⁴. Social skills enable secretaries to interact harmoniously with others, playing a vital role in teamwork and daily office operations¹⁵. Particularly within the context of local government in Nigeria, it was highlighting a gap in studies exploring the integration of organisational culture and Emotional Intelligence factors affecting secretaries' Job Performance in Ogun State.

1.2 Statement of the Problem

Over time, Job Performance of secretaries in organisations has become worrisome to local government administrators and researchers. The level of Job Performance among secretaries in most organisations including local government in Nigeria, and some African Countries is perceived by stakeholders (employers of labour and local government administrators) compared to what is obtainable among other employees in other organisations^{16,17}. This low level of Job Performance could lead to some problems in the local government such as low productivity, not meeting the organisation set goals and objectives, down-sizing, retrenchment, among others. The problem that could ensue from this is that secretaries might have a tendency to put off the responsibilities that have been assigned to them, which could lead to subpar work output. Extant literature reveals that the Job Performance of secretaries in some countries in Europe could be inhibited due to some factors like Organisational Climate, poor interpersonal relationships amongst others¹⁸.

The climate of some local government includes belief, attitude, promotion, training, teaching, coaching and knowledge sharing among its employees most especially, secretaries which could engender low job performance. Researchers have made several attempts to investigate Job Performance among employees, but variables such as Organisational Climate and

Emotional Intelligence have not been presumably well examined most especially among Job Performance of secretaries. This is the gap to be filled in this study as it intends to investigate Organisational Climate and Emotional Intelligence as determinants of Job Performance among secretaries in local government areas in Ogun State, Nigeria.

1.3 Aim and Objectives of the Study

The aim of the study is to investigate the influence of Organisational Climate and Emotional Intelligence on Job Performance of secretaries in local government areas in Ogun State, Nigeria. The objectives of the study are to:

- i. identify the level of Job Performance of secretaries in local government areas in Ogun State, Nigeria;
- ii. assess the level of Organisational Climate of secretaries in local government areas in Ogun State, Nigeria;
- iii. assess the level of Emotional Intelligence of secretaries in local government areas in Ogun State, Nigeria;
- iv. ascertain the influence of Organisational Climate on the Job Performance of secretaries in local governments in Ogun State;
- v. examine the influence of Emotional Intelligence on the Job Performance of secretaries in local governments in Ogun State
- vi. determine the combine influence of Organisational Climate and Emotional Intelligence on Job Performance of secretaries in local government areas in Ogun State, Nigeria.

1.4 Research Questions

The following research questions served as the study's compass:

1. What is the level of Job Performance of secretaries in local government areas in Ogun State, Nigeria?
2. What is the level of Organisational Climate of secretaries in local government areas in Ogun State, Nigeria?
3. What is the level of Emotional Intelligence of secretaries in local government areas in Ogun State, Nigeria?

1.5 Hypotheses

The following hypotheses will be formulated and test at 0.05 level of significance:

- H₀₁: There will be no significant influence of Organisational Climate on the Job Performance of secretaries in local governments in Ogun State;
- H₀₂: There will be no significant influence of Emotional Intelligence on the Job Performance of secretaries in local governments in Ogun State;
- H₀₃: There will be no significant combine influence of Organisational Climate and Emotional Intelligence on Job Performance of secretaries in local government areas in Ogun State, Nigeria.

1.6 Significance of the Study

It is envisaged that the findings of the study, when published, would be of immense significance to the following groups: secretaries, local government administrators, policy makers, human resource professionals and researchers. The results of this study would provide secretaries with a better understanding of those factors that may enhance their productivity. Also, the findings would make secretaries be self-aware and emotionally resilient, secretaries can develop strategies to improve productivity, communication, and stress management in their daily roles. The study will equip local government administrators and guide them with the creation of supportive, fair, and transparent administrative systems

that foster higher morale and performance. It will also assist local government administrators to tackle the problem of employee low performance, since secretaries constitute the personnel bedrock of administrative unit, making them an important indicator of the working climate by also making them to participate in decision making for the local government, so as to meet its goals and objectives.

The results of this study would also be of immense benefit to government and policy makers in the sense that they would be well informed of the relevance of motivating workers, giving time out for workers such as taking of leave, creating an enabling work environment where there would be collaborative effort among the staff as these would enhance the Job Performance of secretaries. Since the Organisational Climate involve giving employees' autonomy, adequate supervisory support, fairness in judgment among superior and subordinates, cohesion among team; among others will be put in place to enhance the Job Performance of secretaries in local government areas in Ogun State, Nigeria. The study would engender a purposeful and result-oriented human resource development programme and ensure optimal utilisation of secretaries' potentials.

This study would deepen the understanding of management, researchers and help fill the void in the literature on the Job Performance of secretaries, thus, hopefully, stimulating further research in this area. In addition, this study will contribute to knowledge by providing empirical evidence on Organisational Climate, Emotional Intelligence and Job Performance of secretaries in local government area in Ogun State, Nigeria. It could thus pilot upcoming researchers as reference material on works related to it in order to augment their studies.

1.7 Scope of the Study

The contextual scope of the study focuses on the influence of Organisational Climate, Emotional Intelligence and Job Performance of secretaries in local government areas in Ogun State, Nigeria. The level of Job Performance of secretaries was measured by task

performance, conceptual performance and adaptive performance. Organisational Leadership, Organisational Motivation, Organisational Communication and decision-making was the indicators for Organisational Climate while Emotional Intelligence indicators include self-awareness, self-regulation, empathy and social skills. This measure was adopted because they suit the characteristics of the secretaries who work in the local government.

The geographical scope of the study is all the local government in Ogun State, Nigeria, that comprises of twenty local governments which are Abeokuta North, Abeokuta South, Ado-Odo, Ewekoro, Ifo, Ijebu East, Ijebu North, Ijebu North East, Ijebu-Ode, Ikenne, Imeko Afon, Ipokia, Obafemi Owode, Odeda, Odogbolu, Ogun Waterside, Remo North, Sagamu, Yewa North and Yewa South. Therefore, the geographical scope of study is limited to all local governments in Ogun State. The reason behind the choice of these local governments is because, considering their years of creation and operations, the data needed for this study can be adequately obtained and a generalization can be made for all secretaries in the local government in Ogun State.

The respondents include all secretaries in all the local government areas in Ogun State, Nigeria. All the secretaries at these levels were selected because they are effective liaison among the decision-making bodies and senior local government officers. Also, the researcher focused on all the secretaries because they are responsible to the entire local government for the provision of timely, accurate and objective information, advice, interpretation and application of policy in local government areas, Ogun State.

1.8 Limitations to the Study

Some of the limitations encountered in this study included non-cooperation, fear of confidentiality of information from the respondents, among others. It took the researchers' time to get the attention and cooperation of the secretaries to fill in the questionnaires. Some

of the secretaries were feeling insecure because they think their responses may be revealed to third party. However, the researcher was patient enough to convince the secretaries and assure them of utmost confidentiality.

1.9 Operational Definition of Terms

The following terms are operationally defined as they were used in the study:

Job performance: This implies the extent to which secretaries in local government areas in Ogun State, Nigeria are able to achieve their job responsibilities and goals.

Task performance: This refers to how effectively and efficiently secretaries in local government areas in Ogun State, Nigeria execute their various responsibilities and duties within an organisation.

Conceptual performance: This refers to the ability of secretaries to think abstractly, analyze situations, plan strategically, and connect organisational goals with day-to-day operations in local government areas in Ogun State, Nigeria.

Adaptive performance: Is the capacity of secretaries to modify behaviours, skills, and strategies in response to shifting demands or unforeseen challenges in the work environment in local government areas in Ogun State, Nigeria.

Organisational Climate: This refers to the shared perceptions and attitudes of secretaries in local government areas in Ogun State, Nigeria within their work environment, particularly focusing on the conditions, interactions, and experiences that affect their daily work life

Organisational Leadership: It refers to the behavioural patterns and interpersonal relationships established by supervisors or managers in guiding and influencing secretaries in Local Government Areas in Ogun State, Nigeria

Organisational Motivation: It refers to the factors that energize and direct secretaries' behaviour toward achieving goals in Local Government Areas in Ogun State, Nigeria

Organisational Communication: This the exchange and coordination of information within the workplace that enables secretaries to perform administrative tasks, support decision-making processes, maintain records, and ensure smooth operations in Local Government Areas in Ogun State, Nigeria.

Decision Making: It means the degree to which secretaries are involved in the making decisions and choices that affect their work and the Local Government Areas in Ogun State, Nigeria

Emotional Intelligence: This refers to the capacity of secretaries in local government areas in Ogun State, Nigeria to be aware of, control and express their emotions, and to handle interpersonal relationships judiciously and compassionately.

Self-awareness: It refers to the recognition of one's own feelings and feelings of the others by secretaries in local government areas in Ogun State, Nigeria

Self-regulation: It refers to secretaries' ability to manage and control their emotions, behaviours, and impulses, especially when faced with stress or challenges in the workplace.

Empathy: This means the ability of secretaries in local government areas in Ogun State, Nigeria to understand and share the feelings of others.

Social skills: This refers to the interpersonal abilities that enable secretaries in local government areas in Ogun State, Nigeria to interact effectively and harmoniously with colleagues, clients, and superiors.

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Chapter Two

Review of Related Literature

This chapter presents the review of existing literature in relation to the subject of the current study. The review is conducted in order to provide a theoretical basis for the current study and highlight the gap in literature that necessitates the conduct of the current study. The chapter is presented under the following headings and sub-headings;

2.1 Conceptual Review

2.1.1 Overview of Job performance

2.1.2 Overview of Organisational Climate

2.1.3 Overview of Emotional Intelligence

2.2 Theoretical Framework

2.2.1 Triarchy Model of Job Performance

2.2.2 Likert Organisational Climate Theory

2.2.3 Daniel Goleman Emotional Intelligence Theory

2.3 Review of Empirical Review

2.3.1 Organisational Climate and Job Performance

2.3.2 Emotional Intelligence and Job Performance

2.4 Conceptual Model

2.5 Summary of Reviewed Literature

Endnotes

2.1 Conceptual Review

2.1.1 Overview of Job performance

The concept of performance encompasses both what has to be accomplished and how it can be realized. Job Performance is considered the ultimate criterion in human resource management. Its assessment and analysis is capital for different organisational processes, such as personnel selection, compensation and rewards, or training. Regardless of the purpose of the evaluation, organisations need accurate ratings of performance, and even better if they produce the same results while saving time and effort¹. Job Performance can be defined as the employee's acumen to accomplish work goals, fulfill expectations in addition to meeting job targets. Employee performance has been researched in diverse contexts, across different disciplines and cultures over decades, with the aim of understanding behaviours, concepts and resources that promote performance. Discovering and blending literature on behaviours and factors that improve performance will enable organisations take advantage of, exploit and invest in employees' physical, cognitive and emotional capabilities².

Job Performance as the total or aggregate output of an employee activities and actions in an organisation. The level of Job Performance is characterized as low performance levels, moderate performance levels and high-performance levels. It is affirmed that the Job Performance in an organisation is normally measured using such attributes as effectiveness, efficiency, quality, innovation, creativity, commitments, satisfaction, cohesiveness, flexibility, customer relations, communication patterns and employee efforts towards the goals of an organisation. However, the dominant one which is commonly used in many organisations is measuring their actual performance against expected result is financial results profitability or productivity³.

The performance of employees speak volume on the success of any organisation's success hangs on its employees' utilisation because the role of employees in the implementation of

organisational goal cannot be overemphasized hence, they are the source of every achievement. Consequently, certain authors stated that Job Performance have a significant effect on organisational goal achievements⁵. Managing employee's performance is an indispensable for the accomplishment organisational goals. Assessing an employee's capability and measuring his or her productivity is the crucial in the overall plan of the organisation. When organisations fail to measure employees' potential and ability to perform the given tasks, it is difficult to enhance the production level of the organisation. As employees' performance is directly related to organisational productivity and success, it is essential to measure employee performance since each employee creates results which mainly comprise the correlation among the quality of production and dedication of employees at work place⁴.

Two types of employee behaviour that are necessary for organisational effectiveness were identified: task performance and contextual performance. Task performance refers to behaviours that are directly involved in producing goods or service, or activities that provide indirect support for the organisation's core technical processes. These behaviours directly relate to the formal organisation reward system. On the other hand, contextual performance is defined as individual efforts that are not directly related to their main task functions. However, these behaviours are important because they shape the organisational, social, and psychological contexts serving as the critical catalyst for task activities and processes⁵.

Furthermore, eight (8) factors model of performance based on factor analytical research that attempts to capture dimensions of Job Performance existing across all jobs are identified. They are: task specific behaviours, non-task specific behaviours, written and oral communication, individual's efforts, personal discipline, the degree to which a person helps out others in a job, supervisory or leadership competence, monitoring group and individuals' progress towards goals, and interpersonal skill⁶. Task specific behaviours in a job refer to

those behaviours that an individual undertakes as part of a job. They are the core substantive tasks that delineate one job from another. Task performance could be defined as the behaviour that is directly involved or related to the major task functions. It refers to the effectiveness and proficiency with which workers perform activities that contribute to the attainment of the organisation's goals. The task specific behaviours of an office manager relates to the work of a secretary in meeting the goals of the organisation⁶.

Task performance can be dimensional. Non-task specific behaviour or what is called contextual performance is also dimensional. Non-task specific is the behaviour an individual is required to undertake which does not pertain to a particular job but is indirectly related to the main task functions. It refers to those activities which do not necessarily contribute to the technical core of the organisation, but which helps the social and psychological environment of the organisation for the achievement of the goals⁷. Contextual performance could be defined as the performance that is not formally required as part of the job but that helps to shape the social and psychological context of the organisation. For instance, opening a restaurant where staff and students can eat during the work hours, establishing a kiosk for the sales of little things the secretaries or fellow colleagues might need and embarking on home visits to colleagues are all employees' non-task specific behaviours. They are not really secretaries' core task but can promote a healthy Organisational Climate as it could heighten job performance⁷.

Written and oral communication is another dimension of job performance. This refers to activities where the incumbent is evaluated, not necessarily on the content of a message, but on the adeptness with which he/she communicates. The way and manner secretaries are communicated to can make them increase or decrease their effort in the organisation, which could influence the Job Performance of secretaries. Maintaining and improving communication skill in the organisation serve as important tool that can promote secretaries'

job performance⁸. Effective communication skill could be seen in the ability of secretaries to: inform other colleagues about the rule and regulations guiding their rules in the organisation, inform the management when he/she would not be at work for obvious reasons, send messages to them through on any issue pertaining to his/her movement and other personal reasons among others⁸.

Performance domain also includes personal discipline. Individuals would be expected to be in good standing with the law. A manager, who orders that employees should be punctual to work, should be punctual to work as well. His/her performance can as well be assessed based on the degree of discipline in the organisation in terms of positive and conducive organisational environment or climate. In jobs where people work or are highly interdependent, performance may include the degree to which a person helps out the groups and his/her colleagues. This might include acting as a good role model, coaching, giving advice or helping to maintain group goals⁹. Many jobs also have a management supervisory or leadership competence. It could be opined that the individual will be relied upon to undertake many of the things delineated under the previous factors and in addition, will be responsible for meting out rewards and punishments for good and unruly behaviours respectively. This aspect of performance happens in a face- to- face manner. Managerial/administrative performance of a secretary entails those aspects of a job which serve a group or the class, but do not involve direct supervision¹⁰.

A managerial task of secretary could be setting organisational goals or responding to external stimuli to assist a group in achieving its goals. In addition, a secretary might be responsible for monitoring a group and individuals' progress towards goals. This dimension refers to secretaries' effort in maintaining effective work/community relations. It could be added that each of these factors consists of a number of sub factors which may vary between different jobs¹¹. Among these five components, some of them have sub-dimensions again. For instance,

the management/administrative factor comprises of sub-dimensions like planning, organizing, directing, and motivating the subordinates; training, coaching and developing the workers; and finally, communicating effectively and keeping the workers informed. Greater attention is recently paid to specific aspects of task performance, especially, in the areas of innovation and customer-oriented behaviours¹¹.

Taxonomy of Job Performance was proposed and developed for the U.S. Navy. This model is significantly broader and breaks performance into only four dimensions. They are task-oriented behaviours, interpersonally oriented behaviours, down time behaviours and hazardous behaviours. Task-oriented behaviours are similar to tasks specific behaviours. This dimension includes any major task relevant to someone's job¹². Relating this to secretaries' job, it includes the job of the secretaries in effective job delivery (deep knowledge of the job), the achievement of specific objectives and organisational goals, organisational management and communication skill. Interpersonally-oriented behaviours are represented by any interaction the focal employee has with other employees. These can be task related or non-task-related. This dimension differentiates this model from Campbell's taxonomy because it included behaviours like small talks, socialising and so on, that are not targeting a organisational goals. This has to do with the social interaction among secretaries and other workers which otherwise is an aspect of organisational climate¹².

Down-time behaviours are among the dimensions of performance. It could be noted that down-time behaviours are behaviours that employees engage in their free time either at work or off-site and that down-time behaviours that occur off-site are only considered Job Performance when they subsequently affect job performance. For example, outside behaviours that can cause absenteeism. Destructive/Hazardous behaviours are another aspect of performance. The authors were of the view that destructive behaviours refer to such activities of secretaries that will make the organisation ineffective or unable to achieve the

instructional objectives and the organisational goals. Such behaviours include absenteeism and lateness to work. The behaviours could also include: poor knowledge of the subject matter, lack of deep knowledge and skill in the use of office technologies, ineffectiveness in office management/organisation/ maintenance/control, non-commitment to duty and poor human relational skills. All these factors may likely affect the secretaries' Job Performance negatively¹³.

Contextual performance includes not only behaviours like helping co-workers or being a reliable member of the organisation but also making suggestions about how to improve work procedures. It could be added that contextual performance has two facets: Interpersonal facilitation and job dedication. It could be noted that interpersonal facilitation includes, "cooperative, considerate and helpful acts that assist co-workers' performance. Job dedication includes self-disciplined, motivated acts such as working hard, taking initiative and following rules to support organisational objectives. Contextual performance and related elements of performance like organisational citizenship behaviour, pro-social organisational and extra-role performances contribute to organisational effectiveness and further set performance objectives, evaluate performance outcomes, and reward performance, managers collaborate with their staff¹⁴.

Job Performance has been identified as the significant key for organisations to gain competitive advantage and superior productivity. Although, competitive advantage is more relevant to private sector, it can be extended to public sector by including 'serving the public' because it is the ultimate objective of the public sector. Literature has proved that work performance could help public organisation to improve service delivery. Realizing its importance, public organisations seem to pay attention on work performance in relation to formulating policies and enhance service delivery¹⁵. This is because individual public employee's level of performance acts as a mirror for overall public performance at large.

Hence, public employees must possess relevant knowledge, skills, and abilities to execute task-related responsibilities. Public service employees also must be willing to “walk the extra miles” in striving to perform at a level beyond expectations¹⁵.

With respect to Job Performance in tertiary institutions, individual employee’s performance is closely related to customer satisfaction, because the service delivery takes place during the contact moments between employee and customer. Therefore, employee’s work performance is crucial to every organisation and high work performance among employees is a significant management challenge for providing excellent job and also meeting the objectives and goals of the institution¹⁶. Six out of the eight components of John Campbell theory of Job Performance are chosen as measures for this study viz: job task proficiency, demonstrating effort, written and oral communication, maintaining personal discipline, facilitating peer and team performance and supervision/leadership¹⁷. These six components are preferred because they are more relevant to the work that secretaries perform in the office on daily basis. Whereas, non-specific job proficiency is concerned with the skills explored on tasks which are outside the scope of secretaries’ schedule of duty. They are the tasks that come on their way by chance therefore they are not common. Furthermore, secretaries do not involve directly in management/administration rather is basically the duty of executive instead, secretaries only compliment the effort of executive¹⁷. However, in this study, some of the measures Job Performance that would be examined are task performance, conceptual performance and adaptive performance which were adapted from Triarchy model of job performance.

Task performance refers to the collective effectiveness of a group of secretaries working together to achieve shared goals within an organisation, encompassing aspects like coordinated communication, efficient task management, collaborative problem-solving, and mutual support, all aimed at maximizing productivity and achieving positive outcomes for the

team and the organisation as a whole; essentially, it signifies how well a group of secretaries function as a unit, leveraging each individual's skills and strengths to perform beyond the capabilities of a single secretary. The team-based work is considered as one of the most beneficial model for enhancing the performance among the human resource management (HRM) practices, and over the past 20 years, teams have been using by organisations for the core units of organisational effectiveness¹⁸.

Team performance have evolved as a strategic choice when organisations encounter with complicated and tough tasks to overcome because teams generally cause better results than individual-based works when difficult decision-making and problem-solving tasks are occurred. Team are used when errors lead to severe consequences; when the task complexity exceeds the capacity of an individual; when the task environment is ill-defined, ambiguous, and stressful; when multiple and quick decisions are needed; and when the lives of others depend on the collective insight of individual members". Therefore, there is a huge variety of areas wherein the team-based work is needed, and it is obvious that the demand for the teams will increase as long as the complexity of works continue to rise in order to gain better performance¹⁸.

Conceptual performance refers to the ability of an individual to think critically, analyze complex situations, and generate innovative solutions that align with organisational goals. For secretaries, conceptual performance is an essential component of their professional competency. Beyond their administrative and clerical duties, secretaries are often required to anticipate challenges, strategize solutions, and contribute to the smooth functioning of the organisation. In the modern workplace, the role of secretaries has evolved significantly, moving beyond routine tasks to encompass responsibilities that demand higher-order thinking and decision-making. Conceptual performance, in this context, highlights the intellectual

contributions of secretaries in planning, organizing, and coordinating activities to ensure operational efficiency¹⁹.

Conceptual performance encompasses several dimensions that are critical to the success of secretarial roles: Problem-Solving Skills: Secretaries often encounter unforeseen challenges, such as scheduling conflicts or resource shortages. Their ability to analyze these issues and develop effective solutions is a key aspect of their conceptual performance. Strategic Thinking: Secretaries contribute to the broader goals of the organisation by planning and prioritizing tasks in a manner that aligns with strategic objectives. This involves understanding the organisation's mission and vision and translating them into actionable plans. Decision-Making: Conceptual performance requires secretaries to make informed decisions, sometimes under time constraints. Their ability to evaluate options and choose the best course of action is integral to maintaining workflow and organisational effectiveness. Analytical Ability: Secretaries must analyze information, such as reports, schedules, and correspondence, to identify patterns, inconsistencies, or opportunities for improvement. Creativity and Innovation: Conceptual performance also involves thinking outside the box to address challenges in new and effective ways. Secretaries who exhibit creativity can develop innovative approaches to streamline processes or enhance communication efficiency¹⁹.

Adaptive performance refers to an individual's ability to adjust to changing circumstances, learn new skills, and maintain effective functioning in dynamic environments. For secretaries, adaptive performance is particularly significant given the multifaceted and evolving nature of their roles. In today's fast-paced work environment, secretaries are often required to respond swiftly to unexpected challenges, adopt new technologies, and manage a variety of tasks that extend beyond traditional administrative functions. As key support personnel within organisations, secretaries play a critical role in maintaining efficiency and continuity. Their capacity for adaptive performance enables them to meet the demands of their roles with

flexibility and resilience, ensuring that both routine operations and unforeseen disruptions are managed effectively²⁰.

Adaptive performance encompasses several interrelated dimensions that contribute to the overall effectiveness of secretaries in diverse situations: Problem-solving in unpredictable situations: Secretaries often encounter challenges such as last-minute changes in schedules, resource constraints, or communication breakdowns. Adaptive performance involves quickly analyzing these situations and devising practical solutions to maintain smooth operations. Flexibility in Role Requirements: As organisational needs evolve, secretaries may be required to take on new responsibilities, such as managing digital workflows or coordinating virtual meetings. Their ability to transition between tasks and adapt to changing role expectations is a hallmark of adaptive performance. Learning and applying new skills: The modern workplace is increasingly driven by technological advancements. Secretaries must continuously update their skills to effectively use tools like office management software, digital communication platforms, and data analytics programs²⁰. Cultural and interpersonal adaptability means that secretaries frequently interact with individuals from diverse backgrounds. Adaptive performance includes the ability to navigate cultural differences, manage interpersonal conflicts, and maintain professional relationships in a variety of social contexts. Resilience under pressure: it also involves maintaining composure and effectiveness during high-stress situations, such as tight deadlines or organisational crises²⁰.

2.1.2 Overview of Organisational Climate

The term Organisational Climate has no commonly agreed definition. Organisational Climate as the outward manifestation of organisational culture that consists of conscious behaviour, such as feelings, perceptions, and attitudes, that individuals share in an organisation at a given time regarding the fundamental elements of the organisation that can positively or

negatively influence organisational behaviour. This shows that the organisational environment is not necessarily fixed, as individuals' responses are determined by their circumstances. According to them, the term climate is most usually linked with meteorology. Its primary goal is to observe, describe, and measure numerous physical aspects of the atmosphere, such as rainfall, temperature, and natural variations. However, it refers to the mood or feelings existing in an organisation that influences employees' perceptions in the organisational literature²¹.

Organisational Climate refers to the views, perception, belief of the employees working in a particular Organisation. Organisational Climate is the sharing of beliefs, values etc. These beliefs and values have got effect on the behavioural aspects of the employees in an organisation. Organisational Climate is the perception of the people about the working environment. Organisational Climate describes a work environment that shows if an employee is satisfied or dissatisfied. Climate in the natural sense is referred to as the average course or condition of the weather at a particular place over the years as manifested by temperature, wind speed, and precipitation. An author echoed this view by stating that climate represents employees' perceptions of the expected, approved, rewarded policies, processes, and practices of an organisation's human resources²².

Organisational Climate is the process of measuring the "culture" of an organisation, and Organisational Climate is a set of characteristics of work environment that are directly or indirectly perceived by employees. Organisational Climate is the definition of members' perceptions of the work environment. Organisational Climate is a complex impression of employee's own organisation and employer influence on the work environment, which subsequently influences employee behaviour and work attitudes²³.

Organisational Climate is seen as a unique set of dominant attributes that describe an organisation, differentiate it from others, and influence the behaviour of organisational members. Researchers have described climate as a major characteristic of the internal organisational environment, which is the result of policies and actions carried out by their employees and exerts pressure to direct the attitudes and behaviours of workers. Organisational Climate can be used as a management technique to provide managers with challenging insights into how their own employees view their organisation. It is theorized as a psychological tool for focusing on the individual and seeking to understand cognitive progression and performance. Common to all the definitions is the fact that Organisational Climate encompasses the organisational atmosphere and how employees feel, what employees believe, and what employees perceive to be real within the organisational boundaries. Thus, Organisational Climate has foundationally been identified as the psychological environment of an organisation that affects the organisation in manifold ways²⁴.

Earlier research evidence indicates specific examples of some of those properties and suggested that Organisational Climate is a psychological, multidimensional, complex phenomenon that has an effect on organisational learning, corporate performance, absenteeism and labour turnover rate, as well as employees' tenure. Similarly, the study revealed that Organisational Climate encourages employee commitment to an organisation, its performance, and their own responsibilities. Organisational Climate is purported to be an emergent property because it originates in the cognition and perceptions of individuals and is amplified through interactions and exchanges with other unit members to manifest as a higher-level collective phenomenon²⁵.

The organisational environment is seen as employees' descriptions of organisational characteristics such as size, structure, policies, and leadership styles. They went on to say that the organisation's atmosphere depicts members' subjective opinions and impressions,

regardless of whether or not they are a true reflection of reality in the workplace. Organisational Climate is a force that influences employees' emotions and conduct; a perspective shared by members of an organisation that represents the individual's norm, value, and attitude; formed through member contact; functions as a source of influence for influencing behaviour and the work environment. In essence, a positive and conducive organisational atmosphere leads to high motivation, job satisfaction, and high job performance²⁶.

More specifically, the concept is defined as a set of qualities that distinguishes one organisation from another, with the elements of the organisation's internal environment resulting from the goals, regulations, rules, procedures, and policies that are implemented in the organisation and well known to the employees. Just as every individual has a personality that differentiates him from others, the employees of well-known organisation has an Organisational Climate that distinguishes them from others. This impacts individual behaviour and performance at work, ultimately resulting in the organisation accomplishing or failing to fulfill its objectives. This is why members of a group are more likely to collaborate to trade and produce tacit knowledge and to improve each other's performance and learning while working in a cooperative environment²⁷.

Similarly, organisation with a positive atmosphere foster employee participation, open and accessible information exchange. This, in turn, creates space for new ideas and innovations in the workplace. On the other hand, employees in defensive settings keep their opinions to themselves, make only cautious utterances, and suffer from low morale and an inferiority mentality. This is also in line with the views that in the creative organisational atmosphere, where members face particular project obstacles, internal contact between workers might supply appropriate answers. As a result, the workplace becomes a happier and more creative place to work²⁸.

It is claimed that, the opinions of authors on the subject of Organisational Climate range widely. It is also due to the variety and diversity found in workplace environments, which vary from organisation to organisation and about which each employee is somewhat knowledgeable. Each employee views the workplace culture from the perspective of his or her particular role within the company. This individual view, which differs from that of other people in the workplace and has an impact on both an individual's motivation and behaviour inside the company in concern, serves as a reference for the overall Organisational Climate. In addition, rather than reality itself, it is the subjective impression of reality that has a greater direct impact on how people behave. It is a proven truth that people's subjective interpretations of reality have a greater impact on how they behave than the actual, objective world. Thus, the organisational environment is somewhere in the between of subjective perception and objective reality, while the former bears a heavier weight. The perceptual description of a company and its objective reality, then, have a strong link²⁹.

According to some authors, professional growth and communication are the two components of Organisational Climate. Because are statistically significant, they seem to anticipate employee emotional commitment in academic institutions. The collective viewpoints, feelings, and attitudes that organisation members hold on its essential elements are referred to as the "organisational atmosphere." The established norms, values, and attitudes of the organisation's culture are reflected in these perceptions, emotions, and attitudes, which can positively affect individual behaviour. The Organisational Climate is more important than ever since businesses need to make sure that employees who add benefit to the bottom line remain in the organisation and continue to give their all to their work³⁰.

It is suggested that a vision or perception of the working environment that is represented in attitudes, actions, beliefs, ideas, views, and behaviours that motivate the organisation's people resources to perform their jobs is known as the Organisational Climate. There is a

relationship between organisational atmosphere and burnout and performance, according to numerous researches. A good organisational atmosphere can impact job satisfaction and individual performance. The primary factor influencing employee behaviour in achieving organisational performance is the workplace culture. Burnout is proven to have a major impact on performance and satisfaction. If job burnout causes a decline in performance, it also causes a decline in productivity, which is a concern for organisations. Burnout has a detrimental impact on work productivity, which indicates that an employee's performance will suffer the more burned out they are³¹.

It is opined that numerous studies have shown that the development of organisational culture and employee relations are essential for success. The relationship between Organisational Climate and the organisational culture as described by thought leaders must therefore be examined. Organisational culture is one of the most crucial characteristics of Organisational Climate. Although the term “climate” has traditionally been used to describe businesses, it may also refer to how individuals view the teams they work with or the tasks they are given. When making decisions about the organisational structure model, the management of the organisation does so within a frame of reference established by the culture. Both national and organisational culture consideration while must be taken into managing change in international business³². More research should be done on the effectiveness of national culture in local marketplaces. Everywhere we go, organisational culture is a dynamic phenomenon that is continually performed and generated by our interactions with others and influenced by the acts of those in positions of authority. It is a system of rules, conventions, routines, and structures that direct and control behaviour. The essential factor in achieving good performance is creating a solid corporate culture³³. Some of the measures of Organisational Climate are leadership, decision, control and commitment which were adopted from Likert's dimension of Organisational Climate.

Leadership has long been recognized as a critical factor influencing employee behaviour and organisational outcomes. In the context of secretarial roles, which often require a blend of technical proficiency, discretion, and interpersonal skills, leadership plays an especially significant role in shaping job performance. A growing body of literature has examined how different leadership styles and behaviours affect the productivity, motivation, and satisfaction of administrative professionals, including secretaries. Studies grounded in transformational and transactional leadership theories provide key insights into this relationship. Transformational leadership, characterized by inspiration, individualized consideration, intellectual stimulation, and idealized influence, has been found to positively influence Job Performance across various organisational levels³⁴.

For secretaries, leaders who display transformational qualities often create an empowering environment that encourages initiative, improves morale, and enhances commitment to tasks. Research suggests that when leaders are approachable and visionary, secretarial staff tend to exceed performance expectations due to increased motivation and a sense of purpose. Conversely, transactional leadership based on exchanges and contingent rewards has mixed implications for secretarial performance. While some studies indicate that clearly defined expectations and performance-based rewards can enhance efficiency, others argue that over-reliance on this style may lead to mechanical task execution and reduced creativity, particularly in roles that require adaptive thinking and multitasking, such as those of secretaries³⁴.

Furthermore, leadership that promotes participative decision-making and supportive supervision is consistently associated with higher Job Performance among secretaries. According to Likert, leadership styles that encourage participation and foster trust contribute to a positive Organisational Climate, which, in turn, improves employee performance. This is particularly important in secretarial roles, where collaboration with managers and

departments is frequent, and decision-making autonomy, even at a small scale, is critical for efficiency. Literature also highlights the importance of Emotional Intelligence and communication skills in leadership. Goleman emphasizes that emotionally intelligent leaders who show empathy and effective communication enhance employee well-being and productivity. Secretaries working under such leadership are more likely to feel valued, understood, and motivated, leading to improved performance³⁵.

In African and developing contexts, where administrative systems may be rigid and hierarchical, the leadership–performance link among secretaries can be affected by cultural and organisational factors. Research in some Nigerian organisations revealed that secretaries' performance improved significantly when supervisors adopted a supportive and democratic leadership approach, reinforcing the universal relevance of positive leadership behaviours³⁵.

Decision within an organisation is a fundamental component of its operational efficiency and strategic direction. As a dimension of Organisational Climate, decision-making refers to the processes by which choices are made, who is involved in making them, and how transparent and inclusive these processes are. The nature of decision-making within a workplace environment has a profound effect on employee performance particularly for secretaries, whose roles often require responsiveness, autonomy, and coordination across various organisational units. The literature emphasizes that participative decision-making where employees are given the opportunity to contribute to decisions that affect their roles significantly enhances job performance. According to Rensis Likert, organisations that involve their employees in decision-making tend to foster a sense of belonging and ownership, which translates into increased motivation and effectiveness. For secretaries, being included in decisions related to workflow, task priorities, or administrative procedures can improve their ability to manage responsibilities, anticipate challenges, and align their efforts with organisational goals³⁶.

Involving employees in decisions that affect their work and the organisation enhances their sense of ownership and accountability. Open Communication: Transparent and two-way communication channels encourage employees to express their ideas and concerns without fear of judgment. Empowerment: Empowering employees with the authority and resources to make decisions and take initiative is a cornerstone of involvement. Recognition and Feedback: Recognizing employees' contributions and providing constructive feedback reinforces their involvement and encourages continued participation. Team Collaboration: Fostering a collaborative culture where employees work together toward common goals strengthens their connection to the organisation and to one another³⁶.

Normative decision model also supports this view, suggesting that when employees perceive that their input is valued in decision-making, their commitment to organisational objectives increases. In the case of secretaries, this can lead to better time management, improved coordination with colleagues, and a more proactive approach to problem-solving. Moreover, participatory decision-making has been linked to reduced role ambiguity and greater job clarity factors that are critical in secretarial roles, which often involve multitasking and handling sensitive information. On the other hand, top-down, authoritarian decision-making structures where decisions are made exclusively by higher management without employee input are frequently associated with lower levels of job satisfaction and performance³⁷.

Studies such as those by an author note that in environments where secretaries are not involved in decisions affecting their work, feelings of alienation and disempowerment can develop. This can result in decreased initiative, slower response times, and a reluctance to go beyond minimal job requirements³⁶. The importance of communication in the decision-making process is also widely recognized. Literature highlights that when decision-making processes are transparent and clearly communicated, employees are more likely to trust leadership and align their behaviour with organisational priorities. For secretaries, this

transparency helps in understanding shifting priorities, managing tasks efficiently, and reducing misunderstandings, all of which contribute to higher job performance³⁷.

Control refers to the systems, rules, policies, and supervisory mechanisms used to monitor, regulate, and guide employee activities toward achieving organisational goals. In the workplace, the degree and style of control can significantly affect employee behaviour, motivation, and overall job performance. For secretaries who function as key support staff responsible for administrative coordination, documentation, and communication—the control environment within an organisation plays a crucial role in shaping how effectively they carry out their duties³⁸.

The literature consistently highlights that the nature of control in an organisation can either enhance or hinder job performance. According to Likert, organisations that adopt a flexible and participative approach to control rather than relying on rigid, top-down mechanisms tend to experience higher levels of employee commitment and productivity. When secretaries are given clear guidelines and expectations but also trusted with autonomy in their day-to-day responsibilities, their performance tends to improve. This form of “supportive control” fosters a sense of responsibility and encourages initiative, both of which are essential in a role that often involves decision-making under pressure and multitasking³⁸.

McGregor, through his Theory X and Theory Y framework, provides insight into how managerial assumptions about control influence employee performance. Under Theory X, where strict control and supervision are seen as necessary due to presumed employee reluctance to work, secretaries may feel constrained, distrusted, and demotivated. In contrast, Theory Y assumes employees are self-directed and capable of self-control, leading to more collaborative and empowering control systems. Secretaries working under Theory Y-type

environments are more likely to show greater job satisfaction and deliver higher quality work due to increased autonomy and trust³⁹.

Further, Herzberg's Two-Factor Theory suggests that excessive control may act as a hygiene factor, which, if poorly managed, leads to dissatisfaction and reduced performance. Secretaries who feel micromanaged or overly scrutinized often report lower morale, reduced creativity, and disengagement from their work. On the other hand, appropriate levels of monitoring combined with feedback and developmental support help create a structured yet motivating work environment that enhances job performance³⁹.

Commitment reflects the degree to which employees feel emotionally connected to, loyal toward, and willing to invest effort in their organisation's goals. In organisational behaviour literature, commitment is not only seen as an indicator of employee engagement but also as a predictor of job performance, particularly in roles that require consistency, responsibility, and interaction across various departments such as those performed by secretaries. Meyer and Allen's three-component model of commitment are affective, continuance, and normative commitment has been widely referenced in studies exploring employee behaviour. Affective commitment, which relates to emotional attachment and identification with the organisation, has been shown to be the strongest predictor of job performance. Secretaries who are affectively committed are more likely to demonstrate enthusiasm, take initiative, and go beyond their formal duties. Their connection to the organisation enhances their willingness to contribute positively and sustain high performance, even in routine or demanding administrative tasks⁴⁰.

Research also suggests that Organisational Climate significantly shapes employee commitment. Likert emphasized that a participative climate characterized by open communication, mutual respect, and shared goals encourages stronger commitment among

employees. Secretaries working in such environments tend to feel more valued and included, which in turn enhances their loyalty and performance. Conversely, a lack of organisational commitment can result in absenteeism, low morale, and minimal effort in task execution. Employees who do not feel connected to their organisation are less likely to be motivated, engaged, or willing to exert discretionary effort. This is particularly detrimental in secretarial roles, where disengagement may lead to errors, delays, and a breakdown in communication processes⁴⁰.

The role of leadership and recognition in fostering commitment is another major theme in the literature. Study emphasizes that supportive leadership, fair treatment, and opportunities for professional development significantly enhance commitment. When secretaries are acknowledged for their contributions and given opportunities to grow, their sense of purpose and organisational alignment strengthens, translating into improved performance⁴¹. Moreover, the psychological contract unwritten expectations between employer and employee also plays a crucial role in building commitment. Secretaries who perceive that their organisation upholds its promises in terms of job security, workload fairness, and respect are more likely to remain committed and perform effectively. Breaches in this contract, however, can lead to disillusionment and decreased performance⁴¹.

Another measure of Organisational Climate is Organisational Motivation. Organisational Motivation refers to the processes, practices, and environmental factors that inspire employees to perform at their best and remain committed to organisational goals. For secretaries, who serve as essential administrative and communication hubs within organisations, motivation is critical for ensuring efficiency, accuracy, and professional commitment. The role of secretaries often requires multitasking, time management, and interpersonal skills, all of which can be influenced by the level of motivation provided by their work environment. Literature suggests that Organisational Motivation for secretaries is

multi-faceted, combining both intrinsic and extrinsic factors. Effective motivational strategies must balance adequate compensation and working conditions with opportunities for skill development, recognition, and meaningful engagement. In this way, organisations can not only enhance the performance of secretaries but also ensure their long-term satisfaction and retention⁴¹.

Organisational Communication, which is another measure of Organisational Climate is the exchange of information within and across different levels of an organisation, it encompasses formal channels such as memos, reports, and meetings, as well as informal exchanges that shape organisational culture and employee relationships. Research indicates that secretaries often function as communication hubs, positioned at the intersection between management and staff, and sometimes between the organisation and external stakeholders. This intermediary role grants them significant influence over the timeliness, accuracy, and tone of messages that pass through organisational channels. From the perspective of upward and downward communication, secretaries often translate strategic directives from management into actionable information for other staff. Conversely, they play a key role in conveying employee concerns, operational challenges, and grassroots feedback to higher management, literature consistently positions secretaries as pivotal actors in Organisational Communication. Their work requires not only technical proficiency in handling⁴¹.

2.1.3 Overview of Emotional Intelligence

Emotions not only give colour but also meaning to our lives and experiences. The crimes and even inhuman acts are all because of emotions. Emotions play a very important role in human behaviour and life. In fact, even moral behaviour is based on emotion to some extent. The emotion is defined as ‘a strong mental or instinctive feeling such as love or fear involving many bodily processes, and mental states. An emotion combines cognition, bodily arousal

and behaviour in a readymade formula for responding in line with the way the situation has been interpreted. There is a huge difference in the ways of feeling emotions by human beings and animals although both of them experience anger, fear, sadness, and joy. Emotion can be defined as the “feeling” aspect of consciousness, characterised by certain physical arousal, a certain behaviour that reveals the feeling to the outside world, and an inner awareness of feelings. Emotion is associated with mood, temperament, personality and disposition and motivation. The English word ‘emotion’ is derived from the French word ‘emouvoir’⁴².

Energy in motion is an emotion and is a way of expressing oneself in life. Emotions cannot be considered as good and bad as each emotion has a specific role to play in colouring our life. Emotions expressed by humans can be divided into two broad categories and are called as positive and negative emotions. In positive emotions an attempt or an intention to include is expressed. They are fuelled by an underlying desire for enjoyment and unity. Interest, enthusiasm, boredom, laughter, empathy, action, curiosity are the examples of positive emotions⁴³. In negative emotions an attempt or intention to exclude is expressed. They are fuelled by an underlying fear of the unknown, a fear of the actions of others, and a need to control them or stop them to avoid being harassed. Apathy, grief, fear, hatred, shame, blame, regret, resentment, anger, hostility are examples of negative emotions. The negative emotions are helpful and act as a motive in moving away from what one doesn’t want and positive emotions are useful for moving towards what one wants⁴³.

There are hundreds of emotions along with their blends. The basic members and families of emotions, though not all agree on them, which are proposed by some theorists are as follows: The basic families of emotions are: Fear (safety) which involves anxiety, apprehension, nervousness, concern, consternation, misgiving, wariness, qualm, edginess, dread, fright, terror and in the extreme cases phobia and panic. Anger (justice) reflects fury, outrage, resentment, wrath, exasperation, indignation, vexation, acrimony, animosity, annoyance,

irritability, hostility, and perhaps these are manifest in the extreme as hatred and violence⁴⁴. Sadness has some features as (loss) grief, sorrow, cheerlessness, gloom, melancholy, self-pity, loneliness, dejection, despair, and depression in the extreme case. Enjoyment (gain) shows happiness, joy, relief, contentment, bliss, delight, amusement, pride, sensual pleasure, thrill, rapture, gratification, satisfaction, euphoria, whimsy, ecstasy, and at the far edge, mania. Love (attraction) means acceptance, friendliness, trust, kindness, affinity, devotion, adoration, infatuation, and agape. Disgust (repulsion) reveals contempt, disdain, scorn, abhorrence, aversion, distaste, and revulsion. Surprise (attention) includes shock, astonishment, amazement, and wonder. Shame (self-control) means guilt, embarrassment, chagrin, remorse, humiliation, regret, mortification, and contrition⁴⁵.

There are some general characteristics of emotions. All emotions have certain definite characteristics. Different emotions also have their own characteristics and behavioural patterns. Some of the general characteristics of emotions are as follows:

Emotions and biological drives mean that emotion mostly occurs when any basic need is thwarted or challenged or when such a need is satisfied. Emotion is said to occur as a reaction when some basic drive is frustrated or properly satisfied. For example, fear is a response associated with expected danger. Anger is a response when some activity is blocked. Similarly, joy is felt when the need is satisfied. The other way in which emotions are related to biological needs is that they not only occur as a reaction to the thwarting of a need, but also, as experiences that help and direct the organism towards the satisfaction of the needs. To cite an example, in anger one could be able to use more energy in fighting the obstructing situation. Thus, emotions serve the organism in a helpful manner in the satisfaction of basic needs⁴⁶.

Emotions and reasoning reveal that emotion does not surge up in the most challenging or disturbing situation in facing the problem by reasoning and thinking. An emotional response

is always weakened by the application of our reasoning process⁴⁶. Logical reasoning locks emotions and strong emotions block logical thinking. These two phenomena seem to be opposed to each other. It is known that emotion is a primitive form of reaction than reasoning. Emotions have their own biological value in helping the organism to meet an emergency situation. In critical situations immediate and vigorous action is called for and there may not be much time for thinking and reasoning⁴⁶.

Emotion and overt behaviour show that each emotion has certain definite muscular and overt behaviour¹¹⁸. Generally, each emotion is said to have its own expressive behaviour. But many emotions have common expressive signs. Certain strong emotions have their own characteristic behaviour patterns. For instance, in anger, there is typical behaviour of attacking and all activities connected with it. In fear, there is the activity of fight or escape. Several other forms of overt behaviours such as smiling, laughing and crying are also expressions of emotions. Emotions and internal response affirm that when one experiences emotions there are certain internal activities and disturbances in the autonomic nervous system, ductless glands and visceral organs⁴⁷.

Emotions and mood reflect that unlike feelings emotions are very strong in intensity. So any emotional experience even after it ceases, leaves behind a kind of 'after feeling' called as mood. We all might have had experienced these moods at some point of time or the other in our lives. For example, after we had an outburst of anger, for a much longer time we would be in an angry mood. When we are in this mood, we are liable to become angry even with a slight provocation. After an experience of intense fear, we would be in a frightened mood for much longer time and unexpected sound, or event will make us afraid again⁴⁷.

There are some physiological changes in emotions that the human behaviour, these are include; facial expressions which are various muscles of the face including the eye, the lips,

the nose and the forehead undergo changes by way of twisting and taking different poses. Most of the emotions have their facial expressions but it may not always be easy to judge the emotion from these expressions. Some facial expressions are universal⁴⁷.

Muscular adjustment shows that sometimes the entire muscular system of the body undergoes contraction and adjustments. For example, the bodily changes that take place in “startle reaction” when there is quick, unexpected and strong stimulus. The startle response consists of sudden movement of the head, blinking of the eyes, a characteristic facial expression, raising and drawing forward of the shoulders, turning inward of the upper arms, bending of the elbows, turning downward of the forearms, flexion of the fingers, forward movement of the trunk, contraction of the abdomen and bending of the knees. Some have questioned considering ‘startle reaction’ as an emotion as they consider startle reaction as one of the basic reflexes. There is some truth in this claim as the same type of bodily changes also appears in cases of fear response⁴⁸.

Gestures and movement of the hands reflect that gestures may sometimes involve the movements of the whole body. Change in voice could be noticed when the voice gets affected in an emotion. When excited the voice becomes loud and high pitched. Under fear the voice takes a sinking and low tone. There are other changes of a miscellaneous nature associated with emotions such as the hair standing on end, stimulation of sweat glands, drying of the tongue among others. Another change that takes place under emotions is the fact that we have unusual amount of energy at our disposal⁴⁸. For example, when one is fighting a fire, one seems to have strength and energy beyond ordinary limit. When one is running away from danger, one is able to run much faster and the energy at one’s disposal seems to be much more than what is ordinarily available for us (some of us who may never win a prize at running a race may perhaps even beat a champion if we were chased by a cobra or a tiger). One could even notice a comparatively weaker person when under strong anger

overcoming a much stronger man in a fight. All these are due to release of abnormal amount of energy helping people to meet the critical situation and thus preserve our well-being⁴⁹.

Intelligence has been defined in many ways such as in terms of one's capacity for logic, abstract thought, understanding, self-awareness, communication, learning, emotional knowledge, memory, planning, creativity and problem solving. Intelligence is most widely studied in humans but has also been observed in animals and in plants. Artificial intelligence is the simulation of intelligence in machines. Intelligence derives from the Latin verb *intelligere*, to comprehend or perceive. A form of this verb, *intellectus*, became the medieval technical term for understanding, and a translation for the Greek philosophical term nous. This term was however strongly linked to the metaphysical and cosmological theories of teleological scholasticism, including theories of the immortality of the soul, and the concept of the Active Intellect (also known as the Active Intelligence)⁴⁹.

Intelligence is defined as mental capability that involves the ability to reason, to plan, to solve problems, to think abstractly, to comprehend complex ideas, to learn quickly and to learn from experience. It is not merely book learning, a narrow academic skill, or test-taking smartness. A very general mental capability that, among other things, involves the ability to reason, plan, solve problems, think abstractly, comprehend complex ideas, learn quickly and learn from experience. It is not merely book learning, a narrow academic skill, or test-taking smarts. Rather, it reflects a broader and deeper capability for comprehending our surroundings "catching on," "making sense" of things, or "figuring out" what to do⁵⁰.

There are some nature and characteristics of intelligence and its development in humans which differentiate one individual from the other. Intelligence is not acquired after sustained labour. It is a gift from nature. Intelligence is not memory. An intelligent person may have poor memory. Intelligence is not a skill which a worker acquires after planned practice.

Intelligence is not a guarantee of a good behaviour of the individual. To understand the nature of intelligence one needs to know the classification intelligence⁵⁰.

Concrete Intelligence is the ability of an individual to comprehend actual situations and to react to them adequately. The concrete intelligence is evident from various activities of daily life. This type of intelligence is applicable when the individual is handling concrete objects or medicines. Engineers, mechanics and architects have this type of intelligence. Abstract Intelligence is the ability to respond to words, numbers and symbols. Abstract intelligence is required in the ordinary academic subjects in the school. This is acquired after an intensive study of books and literature. Good teachers, lawyers, doctors, philosophers etc. have this type of intelligence⁵¹.

Thus, one sees the nature of intelligence as the ability for adjustment to environment, ability to perceive relationship between various objects and methods, ability to solve problems, ability to think independently, ability to learn maximum in minimum period of time, ability to benefit from one's own experience and the experience of others. Therefore, intelligence is an inborn ability of an individual, the distribution of intelligence is not equal among all human beings. There is wide individual difference that exists among individuals with regard to intelligence⁵². The main features of intelligence are the following: Intelligence is an innate natural endowment of the child, it helps the individual in maximum learning in minimum period of time, the individual is able to foresee the future and plan accordingly, the individual is able to take advantage of his previous experiences, the child faces the future with compliance, he develops a sense of discrimination between right or wrong. It also includes the developmental period of intelligence is from birth to adolescence, there is a minor difference in the development of intelligence between boys and girls, there are individual differences with regard to the intelligence between boys and girls, intelligence is mostly determined by heredity but a suitable environment necessary to improve it⁵².

It is generally agreed upon by almost all psychologists that intelligence increases up to adolescence and declines in old age. According to Pinter, the development of intelligence takes place at a rapid space up to the age of 14 years, and then it stops at any stage in between the ages of 14 – 22 years. It is opined that students and adults reach the limit of their intelligence growth at the age of 16 years. This limit is reached at the age of 15 years. Intelligence grows up to the age of 18 years. The researchers of Thorndike reveal that the power to learn in a person develops up to the age of 22 years and this power continues to work up to the age of 45 years⁵³. According to some psychologists, the intelligence of dull children grows only up to the age of 14 years and those of normal ones up to the age of 16 years. In the case of children of genius category, it continues to grow up to the age of twenty years. However, the definite age till when intelligence grows has not been determined. This problem remains even today as it was earlier⁵³.

The roots of Emotional Intelligence concept can be traced back to the work of Charles Darwin and his belief that emotional expression has a vital role to play in survival and adaptation⁵⁴. Throughout the 1900's several intelligence researchers theorised that non-cognitive aspects were hugely important in constructing a comprehensive model of intelligence. An idea of multiple intelligences was introduced which include, Interpersonal Intelligence, the ability to understand other people's desires, intentions and motivations and Intrapersonal Intelligence, the ability to understand one's own feelings, motivations and fears. Emotional Intelligence represents a set of competencies that perceive, understand and regulate emotions in one-selves and in others. These emotional competencies are learned capabilities based on the level of Emotional Intelligence that lead to superior efficiency in performance. Emotional Intelligence could be defined as "the ability to monitor one's own and other's feelings and emotions, to discriminate among them, and use this information to guide one's thinking and actions⁵⁴. The framework developed by them is built around

emotion related cognitive abilities and their ability model divides the skills and abilities of Emotional Intelligence into four branches, which are: Perceive emotions, use emotions to facilitate thought, understand emotions and manage emotions⁵⁴.

Emotional Intelligence is an important factor that provides improved capabilities for achieving organisational goals and job objectives, inducing better teamwork through cooperation and trust. Emotionally intelligent employees tend to have a positive mindset, appear more contented, dedicated and loyal to their profession and organisation, which in turn creates a conducive environment that effectuates improved job performances. Burnout at the workplace can be decreased with the ability to manage and regulate one's emotions. Employees with high EI levels have been found to have a lower burnout rate in performing tasks. The absence of employee burnout while performing a task encourages employee engagement, allowing for consistent focus on the task at hand, thus contributing to a higher level of motivation in performances⁵⁵.

The leaders in public management and administration should consider traits of EI as important elements in the characteristics of personnel recruited into the public sector, mainly in terms of self-awareness and regulation. The perceived influence of EI involves its inclusion in training and development initiatives, which would help organisations to enhance the level of commitment by means of improved individual behaviour and team performance of emotionally strong and consistently motivated team members. EI determines the performance of employees; a high EI level produces high performances, while a lower level of EI breeds low performers⁵⁶.

Literature has theorized that Job Performance is influenced by employees' ability to use emotions to facilitate performance one of the four defining dimensions of EI. Employees could use both positive and negative emotions to their advantage to improve performance.

For example, positive emotions, such as excitement or enthusiasm, could stimulate employees to provide better customer service, complete their work assignments, or contribute to the organisation. Conversely, negative emotions, such as anxiety, could facilitate employees' ability to focus on their work tasks. Employees with high Emotional Intelligence should be more proficient at regulating their own emotions and managing others' emotions to foster more positive interactions, which could lead to more organisational citizenship behaviours that contribute to performance⁵⁶. Organisations are the best settings that require interpersonal interaction. Most of these interactions are related to the performance of job duties, for example, serving customers, receiving instructions and reporting to supervisors, or cooperating and coordinating with colleagues among others. Employees with high levels of EI are those who can make use of the predecessor- and response-focused emotional regulation effectively and master their interactions with others in a more effective manner⁵⁷.

Emotional Intelligence (EI) consists of three main models which are the ability model, trait model and mixed model. The ability model proposes that there are variations among people in the ability to process information related to their emotional side and to relate the emotional processing into cognition that is wider, while the trait model proposes the self-perception of an individual about their emotional abilities. The third one is the mixed model. This model proposes that Emotional Intelligence (EI) is an array of skills and competencies that help enhance a leader's performance. In contrast, some researchers have stated in their studies that the entire concept of Emotional Intelligence (EI) originates from an analytical sloka in the Indian philosophy⁵⁷.

Emotional Intelligence is a set of competencies where personal competence and social competence plays a vital role in directing and controlling one's feelings towards work and efficiency at work. These competencies are the major factors and his ability to control and

manage his moods and impulses on the job. To understand one's emotions and feelings as they occur, and tuning oneself to the changed situation, requires the emotional competency, emotional maturity and emotional sensitivity that are demanded on the job. In a work situation, performance of the employees depends on working with group of people with different ideas, suggestions, and opinions. Effective use of Emotional Intelligence gives better team harmony⁵⁸. Leaders, in particular, need high Emotional Intelligence, because they represent the organisation to the customers, they interact with the highest number of people within and outside the organisation and they set the tone for employee morale. Leaders with high Emotional Intelligence are able to understand their employee's needs and provide them with constructive feedback. It has been widely hypothesised that individuals who have a high level of Emotional Intelligence (EI) are expected to accomplish higher levels of achievements both in their personal life and their workplace and that they contribute significantly to the performance of the organisations within which they work⁵⁹.

Emotional Intelligence may contribute to work performance (as reflected in salary, salary increase, and company rank) by enabling people to nurture positive relationships at work, work effectively in teams, and build social capital. Work performance often depends on the support, advice, and other resources provided by others. Emotional Intelligence may also contribute to work performance by enabling people to regulate their emotions so as to cope effectively with stress, perform well under pressure, and adjust to organisational change⁵⁹.

Emotional Intelligence has become of widespread interest to psychological research in recent years. It has been claimed that Emotional Intelligence is one of the important factors that determine success in life and job effectiveness. Research has provided evidence for a direct link between Emotional Intelligence and job performance. It was indicated that EI may be an important adaptive mechanism for helping individuals to interact with their environment, including work environment⁵⁹. It was reported that EI is twice as important as technical skills

and more important than IQ for success in jobs at all levels. It was also suggested that EI is related to success at work and plays a significant role in certain aspects of effective team leadership and team effectiveness. It should be, however, stressed that studies exploring the relationship between EI and experienced job stress and its outcomes are rather scanty⁵⁹.

The two types of models are best reflected by the two main approaches to the measurement of EI. Authors categorised instruments according to their measurement approaches. That is, trait EI measures (also known as self-report measures of EI) and effectiveness-based (objective) measures (also known as ability-EI). The former category concerns models of EI that are intended to measure an individual's belief about emotional abilities, rather than his/her actual ability. Mixed models employ a self-report approach⁶⁰. The Bar-On EQ-I and the Swinburne University Emotional Intelligence Test (SUEIT) are examples of self-report measures. The latter category (effectiveness-based measures) pertains to ability models that include a series of emotion-related questions for which there are more or less correct answers. The only set of effectiveness-based measures available is the Multi-Factor Emotional Intelligence Scale (MEIS), and the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT)⁶⁰.

It is affirmed that Emotional Intelligence is equal to, if not more valuable than, IQ as an important indicator of one's professional and life success. Emotional Intelligence is conceived and composed of four dimensions, namely¹⁴²: perception and appraisal of emotion, facilitation of thought using emotion, understanding emotional knowledge, regulating emotional thought and display toward goals. Emotional Intelligence is conceptualized in terms of a five-step process. The first step is self-awareness, which has to do with the individual's ability to recognise a feeling as they occur in real-life situations. This awareness enables a person to have a better understanding of his or her own feelings and thoughts that

empowers a person to make well informed choices not only for themselves but also staff and their employing organisation. These attributes help individuals to make effective decisions⁶⁰.

The second aspect of Emotional Intelligence as identified in Goleman's theory is the management and self-regulation of emotion. Once individuals are aware of their emotion, they would have the capacity to put such emotion under proper control so that they are not unnecessarily handicapped by it. The next aspect is self-motivation and effectiveness. It is characterised by goal orientedness and channelisation of emotion toward desired outcomes. The fourth dimension is empathy and perspective taking. It involves the capacity to recognise emotion in others as well as understanding other's point of view. The criticality of this in work setting could be understood from the perspective that in work situations, team spirit is required to get work executed and except there is better understanding of other's feelings, effectiveness will be impaired. The fifth and the final aspect of the model is social skills. With these social competences, it is easier for people to handle interpersonal relationship effectively⁶⁰.

It is suggested that EQ is more critical than IQ in determining the success of individuals. An individual's mood or emotions, and the way that they are managed are postulated to have an influence on their creative and intellectual competencies and on their ability to form and maintain healthy interpersonal relations. Contrary to traditional beliefs regarding emotion, they do not suppress the ability to engage in effective cognitive processing: rather they serve as a filter that places a person in touch with critical emotive dimensions. Being in touch with these emotions in turn could enhance the individual's ability to better analyse and understand problems (technical) more comprehensively, thus positively impacting their intellectual abilities⁶⁰.

The idea of developing individual's Emotional Intelligence to support and foster both cognitive and social competencies is related to Vygotsky's zone of proximal development scheme. Within this theoretical framework, Scholar proposed that a child's cognitive potential and growth is not limited by fixed parameters. Rather there is a zone for which further cognitive development can occur. This zone of potential development is affected by outside influences such as strategic educational programmes that systematically integrate both cognitive and emotional skills within their structure. Indeed, scholar has argued that social relations (which constitute a primary dimension of Emotional Intelligence) are the primary functions for cognitive development. He stated thus: Emotional Intelligence arises from a productive union of the productive and emotion systems⁶¹.

The cognitive system carries out abstract reasoning about emotions, while the emotion system enhances cognitive capacity. More specifically, individuals high in Emotional Intelligence have the ability to perceive, understand and manage emotions, on the one hand, and to allow emotions to facilitate their thought, on the other. Four facets of Emotional Intelligence have been identified in literature. They are: self-awareness, empathy, relationship management and emotion management⁶¹. However, only two of these facets, that is, self-awareness and social skills would be examined in this study.

Self-awareness is the cognitive ability to accurately appraise one's own emotions, feelings and behaviours. It also pertains to expressing one's feelings. In short, this dimension references an individual's ability to self-reflect and understand their emotions. Reflection facilitates the use of emotional information for making judgements and decisions. The understanding of feelings will impact the accuracy of communicating emotions which in turn should enhance communication with others in terms of facilitating the understanding of others' needs, goals and objectives. This concept allows the individual to make conscious

choices regarding major and minor life decisions. Self-awareness is key to realizing one's own strengths and weaknesses. Individuals who score high in accurate self-assessment are aware of their abilities and limitations, seek out feedback and learn from their mistakes, and know where they need to improve and when to work with others who have complementary strengths. Another component of self-awareness is self-confidence which is a belief in one's own capability to accomplish a task and select an effective approach to a task or problem⁶². This definition includes confidence in one's ability as expressed in increasingly challenging circumstances and confidence in one's decisions or opinions⁶².

Social skills of secretaries refer to the ability to effectively manage interpersonal relationships, communicate with others, and navigate social interactions in the workplace. Secretaries are often the central point of contact within organisations, interacting with staff, management, clients, and external stakeholders. Therefore, social skills are essential for their role as they help in creating a positive working environment, enhancing efficiency, and resolving conflicts. Secretaries need to communicate effectively, both in writing and verbally. This includes conveying messages clearly, understanding the needs of others, and ensuring information is transmitted accurately. Good communication also involves active listening, allowing secretaries to better understand and address the concerns of colleagues, clients, and visitors⁶³.

The social skills of secretaries have a direct impact on their Job Performance and the overall success of the organisation. A secretary with strong social skills can: Enhance the workplace environment by creating a culture of respect, cooperation, and support. Improve communication and prevent misunderstandings, which are critical in administrative roles. Manage relationships with clients, vendors, and colleagues, ensuring smooth operations and service delivery. Help resolve conflicts and build rapport, contributing to a positive Organisational Climate⁶³.

Emotional Intelligence of employees could be high or low. It could be stated that employees with high Emotional Intelligence tend to label his/her feelings, rather than label people or situations, distinguish between thoughts and feelings, take responsibility for his/her feelings. Also, such an employee could use his/her feelings to help him/her make decisions, show respect for other people's feelings, feel energised, not angry, and validate other people's feelings. Furthermore, an employee with high Emotional Intelligence could also practice getting a positive value from his/her negative emotions; avoid advising, commanding, controlling, criticizing, judging or lecturing others; and finally avoid people who invalidate them, or do not respect other people's feelings. Employee with low Emotional Intelligence tends not to understand the feelings of other employees, inability to manage stress, poor sense of judgment among others all these could inhibit the quality-of-service delivery by employ⁶⁴.

The most popular ability models of Emotional Intelligence in relationship to the manager's performance in the organisation as a set of four exact cognitive natural forces that enhance his/her capability to recognise, cause with and utilise strong sentiments effectively. Specifically, he/she must possess the proficiencies to; perceive emotion, integrate emotion to facilitate thought, understand emotions, and manage emotions of his subordinates and clients so as to enhance his productivity in the organisation. This view is in line with that of the authors who noted that Emotional Intelligence is a basic ability for learning and a key feature for efficient leadership. Managing emotions by skills of controlling motions has relationship with managing through emotions⁶⁵.

Managing emotions practically is related to how individuals behave with each other especially in the workplace or in the entire human society; therefore, in educational organisations such as the university management, secretaries' roles in processing and disseminating relevant information to the information seekers are considered important. This skill helps individuals in self-regulation, being responsible to others, respecting others' views

and articulating feelings. Managing emotions is a skill, which approves the importance of leadership status in determining educational tasks, performing educational process sufficiently and self-esteem⁶⁵.

Secretaries differ in the degree to which they are aware of their emotions (appraisal) and the degree to which the latter are verbally and non-verbally being expressed. Individuals who accurately appraise and express (perceive and respond to) their emotions are likely to be better understood by the people they work with, and they also have the potential to better lead and manage people when they are able to perceive the emotions of the people around them and to develop empathy the ability to comprehend another's feelings and to re-experience them oneself⁶⁵.

Regulating emotion in the self and others means that people differ in their ability to manage (monitor, evaluate, and adjust to changing moods) their emotions as well as in their ability to regulate and alter the affective reactions of others. Regulation of one's own emotions and moods results in positive and negative affective states. Emotionally, intelligent secretaries are adept at placing themselves in positive affective states and are able to experience negative affective states that have insignificant destructive consequences. Emotionally astute people can induce a positive effect in others that results in a powerful social influence (charisma), an important component of leadership. Using emotions in adaptive ways means that individuals also differ in the ways (functional vs. dysfunctional) in which they utilize their emotions⁶⁵.

Emotions can help in generating multiple future plans (exiled planning); improve the decision-making process due to a better understanding of one's emotional reaction (creative thinking); facilitate cognitive processes such as creativity on the one hand and punctuality on the other hand (mood redirected attention); and enhance persistence regarding challenging tasks (motivating emotions). Research has been conducted on the significance of the construct¹⁴⁹. Their pure theory of Emotional Intelligence integrates key ideas from the fields

of intelligence and emotion. From intelligence theory comes the idea that intelligence involves the capacity to carry out abstract reasoning⁶⁵.

From emotion research comes the notion that emotions are signals that convey regular and discernable meanings about relationships and that a number of basic emotions are universal. It is affirmed that individuals vary in their ability to process information of an emotional nature and in their ability to relate emotional processing to a wider cognition. They then posit that this ability is seen to manifest itself in certain adaptive behaviours. The concept of Emotional Intelligence is based within a model of intelligence, that is, it strives to define Emotional Intelligence within the confines of the standard criteria for a new intelligence. It proposes that Emotional Intelligence comprised two areas: experiential (ability to perceive, respond, and manipulate emotional information without necessarily understanding it) and strategic (ability to understand and manage emotions without necessarily perceiving feelings well or fully experiencing them)⁶⁶.

Each area is further divided into two branches that range from basic psychological processes to more complex processes integrating emotion and cognition. The first branch, emotional perception, is the ability to be self-aware of emotions and to express emotions and emotional needs accurately to others. Emotional perception also includes the ability to distinguish between honest and dishonest expressions of emotion. The second branch, emotional assimilation, is the ability to distinguish among the different emotions one is feeling and to identify those that are influencing their thought processes. The third branch, emotional understanding, is the ability to understand complex emotions (such as feeling two emotions at once) and the ability to recognize transitions from one to the other⁶⁶.

The director of the Institute of Applied Intelligences in Denmark and consultant for a variety of institutions and organisations in Israel, Reuven Bar-On developed one of the first measures

of Emotional Intelligence that used the term "Emotion Quotient". Bar-On's model of Emotional Intelligence relates to the potential for performance and success, rather than performance or success itself, and is considered process-oriented rather than outcome-oriented. It focuses on an array of emotional and social abilities, including the ability to be aware of, understand, and express oneself, the ability to be aware of, understand, and relate to others, the ability to deal with strong emotions, and the ability to adapt to change and solve problems of a social or personal nature. In his model, Bar-On outlines 5 components of Emotional Intelligence: intrapersonal, interpersonal, adaptability, stress management, and general mood. It is posited that Emotional Intelligence develops over time and that it can be improved through training, programming and therapy⁶⁷.

2.2 Theoretical Framework

2.2.1 Triarchy Model of Job Performance

Triarchy Job Performance theory is an influential framework in organisational psychology that helps explain the complexities of job performance, specifically in the workplace. According to this theory, Job Performance is not a single, monolithic construct, but a multifaceted phenomenon that consists of three key components: Task Performance, Contextual Performance and Adaptive Performance. The theory also emphasizes the importance of how these components are influenced by individual characteristics, job-specific factors, and broader organisational dynamics⁶⁸. Key components of Job Performance according to Triarchy are task performance, conceptual performance, and adaptive performance.

Task performance refers to the core duties and responsibilities that an employee is expected to perform as part of their job. These tasks are typically defined by job descriptions and include activities directly related to the production of goods or services. In the case of secretaries, for example, task performance would include answering phones, scheduling

meetings, managing correspondence, and performing other administrative duties. Task performance is often considered the more measurable and straightforward component of Job Performance because it directly ties to specific, observable outputs⁶⁸.

Contextual performance refers to the behaviours and actions that support the organisational environment, even if they are not directly related to specific job tasks. These behaviours often reflect an employee's willingness to go beyond the minimum requirements and contribute to the organisation's social and psychological well-being. For a secretary, contextual performance might include helping a new colleague adjust to the office environment, proactively identifying inefficiencies in administrative processes, or maintaining a positive and welcoming demeanor when interacting with clients and team members⁶⁹.

Adaptive performance reflects an employee's ability to adjust to changes and novel demands in the workplace. It is becoming increasingly important in modern organisations due to the dynamic nature of work environments, technological advancements, and the need for innovation. Adaptive performance emphasizes flexibility, learning, and problem-solving in response to new challenges. A secretary demonstrates adaptive performance by quickly learning how to use a new software system for managing schedules, handling a last-minute change to a meeting plan, or developing creative solutions to address a sudden overload of administrative work.

Triarchy framework suggests that both task and contextual performance are influenced by different factors, and they do not necessarily correlate with one another. For example, an individual may excel in task performance but struggle with contextual performance, or vice versa. The distinction between these two types of performance emphasizes that being competent at the core aspects of a job does not automatically mean an employee will contribute positively to the organisational environment, and vice versa⁷⁰. It is elaborated on

the idea that individual differences, such as personality traits (conscientiousness, Emotional Intelligence), and situational factors (the work environment, leadership, Organisational Climate) could differentially impact these two aspects of job performance. While task performance tends to be more directly tied to knowledge and skills, contextual performance often depends more on attitudinal factors such as motivation, engagement, and interpersonal abilities⁷¹.

Job Performance Theory offers several implications for management practices: Comprehensive performance evaluations; Managers should consider both task and contextual performance when evaluating employees. This approach provides a more complete picture of an employee's overall contribution to the organisation. Training and development: Organisations can target specific aspects of both task and contextual performance through training programs. For example, employees may be trained to improve their technical skills for task performance, while also receiving training on Emotional Intelligence, communication, and teamwork to improve contextual performance. Job design: Understanding the distinction between task and contextual performance can help organisations design jobs that encourage behaviours that go beyond the core responsibilities. For instance, positions can be structured to encourage collaboration, innovation, and proactive problem-solving, which are key to enhancing contextual performance⁷¹. Selection and Recruitment: In hiring new employees, organisations should look for candidates who not only have the technical skills required for task performance but also demonstrate the interpersonal and motivational qualities that contribute to positive organisational citizenship behaviours⁷¹.

In conclusion, theory of Job Performance is perhaps the most central construct in work psychology. Explanation of this construct is important for many functions that one engages in one's profession. Explaining the content domain of the construct of Job Performance is a critical component of our Job Performance as industrial and organisational psychologists.

This theory is relevant to this study because it emphasizes those components in an organisation that could enhance the performance of secretaries as it goes a long way in making organisations to meet its goals and objectives.

2.2.2 Likert Organisational Climate Theory

Likert's theory stands out for its practical orientation and its focus on Leadership Styles, Motivation, Communication, and Decision-making as key components of the Organisational Climate⁷². The concept of Organisational Climate has long been a cornerstone in understanding how individuals perceive and interact within their workplaces. Organisational Climate has long been a critical subject of study in the field of organisational behavior and management. Among the foundational contributions to this area is the work of Rensis Likert, whose Organisational Climate Theory (1967) provided a systematic framework for understanding how management practices shape the attitudes, behaviors, and effectiveness of employees within organisations.

At its core, Likert's theory is based on the premise that the behavior of people in organisations is not merely a result of individual traits or motivations but is significantly influenced by the nature of the social and managerial environment in which they work. He argued that the psychological atmosphere what we refer to as Organisational Climate has a profound effect on employee satisfaction, performance, and the overall health of the organisation.

One of the most significant aspects of Likert's work is his categorization of four distinct management systems, which he developed after years of empirical research. These systems reflect different approaches to leadership and organisational control and correspond to varying types of Organisational Climates. The four systems are: exploitative-authoritative, Benevolent-authoritative, consultative and participative group. Each system describes how

authority is exercised, how decisions are made, how communication flows, and how motivation is handled. Exploitative-Authoritative is the most autocratic and rigid system. In this climate, decision-making is centralized at the top, and subordinates are given minimal autonomy. Communication is primarily downward, and employees are motivated through threats, fear, and punitive measures. Trust between management and employees are low. Such a climate fosters resistance, low morale, and minimal cooperation from staff⁷².

Benevolent-Authoritative this system introduces a more paternalistic tone. Managers may show concern for their subordinates but still retain full control over decision-making. Employees may be rewarded for compliance, but they are not truly involved in organisational planning or problem-solving. Communication is mostly top-down, and although the environment is less harsh than in System 1, it still limits initiative and innovation. Consultative system marks a significant shift toward employee involvement. Leaders seek input from employees before making decisions, though final authority still lies with management. Communication flows in both directions, and there is a genuine effort to build mutual trust. Motivation is enhanced by recognizing employee contributions, and job satisfaction tends to improve. While not fully democratic, the climate is more open and cooperative.

Participative Group represents the ideal in Likert's model. In this system, decision-making is decentralized and participatory. Teams are encouraged to set their own goals and solve problems collaboratively. Communication is open, honest, and multidirectional. Managers act as facilitators rather than controllers. This climate fosters trust, innovation, high morale, and strong group loyalty. Likert believed that organisations operating under this system would achieve the highest levels of productivity and employee satisfaction. Likert identified several key dimensions that define and shape the Organisational Climate. These include leadership style and it is the way leaders interact with employees whether autocratic, consultative, or

participatory greatly influences morale and performance. System 4's participative leadership encourages openness, respect, and collaboration⁷³.

Motivation in Likert's framework is not merely about rewards or punishments but about intrinsic satisfaction from meaningful work and team success. Participative environments motivate employees through a sense of ownership and purpose. Communication is the direction, flow, and openness of communication are critical indicators of climate. In systems where communication is predominantly top-down, employees may feel ignored or undervalued. In contrast, multidirectional and transparent communication builds trust and engagement. Decision-Making talks about those who makes decisions, and how they are made, determines how empowered employees feel. Participative decision-making fosters a sense of inclusion and responsibility, which is essential for a positive Organisational Climate. Goal setting and control is a collective process, and control is exercised through self-regulation within workgroups rather than imposed from the top. This builds cohesion and accountability⁷³.

Likert's conclusions were not speculative. He arrived at these insights through extensive empirical research, including interviews, surveys, and field studies across a range of organisations. Using tools like the Profile of Organisational Characteristics (POC), Likert was able to measure employee perceptions of the climate and correlate them with productivity and job satisfaction. His work was pioneering in bridging the gap between qualitative assessments of organisational life and quantitative measures, thus providing a scientific foundation for understanding how human factors contribute to organisational success. The practical implications of Likert's theory are far-reaching. Organisations that embrace participative management practices, as described in System 4, are more likely to experience: higher productivity, greater employee satisfaction and retention, improved teamwork and morale and enhanced innovation and adaptability. In contrast, organisations

that remain trapped in exploitative or authoritarian climates often struggle with inefficiency, high turnover, low trust, and internal conflict. Likert's organisation climate theory has been especially influential in public sector organisations, educational institutions, and healthcare, where participative decision-making and strong internal communication can significantly impact job performance⁷⁴.

While Likert's model has been widely praised, it is not without its critics. Some argue that his systems are overly idealized and do not account for the complexities of organisational change, especially in volatile or crisis-driven environments. Others point out that cultural and contextual differences (e.g., in different countries or industries) may limit the applicability of the participative model. Nonetheless, many contemporary models of organisational culture and employee engagement continue to draw on Likert's core ideas, especially his emphasis on participation, trust, and open communication. Rensis Likert's Organisational Climate Theory (1967) remains a cornerstone of organisational behavior and management thought. By articulating four distinct systems of management and linking them to measurable dimensions of Organisational Climate, Likert provided a powerful framework for diagnosing and improving workplace environments. His theory emphasizes that the way people are led, communicated with, and involved in decision-making shapes not only their satisfaction but also the long-term effectiveness of the organisation⁷⁴.

Critics argue that the dynamic and perceptual nature of climate makes it difficult to isolate causality between climate and outcomes. Additionally, the interplay between climate and culture remains an area requiring further exploration. Future research suggested by the authors includes examining the impact of technology and remote work on Organisational Climate. With the rise of virtual teams, understanding how digital interactions shape climate perceptions is becoming increasingly important⁷⁴.

This theory is relevant to Job Performance of secretaries because it highlights the importance of shared perceptions in shaping attitudes and behaviours, the theory underscores how a positive Organisational Climate can empower secretaries to excel in their roles. Dimensions such as safety, ethics, justice, innovation, and leadership significantly impact their efficiency, motivation, and overall contribution to the organisation. For organisations seeking to optimize the performance of secretaries, fostering a supportive and inclusive climate is not merely beneficial it is essential for achieving sustained success.

2.2.3 Emotional Intelligence Theory

Goleman proposes that there are four dimensions of Emotional Intelligence which are: Social Awareness, Self-Awareness, Self-Management and Relationship Management. All of the theories and models in the conceptualization of EI are under the umbrella of three main lines of thought which are trait approach, ability approach and mixed approach; these are the models proposed⁷⁵. Therefore, different theories attempt to understand and explain the skills, traits, and abilities associated with Emotional Intelligence. While some might argue that the goal of research should be to identify and define a singular theoretical framework to be labelled as the correct version of Emotional Intelligence, another approach would be to acknowledge that having multiple theories can often serve to elucidate additional aspects of complex psychological constructs. Each of their theoretical framework conceptualize Emotional Intelligence from one of two perspectives: as a form of pure intelligence consisting of mental ability only, or as a mixed intelligence consisting of both mental ability and personality characteristics like optimism, adaptability and well-being. Till now, the only ability model of Emotional Intelligence is that proposed by Mayer and Salovey. They considered EI as a form of pure intelligence consisting of cognitive ability only. The two mixed models distinguish from each other; the differences in which are attributed to the varying beliefs of what constitutes Emotional Intelligence⁷⁶.

Reuven Bar-On conceptualized a model with personality dimensions, emphasizing the co-dependence of the ability aspects of Emotional Intelligence with personality traits and their application to well-being. On the other hand, a mixed model in terms of performance by combining an individual's abilities and personality implementing their corresponding effects in the workplace was proposed⁷⁶.

Self-awareness is the ability to identify one's emotions and recognize their impact while using gut feelings to guide decisions. Self-management, involves controlling one's emotions and impulses and thereby adapting to changing circumstances. Social awareness consists of the ability to sense, understand, and react to other's emotions while comprehending social networks. Finally, relationship management entails the ability to inspire, influence, and develop others while managing conflict. Goleman's model includes a set of emotional competencies within each construct of Emotional Intelligence, he opined that emotional competencies are not innate talents, rather learned capabilities that must be worked on and developed to achieve outstanding performance⁷⁶. Furthermore, some authors coined the term "Emotional Intelligence" and have continued to conduct research on the significance of the construct. They conceptualized Ability-Based Emotional Intelligence Model which was based on the work of Gardner and his view on personal intelligence. Their model entails five broad areas: knowing one's own emotions, managing one's own emotions, self-motivation, recognizing emotions of others and handling relationships with others⁷⁶.

Emotional Intelligence had four branches; the first branch, emotional perception, is the ability to be self-aware of emotions and to express emotions and emotional needs accurately to self and others. It also includes the ability to distinguish between accurate and inaccurate or honest and tricky emotional expressions. The second aspect which is emotional assimilation is the ability to distinguish among the different emotions one is feeling and to identify those

that are influencing their thought processes by directing attention to important information. Just like emotional mood swings change the individual's thinking pattern from optimistic to pessimistic, encouraging consideration of multiple points of view⁷⁶.

Emotional states distinctively encourage specific problem-solving approaches such as happiness state facilitates inductive reasoning and creativity. The third part is emotional understanding, which is the ability to understand complex emotions and the ability to identify transitions from one emotion to the other such as the transition from anger to satisfaction or from anger to shame. Lastly, the fourth branch, emotion management, is the ability to stay open to both pleasant and unpleasant feelings, the ability to reflectively connect or detach from an emotion depending upon it being judged to be informative or utility and regulate emotions in oneself and in others. The four branches function hierarchically with the perception of emotions acting as the most basic or bottom branch, and emotional management as the most complex or top branch⁷⁷.

Bar-On introduced the term Emotional Quotient (EQ) in his doctoral dissertation as an analogue to Intelligent Quotient (IQ). His model of Emotional Intelligence can be viewed as a mixed intelligence, also consisting of cognitive ability and aspects of personality, health and well-being. It relates to the potential for performance and success and is considered process-oriented rather than outcome-oriented. He defined Emotional Intelligence as an array of non-cognitive capabilities, competencies and skills that influence one's ability to succeed in coping and adapting with environmental demands and pressures. The definition encompasses a number of areas like emotional self-awareness, assertiveness, self-regard, self-actualization, independence, empathy, interpersonal relationship, social responsibility, problem solving, reality testing, flexibility, stress tolerance, impulse control, happiness and optimism. Insufficient Emotional Intelligence can mean a lack of success and the existence of emotional

problems. Bar-On, considers that Emotional Intelligence and cognitive intelligence contribute equally to a person's general intelligence, which eventually indicates potential success in one's life⁷⁸.

This theory is related to this work because it is affirmed that an individual who is aware of him/herself and who does a thorough personality check-up of him/herself tends to have a high Emotional Intelligence which could in turn enhance one's performance. Also, an employee who is socially aware of his/her environment and his/her colleagues in the organisation tend to have high Emotional Intelligence which could also heighten his/her performance.

2.3 Review of Empirical Studies

2.3.1 Organisational Climate and Job Performance

A study assessed the roles of self-efficacy and problem-solving skills as predictors of secretaries' Job Performance in the Ogun State public sector. It identified that both self-efficacy and an enabling Organisational Climate significantly improve performance outcomes. Secretaries working in environments with strong collaboration and support structures tend to perform better, highlighting the critical role of positive Organisational Climates⁷⁹. Another study examined Organisational Climate in secondary schools and its effect on teachers' job performance, which parallels findings for secretaries. It found that an open and supportive climate fosters better cooperation and job satisfaction, ultimately leading to improved task execution⁸⁰. One study focused on how the climate within administrative settings in Nigeria impacts the productivity of secretarial staff. The study highlighted that a supportive Organisational Climate, characterized by strong leadership, effective communication, and trust, positively influences the performance of secretaries⁸¹.

Another relevant study conducted emphasized the importance of an employee-friendly organisational environment for improving Job Performance in administrative roles, including

secretarial work. Their research in the South-South region of Nigeria identified key factors such as the physical work environment, social support, and leadership quality as critical to enhancing job outcomes among secretaries⁸². A study explored the role of Organisational Climate in shaping employee behaviour and Job Performance in Nigerian public sector offices. It was found that a positive Organisational Climate leads to higher motivation and improved performance outcomes. The research suggested that when organisational leaders foster a climate of trust, fairness, and communication, it directly enhances the performance of administrative personnel⁸³. Additionally, a study investigated how Organisational Climate variables like job autonomy, feedback, and leadership support directly impact secretaries' performance in South-South Nigeria. The findings showed that a positive work environment, with opportunities for professional development and mutual respect, significantly boosts secretarial productivity⁸⁴.

One study examined the relationship between Organisational Climate and lecturers' Job Performance in Colleges of Education in South-East Nigeria. The research found that both autonomous and controlled Organisational Climates significantly influenced job performance. An autonomous climate, which emphasizes independence and flexibility, was found to predict Job Performance to a moderate extent. Conversely, a more controlled climate, characterized by strict management and oversight, also proved to be a significant predictor of job performance⁸⁵. Similarly, a study conducted explored the perceptions of academic librarians regarding the Organisational Climate in Nigerian university libraries, focusing on the South-East and South-South regions. It was noted that factors like communication, work environment, leadership style, and teamwork played a crucial role in shaping the Job Performance of the staff. A positive Organisational Climate was linked with better job satisfaction and performance among librarians⁸⁶.

A study investigated academic staff perception of Organisational Climate and Organisational Citizenship Behaviour and Job Performance in private universities in Southeast. A survey design was carried out using the sampled academic staff in the selected private universities. The study population was 4654 while the sample size was 355. The results revealed that there is a positive significant relationship between Organisational Climate and organisational citizenship behaviour. The results showed that there is a significant relationship between the Organisational Climate dimensions and job performance. This implied that the success of an institution is dependent upon the effective management of Organisational Climate, which is an important path to the success of employee's citizenship behaviour. The study recommended that equity and fairness should be entrenched during appointments and promotions so as to reduce incidence of service sabotage among academic staff of private universities. In the spirit of harmony, management of private universities should score collaborative works more than individual outputs in order to encourage teamwork among academic staff⁸⁷.

A study examined the effect of perceived Organisational Climate on the performance of nurses in private hospitals. A descriptive survey design was employed. The population of the study is 112 nurses working in the pediatric ward of private hospitals in Rasht, including Golsar, Pars, Ghaem and Aria hospitals. The study found that there is a relationship between perceived Organisational Climate and nurses' Job Performance was statistically significant⁸⁸.

A study analyzed the effect of Organisational Climate, organisational nationality behaviour and transformational leadership as an area that are foreseen to increase job satisfaction along with work morale. In examining the simulating consequences, the findings expressed that there were significant effects of Organisational Climate on work morale throughout job satisfaction ($t=2.492$; $p=0.015$)⁸⁹.

A study examined the dimensions of Organisational Climate on employee's creativity in Jordanian Hotels. The study objective was to develop and test a conceptual framework which linked the creativeness of employees with four organisational climatic factors: the structure, obligation, rewards, and support, as well as the connection between creativity of employees and performance of employees. Four hundred and thirty-two employees in 18 luxury hotels in Jordan collected data. The quantitative study was all ears on an empirical exploratory factor, a basic linear regression analysis and the validity of the CFA factor solution. The outcome viewed that the affiliation within employee creativity and employee success affects the creativity of workers through different organisational factors⁹⁰. A study measured and analyzed the impact of job satisfaction, perceived organisational support (POS), and Organisational Climate through OCB of the employee on employees in an outsourcing company Jakarta. The finding of was job satisfaction, POS, and Organisational Climate variables have important correlation to OCB. The research revealed the most variable that influencing OCB was job satisfaction⁹¹.

A study examined the relationship within Organisational Climate and job satisfaction among academic staff in selected private universities in Southeast, Nigeria. The results revealed that there is a positive significant correlation among Organisational Climate with job satisfaction. The results further revealed that there is a significant relationship between the Organisational Climate dimensions (leadership style and academic freedom) with job satisfaction dimensions (satisfaction with administrative support and satisfaction with working conditions)⁹². A study determined whether there is a relationship among each of the three dimensions of Organisational Climate (supervisory support, autonomy, and goal direction), organisational Citizenship Behaviour-Individual with Organisational Citizenship Behaviour-Organisational on a non-supervisory staff of Bank Simpanan Nasional in Malaysia. This research exposed a

significant association between Organisational Climate and organisational citizenship behaviour of non-supervisory employees of Bank Simpanan Nasional in Malaysia⁹³.

A study examined the moderating effect of perceived organisational support on the associations among Organisational Climate and organisational commitment, organisational commitment with employee performance. However, perceived organisational support had no moderation consequence on the relationship among Organisational Climate and organisational commitment⁹⁴. A study examined the effect of the organisation, work motivation and organisation justice on OCB. The research was conducted at the One-stop integrated service and capital investment official office, Gianyar Regency, Bali Province, Indonesia. The findings described the impact of organisation climate, work motivation, and fairness of organisational variables was positive and significant on OCB⁹⁵.

A study explored the relationship between Organisational Climate and job performance, focusing on mediators like harmonious work passion and the moderating effects of leadership styles. Their study, conducted with data from Ghana, revealed that coaching positively impacts the Organisational Climate-Job Performance relationship, while certain leadership dynamics might moderate this relationship negatively⁹⁶. A study examined how the performance of employees in labor-intensive industries like hospitality, which is closely tied to administrative roles, is significantly influenced by organisational conditions. The research points to job satisfaction, motivation, and embeddedness as crucial variables affecting performance⁹⁷. A study examined the impact of Organisational Climate on innovative behaviours and linked this to Job Performance metrics. The study emphasized that a positive Organisational Climate fosters better employee engagement, which is transferable to secretarial and administrative roles⁹⁸.

A study explored the broader impacts of Organisational Climate on employee satisfaction, highlighting how a positive work environment can enhance individual performance and

employee well-being. The study suggests that when organisations foster a supportive climate, it leads to improved performance, especially in administrative roles like that of secretaries⁹⁹ .

A study examined the effects of organisational culture and climate on Job Performance in Uganda, revealing that clear communication, trust, and support in the workplace significantly influenced the performance of administrative staff, including secretaries. This aligns with the broader understanding that a positive Organisational Climate fosters higher productivity and job satisfaction¹⁰⁰ .

Another recent study was conducted on the impact of Organisational Climate on Job Performance of employees and found that Organisational Climate, especially in terms of leadership support and employee empowerment, plays a crucial role in the productivity of secretaries. Their research focused on how environmental factors within organisations influence employee outcomes, demonstrating that secretaries in supportive climates are more likely to exhibit higher levels of task efficiency¹⁰¹. A study focused on the Ministry of Revenue in Jimma, Ethiopia. The study found that certain dimensions of Organisational Climate, such as communication and workload, significantly impacted job satisfaction, which in turn affects employee performance¹⁰². An author in his study highlighted the importance of the physical and technological environment in boosting the performance of secretaries. It was found that office cleanliness, ventilation, lighting, and temperature were shown to positively influence Job Performance by creating a conducive work environment¹⁰³ .

A study examined academic librarians' perceptions of the characteristics that contribute to a favorable Organisational Climate and those that negatively affect it in Nigerian university libraries. The study concentrated on Nigeria's Southeast and South-South geopolitical zones. The study population consists of 143 academic librarians in university libraries in the study area. The entire population was used as a sample because it was a manageable number. The

result demonstrates that respondents have favorable impressions of their Organisational Climate. Specifically, respondents are satisfied with the communication, work environment, leadership style, organisational structure, rewards, and teamwork. It was also found that there was significant influence of organisational climate on job performance. It was recommended that although the Organisational Climate of the libraries studied was perceived as positive, there was a need to periodically and constantly improve the reward system. Implementing a formal rewards system can be a great way to motivate librarians. They can be rewarded based on measurable performance metrics, such as a pay bonus when meeting a specific task or other forms of reward¹⁰⁴.

A study examined Organisational Climate and employee performance in selected public sector enterprises in Tamilnadu. The study had used various Organisational Climate dimensions such as, workers' attitude, job characteristics, working conditions, personal policies, managerial structure and policies, performance –reward relationship, participative management, external influences, social values and new technology analysis. The findings of the study reveal that the Organisational Climate influences the effective performance of employees in an organisation because it is related to motivation and job satisfaction¹⁰⁵. Another study investigated the relationship between Organisational Climate and employee performance. The study identified that there is positive relationship between Organisational Climate and employee performance and the Organisational Climate which motivates and increase the organisation effectiveness. The study also found that workplace behaviour, worker productivity, work commitment, job level, job status, promotion, employee training and employee rewards etc. have the positive relationship with motivation and performance of employees. The study shows that the work commitment helps the employee to work on a regular basis and good decision making¹⁰⁶.

A study examined the influence of the organisation's overall Organisational Climate on employee performance of employees in manufacturing industry. 423 was selected on the basis of using multi-stage random sampling method. Surveying method has been used in order to collect data. Result showed that there was significant influence of Organisational Climate influences on employee performance¹⁰⁷. A study examined the effect of Organisational Climate on the individual work performance of the employees. The population included all employees of the Divine Word College of Laoag, hence total enumeration was applied. The study found that all dimensions of Organisational Climate were high, but not very high, likewise with individual work performance. Analysis of Variance showed a significant correlation between Organisational Climate and individual work performance¹⁰⁸.

A study examined the effects of Organisational Climate on the performance of Tuyil Pharmaceutical Company, examining the effects of Organisational Climate on the performance of Tuyil Pharmaceutical Company. Survey method was employed to describe how the independent construct affects the dependent. The study also has a population of 342 out of which a sample of 168 employees. Finding revealed that there was significant influence of Organisational Climate on Job Performance of employees. It was concluded that Organisational Climate through work environment and remuneration of employees significantly affects the performance of TPC, Ilorin using sales performance and employees' commitment as a measure. The study recommended that efforts should be concentrated on improving the environment in which employees operate, and the remuneration package should be reviewed upward so as to influence the commitment of staff and in turn affects the sale performance as projected¹⁰⁹.

A study examined the effect of perceived Organisational Climate on the performance of nurses in private hospitals. A descriptive survey design was employed. The population of the study is 112 nurses working in the pediatric ward of private hospitals in Rasht, including

Golsar, Pars, Ghaem and Aria hospitals. The study found that there is a relationship between perceived Organisational Climate and nurses' Job Performance was statistically significant¹¹⁰.

A study examined the influence of Organisational Climate, organisational culture, leadership and position promotion on employee performance at the office of cooperatives and SMEs in Labuhanbatu Regency. The study uses quantitative methods, with several analytical techniques such as the classical assumption test, multiple linear regression test, hypothesis testing and coefficient of determination test. Result showed that Organisational Climate variable had a positive and significant effect on employee performance. Therefore, Organisational Climate is an important variable to improve employee performance. This means that the better the Organisational Climate in an organisation, the better the employee's performance. Therefore, in order for employee performance to increase, the organisation could have a directed, clear concept of organisational culture and must be continuously evaluated every year to be adjusted to the organisation's vision and mission whether it is still in line or needs to be carried out various strategic revisions¹¹¹.

Another study investigates the effects of Organisational Climate (structure, perceived organisational support, reward, and warmth) on employee job performance. The study adopted the descriptive survey design and an online survey utilized a self-administered questionnaire to collect 139 responses from private and government service holders. Result showed that Organisational Climate aspects moderate the association between Organisational Climate and employee job performance. The paper provides practical information to leaders and managers to understand which dimensions of climate should be improved to increase employee job performance. It was concluded that Organisational Climate dimensions are a modest link between Organisational Climate and employee work performance¹¹².

2.3.2 Emotional Intelligence and Job Performance

Managers' Emotional Intelligence had a stronger positive correlation with Job Performance of employees. According to the authors, some managers who are technically and academically brilliant but deficient in Emotional Intelligence may fail woefully to handle stress and manage feelings of success or failures. Therefore, emotionally intelligent managers and heads of the organisations should be able to recognize negative dysfunctional emotions when they occur and be able to replace them with positive and functionally useful ones, thereby turning workers' sadness to happiness, anxiety to acceptance, and fear to comfort¹¹³. Thus, a university worker that is lucky to have a high level emotionally intelligent university management may certainly experience improved collegiality and communication among the workforce, less workplace conflict, a better work environment, happier and committed university employees, and happier and more satisfied students. In this scenario, the university management will be in a vantage position to boost the webometric ranking of the parent institution thus helping the university to rank high among the world universities ranking¹¹⁴.

A study was examined on the influence of Emotional Intelligence and gender on Job Performance and job satisfaction among Nigerian police officers, and they find that those who are of high Emotional Intelligence are more satisfied and perform better than police officers who are of low Emotional Intelligence¹¹⁵. It is opined that universities are in a period of rapid organisational change, which can be engaging and stimulating and can also arouse strong emotions as a result of perceived losses and conflicting values; secretaries are experiencing a range of emotions including optimism, cynicism, anxiety, and apathy. He adds that on university campuses have traditionally been highly valued, but the changes occurring in institutions now may question the role of libraries. Individuals facing reorganisations, budget cuts, and altered job duties as well as anticipating or experiencing change, especially change that is outside their control, will likely have feelings of wariness, anxiety, or concern variations of fear. Unmanaged emotions can be contagious to others and detrimental to the

change process and to the individual, hence the need for Emotional Intelligence among employee in tertiary institutions¹¹⁶.

In a study conducted on the influence of Emotional Intelligence on Job Performance among library personnel in Edo State Nigeria using survey research design and total enumeration technique was adopted in selecting 181 library personnel. Questionnaire was the instrument used in the collection of data and data was analysed using the descriptive and inferential statistics. The finding revealed that there was a high level of Emotional Intelligence among the personnel. There was a significant positive correlation between Emotional Intelligence and job performance. The authors recommended that at the level of personnel recruitment, management of academic libraries should give preference to individuals with high Emotional Intelligence who have traits of self-awareness, self-management, self-motivation, empathy, and social skills so as to recruit personnel who are well able to handle their emotions and those of others for high job performance. It was also affirmed that personnel in academic libraries should carry out self-development on themselves in aspects of Emotional Intelligence, communication, interpersonal relations, and so on rather than wait for the library to train or develop them. They must be proactive in taking up training and any such programmes that can improve their job performance¹¹⁷.

A similar study was conducted to examine the effect of Emotional Intelligence on Job Performance of IT employees in India using the descriptive survey and simple random sampling technique. The instrument that was used in the collection of data was the questionnaire and data was analysed using the descriptive and inferential statistics. Result revealed that there was a positive significant relationship between Emotional Intelligence and Job Performance of IT employees. The authors recommended that organisations should consolidate EI as a part of recruitment and selection to employ individuals with high EI as it predicts better job performance, they ought to likewise incorporate EI as a part of training and

development to improve the EI of the current employees to additionally enhance their individual performance which would lead to the growth of the organisation¹¹⁸. A study was conducted on the impact of Emotional Intelligence on Job Performance among bank managers India adopting the descriptive survey design and stratified sampling technique was used in selecting 600 managers. Questionnaire was used in the collection of data and data was analysed using the descriptive of mean and standard deviation and inferential statistics of correlation, linear regression, and T-test. Result revealed that there was a positive and significant relationship between Emotional Intelligence and the Job Performance of bank managers. The authors concluded that Emotional Intelligence is considered as an important attribute which is intangible in nature but controls an individual (employee). So, higher the Emotional Intelligence of the bank employees, higher is their job performance¹¹⁹.

Another research was conducted to examine how the Emotional Intelligence and cognitive intelligence were associated with job performance. They developed and tested a compensatory model that posited that as the cognitive intelligence decreased, the association between Emotional Intelligence and Job Performance increased¹²⁰. A study was conducted in US on the impact of Emotional Intelligence on Job Performance of staff using the descriptive design and purposive sampling technique was used in selecting 90 respondents. Finding revealed that Emotional Intelligence had positive significant relationship with job performance. The findings of the study revealed that although organisational commitment had major effects on physical and psychological ill-health, it only moderated the effect of one occupational stressor, namely, job insecurity, on physical and psychological health of educators¹²¹. Another research was conducted to examine the moderating and direct effects of an ability based Emotional Intelligence measure on individual performance. The sample of the study included employees in selected organisations. The results of the study revealed that Emotional Intelligence had direct effects on Job Performance than the indirect effects. So, it

was concluded that the individuals that possess Emotional Intelligence must be motivated to use the intelligence¹²².

A study examined the mediating effect of Emotional Intelligence on the relationship between organisational commitment and job satisfaction. A sample of two hundred and forty employees was drawn using simple random sampling from five parastatals in Oyo State. The questionnaire method was used as tool for the data collection. The data was analysed using descriptive statistics, Pearson product moment correlation and hierarchical regression analysis. The findings of the study revealed that job satisfaction had a significant impact on organisational commitment, and, also the Emotional Intelligence mediated the relationship between job satisfaction and organisational commitment. The author concluded that Emotional Intelligence could be used to enhance the organisational commitment among employees¹²³. In another research work, on the mediating effect of Job Performance between Emotional Intelligence and organisational commitment of Nurses and result revealed that Job Performance was a mediator between Emotional Intelligence and organisational commitment¹²⁴.

Another study aimed to explore the impact of Emotional Intelligence on Job Performance with a mediating role of job satisfaction using the descriptive research design. The sample comprise 382 local SME employees and used Smart PLS for data analysis. The study found “self-awareness, self-regulation, Emotional Intelligence, and job satisfaction positively affect job performance. It was concluded that Emotional Intelligence helps understand and manage others’ emotions and solve problematic issues. Therefore, organisations must arrange seminars and workshops on Emotional Intelligence for their employees regularly. Although we did not find a significant effect of social skills and empathy on job performance, they still are important precursors to job-related outcomes, and firms must focus on these aspects as well¹²⁵.

Another study explored the relationship among occupational self-efficacy, Emotional Intelligence and organisational commitment. The data of the study was collected from 120 employees working in various organisations in India. The results of the study revealed that there was a positive and significant correlation between EI and occupational self- efficacy ($p < 0.01$), whereas a positive but insignificant relationship was observed between Emotional Intelligence and job performance. Also, a low but positive association was found between occupational self- efficacy and organisational commitment. The findings of the study implied that Emotional Intelligence and occupational self-efficacy were related with a variety of organisationally desirable outcomes¹²⁶.

A meta-analysis was conducted to examine the relationships among personality variables and for cognitive ability and job performance. Their meta-analysis was based on previous meta-analytical studies. The researchers used statistical procedures such as dominance analysis and testing for publication bias to perform tests for differences among streams of EI researches and their relationships with personality and cognitive intelligence. The three streams of EI (ability based model, self-report measures and mixed model) had corrected correlations ranging from 0.24 to 0.30 with the job performance. Dominance analysis demonstrated that all three streams of EI exhibited substantial relative importance in the presence of FFM (five factor model) and intelligence when predicting job performance. Publication bias had negligible influence on observed effect sizes. The results supported the overall validity of EI¹²⁷.

Another study explored the relationship between Emotional Intelligence and job performance. A total of 310 police officers working within the Abu Dhabi Police were taken as a sample for the study. The results of the study revealed a significant correlation between EI and Job Performance among the police officers. Also, the study showed that after controlling for general mental abilities and personality traits, Emotional Intelligence explained additional

incremental variance in predicting Job Performance among the police officers¹²⁸. Another research conducted aimed to assess the relationship between Emotional Intelligence and organisational commitment among officers of tax in Ardabil province. 320 questionnaires were distributed among officers selected using simple random sampling in order to collect the data. Pearson correlation analysis was used to analyse the data using SPSS 18 software. The results of the study showed a significant relationship between Emotional Intelligence and organisational commitment. The intensity of relationship between different dimensions of Emotional Intelligence and organisational commitment was found to be different¹²⁹.

A research was conducted to investigate the effect of employees' Emotional Intelligence on job performance, job satisfaction and commitment among the employees in Fars Province industries in Iran. The data from a total of 289 filled questionnaires was used for the analysis. Questionnaire method was used as the tool to gather information about employees' Emotional Intelligence, job satisfaction and organisational commitment. The results of the study revealed that employees' Emotional Intelligence was positively correlated with their job satisfaction; also, there was a significant relationship between employees' Emotional Intelligence and their job performance. However, no relationship was found between employees' Emotional Intelligence and their commitment¹³⁰.

A study was conducted among 90 academic staff of a technical university in Brunei Darussalam on the impact of Emotional Intelligence on job performance. The study used survey method that aimed not only to establish empirical evidence of examining academics' relationship between Emotional Intelligence and Job Performance but also to find out their level of Job Performance was high. The findings of the study suggested that EI and Job Performance would be recognized as an important factor in understanding and predicting the academic job satisfaction. The productivity of the institution could also be increased, if this ideal combination would be taken into consideration, also it would foster the staff turnover

and satisfaction which is a necessary tool to deal with the issue of under staffing in the newly established technical university¹³¹.

In another study that investigated the relationship between Emotional Intelligence and Job Performance among 118 agents of two call centres located at Kuala Lumpur. Emotional Intelligence scale and Job Performance scale were used as tool for data collection. The results from the correlation analysis revealed a significant relationship between Emotional Intelligence and job performance. Also, the findings revealed that regulation appraisal emotion (RAE) and use of emotions (UOE), two EI dimensions contributed to job performance. Moreover, from the analysis of the moderator variable, it was found that the gender did not affect the relationship between Emotional Intelligence and job performance¹³².

Another study aimed to investigate the impact of Emotional Intelligence on employees' job performance: A case study of FPT telecom joint stock company. The mixed- model is applied for measuring EI's scales. About 300 questionnaires were contributed to respondents, out of which 210 were collected for the analysis. Statistical Package software for Social Science (SPSS) will be applied to analyze the collected data. The findings indicated that the positive influence of employees' EI constitutes the most important determinant of their job performance. This is followed by empathy, motivation, self-regulation, social skills, and self-awareness. The results underline the importance of EI and its effects on work situations¹³³.

Another study examined the relationship between Emotional Intelligence with organisational commitment and job satisfaction among managers. The study had descriptive correlational design. The sample of 50 managers of different organisations of Samirom was selected using relative random method. Questionnaire method was used to gather the data. To analyse the data Pearson's correlation coefficient was used. The results of the study showed that a significant relationship existed between organisational commitment and Emotional

Intelligence among the managers. Amongst the dimensions of organisational commitment, continuous organisational commitment had a positive significant relationship with Emotional Intelligence ($r = 0.137$). Organisational commitment and its components (affective commitment and normative commitment) had positive relationship with job satisfaction and its dimensions (nature of work, recognition, success and responsibility) and were significant at the level of 0.01. Therefore, it was concluded that individuals with high Emotional Intelligence had the ability to manage the pleasant mood, mental state and stress control. They also had high motivation and hope to achieve their aims at the failure¹³⁴.

A study impact of Emotional Intelligence on work performance and job satisfaction amongst Indian working professionals. The sample for this study constituted of 160 Indian working professionals within the age bracket of 22 – 50 years from various occupational fields. The sample included both male and female working professionals and the sample was collected using the random sampling technique. Emotional Intelligence is a significant predictor of both work performance and job satisfaction. The results also showed that there is a moderate and positive linear relationship between Emotional Intelligence and work performance, as well as there is a between Emotional Intelligence and job satisfaction among Indian working professionals¹³⁵.

A study aimed to examine the link between Emotional Intelligence, job satisfaction, and Job Performance among women employed in India's Information Technology (IT) industry. The researchers used a survey research methodology and used questionnaires with standardised tools to gather data. 150 women who worked in the IT industry were included in the sample at random. Several significant conclusions were drawn after the collected data were analysed. First, an association among Emotional Intelligence, job satisfaction, and performance was found to be statistically significant. This suggests that among women working in the IT industry, higher levels of Emotional Intelligence and job satisfaction were linked to better job

performance. The research also revealed that Emotional Intelligence and job satisfaction were important predictors of the variation in job performance. In other words, the participants' level of Job Performance was influenced by their Emotional Intelligence and level of job satisfaction¹³⁶.

A study was conducted on EI ability on Job Performance of the Jordanian nurses. The descriptive, cross-sectional, correlation design was used. A sample from 6 hospitals from Jordanian was included. A total of 250 questionnaires were distributed but only 194 full-filled questionnaires were collected showing a response rate of 78%. The findings of the study revealed a significant and positive relationship between Emotional Intelligence and job performance, confirming the correlation between nurse EI ability and clinical performance¹³⁷.

Another study examined the influence of Emotional Intelligence on Job Performance among employees in banking sector in India using the cross-sectional design and stratified sampling technique in selecting 87 employees. Questionnaire was the instrument used in the collection of data and data was analysed using the descriptive and inferential statistic. Result revealed that there was a significant influence of Emotional Intelligence on job performance. It was recommended that the bank's management can take measures to improve Emotional Intelligence of the employees by giving employee focused training and other supportive activities. Also, self-rated Job Performance methodology can be introduced among the employees that will enable them to rate their performance by themselves with Emotional Intelligence in consideration. Psychologists can be appointed in the organisation who can be approached in case of emotional instability during working hours¹³⁸.

A study investigated the effects of Emotional Intelligence on Job Performance among employees in private sector in India adopting the descriptive survey and simple random sampling. The instrument that was used in the collection of data was the questionnaire and

data was analysed using the descriptive and inferential statistics. Result showed that Emotional Intelligence has impact on Emotional Intelligence. It was recommended that employees should be made to undergo organisational socialization programmes which should include aspects of Emotional Intelligence training and exercises to perform better. The author concluded that people with Emotional Intelligence are the performers with adaptable, empathetic, self-awareness, self-confident, inspirational leadership qualities and decision makers in different workplace¹³⁹.

Another study examined the effect of Emotional Intelligence on employees' performance using the descriptive survey and simple random sampling technique was adopted in selecting 120 employees. Data was collected using a well-structured questionnaire and data was analysed using descriptive and inferential statistics. Finding revealed that there was a significant relationship between Emotional Intelligence and Job Performance of employees. It was concluded that employees react positively and take a devoted importance to contribute and ready to search capabilities and efficient learning for personal Emotional Intelligence¹⁴⁰.

A study examined the impact of Emotional Intelligence on performance of employees in software industry in Pakistan using the survey design and simple random sampling technique was adopted in selecting 100 employees. A well-structured questionnaire was adopted in gathering data from the respondents. It was revealed that there was a significant relationship between Emotional Intelligence and Job Performance among the employees. The authors concluded that if employees understand, control, and use their emotions effectively, they will create positive working environments and significantly improve organisational outcomes such as increased job performance¹⁴¹.

A research was conducted on the influence of Emotional Intelligence on employee performance in commercial banks in Anambra State, Nigeria adopting the correlation

research design and simple random sampling technique. Questionnaire was used in the collection of data and data was analysed using the descriptive and inferential statistics. Finding revealed that there was a significant relationship between Emotional Intelligence and employee performance. It was recommended that management should institute policies that will ensure employment of emotionally intelligent workers as well as create avenues within the organisation that will enhance the inter-personal relationship of employees towards reducing employee turnover¹⁴².

Research was conducted among 300 employees selected from different organisations in the Telecommunication Industry in order to establish a link between Emotional Intelligence and intelligent quotient and their effect on employee's performance. A simple random technique was used in selecting the firms and data was collected using questionnaire. Analysis was carried out with simple regression analysis and correlation analysis. Their findings revealed that IQ alone is not sufficient for the success of employees. Emotional Intelligence is found to have significant relationship with employees' performance signifying that Emotional Intelligence is more important than Intelligence quotient at workplace¹⁴³.

Another study assessed 44 analysts and clerical staff from the finance department of Fortune 400 Insurance Company in the United States, in a bid to acquire evidence that EI has a relationship with the performance of employees. Data was collected using questionnaire and the analysis was carried out using Pearson's moment correlation. They concluded their studies by saying that emotionally intelligent individuals received greater merit increases and held higher company rank than their counterparts. They also received better peer and/or supervisor ratings of interpersonal facilitation and stress tolerance than their counterparts¹⁴⁴. A study was conducted on the influence of Emotional Intelligence on Job Performance among Ondo Civil Service using the survey design and purposive sampling technique and it was found that there was a significant influence of Emotional Intelligence on job performance. It

was also found that experience was positively correlated with three of the four Emotional Intelligence scales, as measured by the Mayer Salovey-Caruso Emotional Intelligence Test¹⁴⁵.

Another study examined the role of EI on Job Performance among selected manufacturing companies in Malaysia. The population was 187 while the sample size which was determined using a simple random sampling was 108. Data was elicited using questionnaire; hypotheses were formulated and tested using correlation coefficient. The findings showed that EI plays a significant role on the relationship at work and so determines the frequency of personal and industrial conflicts in the organisation¹⁴⁶. A study examined the influence of Emotional Intelligence on Job Performance of administrative staff in Ghana and they highlight how Emotional Intelligence positively correlates with effective job performance, where social skills allow employees to interact successfully in the workplace and improve productivity¹⁴⁷.

An author investigates the role of employee coordination practices, organisational culture and Emotional Intelligence in the Job Performance among secretaries in federal universities in South-west, Nigeria. It was found that the level of Job Performance of secretaries in federal universities in South-west, Nigeria is moderately high. It was also found that the level of Emotional Intelligence of secretaries in federal universities in South-west, Nigeria is moderately high. It was found that Emotional Intelligence had significant influence on Job Performance of secretaries in federal universities in South-west, Nigeria. It was concluded that having a high Emotional Intelligence such as possessing good social skills, good relationship management among colleagues and visitors and the ability to be aware of the one's needs and that of others, could enhance Job Performance of secretaries¹⁴⁸.

Another study examined Emotional Intelligence and performance of academic staff in federal universities in southeast, Nigeria. Descriptive research survey design was adopted in this study and primary source of data was obtained from the respondents and the sample size

consisted of 341 academic staff in federal universities in southeast, Nigeria. It was found that there was significant influence on Emotional Intelligence on job performance. Showed that self-awareness has significant positive effect on employee task performance. Self-regulation has a significant positive effect on employee adaptive performance. Self-motivation has significant positive effect on employee contextual performance.

Empathy has no significant positive effect on employee counterproductive work behaviour. Relationship management has significant positive effect on employee proactive work behaviour. It was also found that social skills has significant positive effect on employee creativity. 'The study concluded that understanding emotions and developing emotion regulation can help achieve educational goals and objectives and improve academic staff performance in Federal Universities in the Southeast, Nigeria'. The study recommended that Nigerian university management should create more awareness about the importance of self-awareness among their staff through effective training of academic staff on self-awareness competencies. Federal universities in the Southeast, should prioritize management leadership training with a focus on developing the adaptive behaviour of employees¹⁴⁹.

Another study examined study on job satisfaction, job involvement, and organisational commitment were positively related to Job Performance among employees in public sector and that it was also revealed that there was moderate Job Performance among employees. It was also affirmed that when Job Performance of employees is high, it means that the goals and objectives of the organisation could be achieved. It was revealed that a strong organisational culture was positively related to Job Performance and that there was a moderate level of Job Performance among employees. It was further reiterated that for employees to be in their acme of performance, management of the organisation should intensify their effort to provide a conducive environment for employees and as well give

them incentives that would make them to be at their best so as to meet and achieve the goals of the organisation¹⁵⁰.

Another similar study investigated an approach to employees' Job Performance through work environmental variables and leadership behaviours using the descriptive survey design. Result showed that the level of Job Performance of employees was moderate. It recommended that managers must cultivate a high-quality exchange with their subordinates, recognizing their achievements, involving them in decision-making processes, providing them with constructive feedback, and granting them good development opportunities. It is likely that following more people-oriented rather than task-oriented management practices, the subordinates respond with a higher performance rate¹⁵¹.

2.4 Conceptual Model

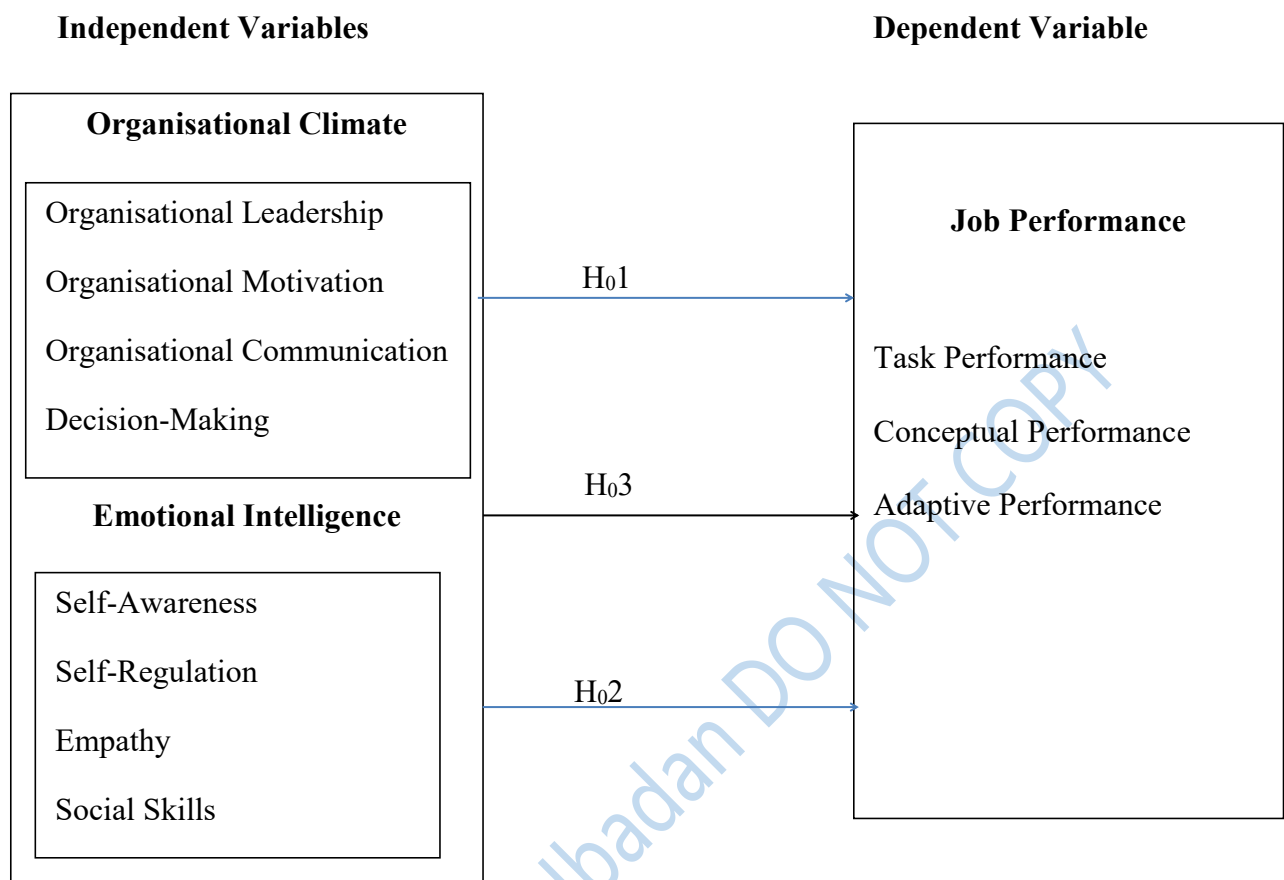


Fig. 2.1: Conceptual model showing the relationship and interaction of the independent variables on the dependent variable.

Source: The Researcher, 2024

It is pertinent to explain the conceptual model adopted for this study so as to ensure a crystal and a precise reading that will lead to a consequent deeper comprehension of the utility of the research under study. Conceptual model is a set of interrelated constructs that present a systematic view of phenomena by specifying relations among independent variables and dependent variable with the purpose of explaining and predicting the phenomena for decision making. The conceptual model in a study ensures that the results of the study are not left hanging as they explain the variables under study. Conceptual model of a research area is always constructed by the researchers by showing and linking the independent variables with the dependent variable. The model proposed links the interactions between the independent

and dependent variables of the study. Organisational Climate and Emotional Intelligence are the independent variables while Job Performance is the dependent variable. The model suggests that Organisational Climate and Emotional Intelligence are the key factors that could determine Job Performance of secretaries in local government in Ogun State.

The measures of Organisational Climate are autonomy, integration, involvement and supervisory support. The components of Emotional Intelligence are self-awareness, self-regulation, empathy and social skills. The components of Job Performance include task performance, conceptual performance and adaptive performance. In this case, the conceptual model revealed that there is an independent and joint relationship among the two independent variables (Organisational Climate and Emotional Intelligence) on Job Performance secretaries in local government in Ogun State.

2.5 Summary of Reviewed Literature

Most studies on Organisational Climate and Job Performance have focused on private sector organisations, educational institutions, or large public institutions, while studies specifically targeting local government areas (LGAs) are rare. Ogun State, like other regions, faces unique challenges within its local government structure, such as budget constraints, political interference, and administrative inefficiencies, all of which can directly affect the Organisational Climate. Existing studies have not fully explored how these challenges influence the performance of secretaries in such settings. For instance, while organisations in general benefit from a supportive Organisational Climate, the dynamic nature of local government structures, which often involve political shifts and limited resources, may affect Job Performance differently. The impact of factors like organisational culture, leadership style, and political involvement on secretaries' performance in LGAs remains under-researched in Ogun State specifically.

Although, there is literature on Organisational Climate and Job Performance in various sectors, the role of secretaries in local governments in Ogun State has not been thoroughly examined. Secretaries often serve as key administrative figures, but studies that isolate their experiences and the specific ways Organisational Climate affects their Job Performance in the local government context are scant. For example, existing research might explore general public sector employees but fail to differentiate the unique role secretaries play in organisational effectiveness. Research on Organisational Climate generally focuses on broad constructs such as leadership, communication, motivation, and the physical work environment. However, there is a lack of detailed exploration into which specific dimensions of Organisational Climate such as trust in leadership, clarity of roles, or job security have the most significant impact on secretaries' Job Performance in Ogun State's LGAs. While studies have shown that these factors influence Job Performance in other sectors, the unique administrative practices in local government organisations necessitate a more granular understanding of the climate factors that specifically impact secretaries.

Many studies on Organisational Climate and Job Performance emphasize intrinsic factors like leadership and external factors like work environment. However, there is insufficient literature on how training and professional development opportunities in Ogun State's local governments affect the Organisational Climate and, consequently, the performance of secretaries. Training in new technologies, management practices, and leadership skills can influence job performance, but this connection has yet to be fully explored in relation to secretaries in Ogun State LGAs. Most of the studies on Organisational Climate and Job Performance tend to be cross-sectional, offering a snapshot of the relationship between Organisational Climate and employee performance at a given time. Longitudinal studies that track changes over time in the Organisational Climate and how these affect secretaries' Job Performance are scarce. Such studies could offer insights into how shifts in leadership, policy

changes, or political transitions in Ogun State influence the long-term performance of secretaries in LGAs.

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Chapter Three

Methodology

This chapter presents the methods employed to carry out the study under the following headings: research design; population; sample and sampling techniques; research instrument; validity of instruments; reliability of instruments; administration of research instruments; method of data collection and method of data analysis.

3.1 Research Design

The research design that was used for this study is the descriptive survey research design. This was adopted for this study because it is most appropriate for investigating the current status, opinions, and perceptions of a population on specific phenomena without manipulating variables. Descriptive survey research design specifies types and volume of data to be collected, methods of data collections, sampling methods was used and statistical tools of analysis was adopted and generalized the findings on the population. It was useful in collecting data on phenomena that cannot be directly observed on Organisational Climate and Emotional Intelligence on Job Performance of secretaries in local government areas in Ogun State, Nigeria. Quantitative approach was applied to analyse responses of selected samples from each local government.

3.2 Population of the Study

The population of the study comprised 110 secretaries in Ogun State Local Governments. The total number of secretaries in all these local government areas is 110 according to field survey done by the researcher. Table 3.1 shows the total number of secretaries in these local governments.

Table 3.1: Population of Secretaries in Local Government in Ogun State, Nigeria

S/N	Names of Local Government	Number of Secretaries
1	Abeokuta North	7
2	Abeokuta South	6
3	Ado-Odo	4
4	Ewekoro	4
5	Ifo	6
6	Ijebu East	5
7	Ijebu North	5
8	Ijebu North East	4
9	Ijebu-Ode	5
10	Ikenne	7
11	Imeko Afon	6
12	Ipokia	6
13	Obafemi Owode	5
14	Odeda	6
15	Odogbolu	8
16	Ogun Waterside	6
17	Remo North	6
18	Sagamu	5
19	Yewa North	4
20	Yewa South	5
Total		110

Sources: Field Survey (2024)

3.3 Sample Size and Sampling Techniques

The sample size for the study is 110. Due to the moderate population size, total enumeration approach was used in the study, when the sample population is not too large, the complete enumeration or census method is used. For this study, 110 secretaries in all the local governments in Ogun State were used. One of the main benefits of this method is that it allows the researcher to prevent sampling errors. When the sample population is not too large, the complete enumeration or census method is used, which helps the researcher to conduct a thorough population study, collect data with high precision, and eradicate errors and bias in sampling¹.

3.4 Description of the Research Instrument

The instrument that was used for data collection in this study is the questionnaire entitled “Organisational Climate and Emotional Intelligence on Job Performance of Secretaries”

Questionnaire” (OCEIJSQ). The purpose of using questionnaire is because of the direct response, feedback and the literacy level of the proposed respondents. Furthermore, the questionnaire could be collected within a short period of time and with ease. For the purpose of this study, the questionnaire was divided into four sections namely A to D.

Section A: This section covered the demographics of the respondents such as: gender, age, religion, highest academic qualification and years in service.

Section B: This section elicited information on Job Performance of secretaries using standardized scale, which was adapted^{2,3}. This section has three sub-scales with a total of 21 items. The first sub-scale measured task performance of secretaries, and it contains seven items. Response options were structured on a four-point modified Likert rating scale of Very High (VH), High (H), Low (L) and Very Low (VL). Two sample items are: i. “I maintain organized files and records for easy access and retrieval”, ii. “I gather, analyze, and summarize information to assist in decision-making”.

Section C: This section elicited information on Organisational Climate using a standardized scale which was adapted^{4,5}. It was rephrased by the researcher in order to suit the objective of the study. The scale was developed to measure the Organisational Climate of secretaries and the impact on their job performance, and it comprised 16 items. The Organisational Climate scale has four sub-scales. The first sub-scale measured Organisational Leadership, and it consists of four items. The second sub-scale measured Organisational Motivation, and it consists of four items. The third sub-scale measured Organisational Communication which consists of four items. The fourth sub-scale measured decision-making which consists of four items. Response options were structured on a four-point modified Likert rating scale of Very High (VH), High (H), Low (L) and Very Low (VL). Two sampled items are: “Leadership in

my organisation is supportive rather than authoritarian”, ii. “I feel personally invested in the success of the organisation”.

Section D: This section elicited information on Emotional Intelligence of secretaries using standardized scale which was adapted for this study⁶. This section has 16 items which were adapted for the study. Emotional Intelligence was measured based on four measures namely; self-awareness, self-regulation, empathy and social skills. This section has four sub-scale. The first sub-scale measured self-awareness, and it consists of four items. The second sub-scale measured self-regulation, and it comprises four items. The third sub-scale measured empathy, and it comprises four items. While the fourth sub-scale measured social skills, and it comprises four items. Response options were structured on a four-point Likert rating scale of Very High (VH), High (H), Low (L) and Very Low (VL). Two sample items are: “I perceive myself as a self-confident person”, ii. “I maintain positive attitude even when things don’t go my way”.

3.5 Validity of the Research Instrument

To establish the validity of the instrument that was used for the study, the face and content validity of the questionnaire was established by the project supervisor and two other experts. Copies of the instrument were given to the thesis supervisor and two experts who are in the field of Information Management in the Department of Office and Information Management, Lead City University, Ibadan, Oyo State. These experts examined the instrument in order to point out the researcher’s errors in the instrument. They examined the instrument for comprehensiveness, relevance of contents, clarity of instructions and statements, possible ambiguities, errors and/or omissions ensuring that the data collected using the questionnaire would be useful in answering the research questions and in testing the hypotheses that were employed for this study. Comments and the observations of these experts in conjunction with

the thesis supervisor's comments were considered in the final draft of the questionnaire using face and content validity.

3.6 Reliability of the Research Instrument

The reliability of the measuring instrument was done through a pilot study. To ensure this, a pilot study was conducted among twenty (20) secretaries in Ibadan Local Government Area of Oyo State, Nigeria who are not part of the respondents for this study within an interval of two weeks. After the second test, the two sets of questionnaires were subjected to reliability analysis using Cronbach Alpha test to establish the internal consistency of the items in each of the scale. The results of the test showed reliability coefficient as follows: Job Performance = 0.87, Organisational Climate = 0.81 and Emotional Intelligence = 0.84.

3.7 Method of Data Collection

The researcher obtained a letter of introduction from Lead City University to gain permission for conducting a survey in selected local government areas in Ogun State. Two research assistants were recruited and trained for one day to assist with data collection. A total of 110 questionnaires were administered with the support of the Human Resource Units in the selected local governments. Participants, who are secretaries, were assured of confidentiality and informed about the importance of the study. They were given enough time to complete the questionnaires, which were collected within six weeks, and the data were sorted and collated for analysis.

3.8 Method of Data Analysis

The data were analysed using descriptive and inferential statistics. Descriptive statistics of frequency counts and simple percentages were used to analyse the demographic information of the respondents. Descriptive statistics of frequency counts, simple percentages, mean and standard deviation were used to analyse Research Questions 1, 2 and 3. Inferential statistics

of simple linear regression was used to test hypotheses 1 and 2, while multiple linear regression was used to test hypothesis 3 at 0.05 level of significance.

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Endnotes

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Chapter Four

Results and Discussion of Findings

This chapter presents results and discussions of findings. Section 1 is a presentation of the descriptive analysis using frequency counts, percentage and mean. Section II presents the results to the research questions and hypothesis, which the study set out to answer and test. Section III presents the discussion of findings.

Table 4.1: Response Rate

Response Rate	Frequency	Percentage (%)
Returned and Use	104	93.4%
Not returned/Returned but not used	6	6.6%
Number of Distributed Questionnaire	110	100.0%

Source: Field Survey, 2025

The target respondents in the study were Secretaries in Local Government in Ogun State. A total of 110 questionnaires were administered, out of which 104 were filled, returned and used, which represents 93.4% response, while 6 were not used which represent 6.6% were not returned..

4.1 Demographic Data Analysis

This section is descriptive, and it presents the results of demographic characteristics using frequency distribution tables. The table for presentation follows.

Table 4.2: Demographic Information of the Respondents

Demographic Characteristics		Frequency	Percentage
Gender	Male	22	21.2
	Female	82	78.8
Age 3	20 years and below	-	-
	21-30 years	11	10.6
	31-40 years	29	27.9
	41-50 years	45	43.3
	51-60 years	17	16.3
	61 years and above	2	1.9
Highest Educational Qualification	OND	21	20.2
	NCE	34	32.7
	HND	39	37.5
	B.Sc	1	1.0
	Masters	-	-
	Others	9	8.7

Source: Field Survey, 2025

Table 4.2 presents the demographic characteristics of the respondents. The gender distribution indicates that 22 (21.2%) of the respondents were male, while the majority 82 (78.8%) were female. This shows that there are more female than male participants in the study, reflecting a female-dominant sample. The gender gap in this context is significant, with a difference of 57.6%. In terms of age, the data reveals that none of the respondents were 20 years old or below. A total of 11 (10.6%) were between the ages of 21–30 years, 29 (27.9%) were between 31–40 years, 45 (43.3%) were within the 41–50 years age range, 17 (16.3%) fell between 51–60 years, and 2 (1.9%) were aged 61 years and above. The majority of respondents were between the ages of 41 and 50 years, suggesting that most participants are mid-career professionals. However, with 38.5% of respondents aged 30 years or younger, the data also shows notable representation of younger individuals, indicating that early-career individuals are also active participants.

With regard to educational qualifications, the data shows that 21 (20.2%) of respondents had Ordinary National Diploma (OND), 34 (32.7%) had Nigeria Certificate in Education (NCE), and 39 (37.5%) held Higher National Diploma (HND) qualifications. Only 1 respondent (1.0%) had a Bachelor of Science (B.Sc) degree, while no respondents reported having a Master's degree. An additional 9 (8.7%) respondents fell under the "Others" category. The data reveals that the majority of the respondents held mid-level qualifications such as HND and NCE, together comprising 70.2% of the sample. This suggests that while formal education is prevalent among respondents, advanced degree attainment (B.Sc and above) remains relatively low. Overall, the demographic profile indicates that the majority of respondents were educated females in the 41–50-year age bracket with mid-level professional qualifications.

4.2 Presentation of Data

Research question 1: What is the level of Job Performance of secretaries in local government areas in Ogun State, Nigeria?

Table 4.3: Level of Job Performance of secretaries in local government areas

s/n	Items	VH	H	L	VL	$\bar{x}$	Std. dev
I	Task Performance						
1	I keep in mind the work result I needed to achieve	38 (36.5%)	54 (51.9%)	12 (11.5%)	--	3.25	0.65
2	I am able to set priorities	30 (28.8%)	36 (34.6%)	20 (19.2%)	18 (17.3%)	2.75	1.06
3	I am able to carry out my work efficiently	26 (25.0%)	34 (32.7%)	28 (26.9%)	16 (15.4%)	2.67	1.02
4	I am able to plan my work so that I finished it on time	35 (33.7%)	55 (52.9%)	12 (11.5%)	2 (1.9%)	3.18	0.71
5	I maintain organized files and records for easy access and retrieval	32 (30.8%)	70 (67.3%)	2 (1.9%)	--	3.29	0.50
6	I handle multiple tasks simultaneously without compromising quality or deadlines	33 (31.7%)	64 (61.5%)	7 (6.7%)	--	3.25	0.57
7	I ensure that all assigned tasks are completed efficiently and meet the expected standards.	43 (41.3%)	47 (45.2%)	12 (11.5%)	2 (1.9%)	3.26	0.74
II	Conceptual Performance						
8	I analyze problems effectively and propose practical solutions	38 (36.5%)	48 (46.2%)	17 (16.3%)	1 (1.0%)	3.18	0.73
9	I gather, analyze, and summarize information to assist in decision-making	21 (20.2%)	77 (74.0%)	4 (3.8%)	2 (1.9%)	3.12	0.55
10	I prioritize critical issues when organizing workflows for meetings and projects	26 (25.0%)	73 (70.2%)	3 (2.9%)	2 (1.9%)	3.18	0.57
11	I adapt quickly to changes in tasks, priorities, or work processes	33 (31.7%)	69 (66.3%)	2 (1.9%)	--	3.30	0.50
12	I propose innovative ideas to improve workflows or solve problems	31 (29.8%)	58 (55.8%)	13 (12.5%)	2 (1.9%)	3.13	0.70
13	I complete my secretarial duties accurately and on time, including documentation, record-keeping, and correspondence	35 (33.7%)	57 (54.8%)	10 (9.6%)	1 (1.0%)	3.22	0.66
14	I strictly maintain confidentiality of sensitive documents and information handled in the office	39 (37.5%)	48 (46.2%)	15 (14.4%)	2 (1.9%)	3.19	0.75
III	Adaptive Performance						
15	I quickly adapt to changes in work procedures or policies	39 (37.5%)	42 (40.4%)	22 (21.2%)	1 (1.0%)	3.14	0.78
16	I remain productive when faced with unexpected changes or disruptions	42 (40.4%)	43 (41.3%)	17 (6.3%)	2 (1.9%)	3.20	0.78
17	I handle changes in my workload or responsibilities without difficulty	32 (30.8%)	42 (40.4%)	24 (23.1%)	6 (5.8%)	2.96	0.88
18	I seek ways to adjust to workplace changes before they become challenges	41 (39.4%)	49 (47.1%)	11 (10.6%)	3 (2.9%)	3.23	0.75
19	I adjust to new tools, technologies, or systems introduced at work.	43 (41.3%)	13 (12.5%)	44 (42.3%)	4 (3.8%)	2.91	1.00
20	I work effectively with colleagues from diverse cultural and professional backgrounds.	32 (30.8%)	64 (61.5%)	6 (5.8%)	2 (1.9%)	3.21	0.63
21	I am open to receiving feedback and modifying my work approach accordingly	30 (28.8%)	50 (48.1%)	23 (22.1%)	1 (1.0%)	3.05	0.74

Weighted Mean: 2.98

Decision Rule: Very High =4.00-3.00, High =2.99-2.00, Low =1.99-1.00, Very Low = 0.99-0.00;

Key: VH-4, H-3, L-2, VL-1;

Source: Field survey: 2025

Table 4.3 reveals the level of Job Performance of secretaries in local government areas. The scales used in measuring Job Performance were: Very High, High, Low, and Very Low. However, for the purpose of analysis, “Very High” and “High” were merged to become High, while “Low” and “Very Low” were merged to become Low.

Results reveal that 92 respondents (88.4%) indicated high performance in keeping in mind the work result they needed to achieve, while 12 (11.5%) reported low performance on this item. A total of 66 respondents (63.4%) affirmed that they are able to set priorities, whereas 38 (36.6%) reported low performance. Furthermore, 60 respondents (57.7%) noted that they carry out their work efficiently, while 44 (42.3%) expressed low performance. In terms of planning work to finish on time, 90 respondents (86.6%) indicated high performance, while only 14 (13.4%) reported low. Regarding maintenance of organized files and records, 102 respondents (98.1%) rated their performance high, while only 2 (1.9%) rated it low. Also, 97 respondents (93.2%) stated they could handle multiple tasks simultaneously without compromising quality or deadlines, with 7 (6.7%) indicating otherwise. Moreover, 90 respondents (86.5%) affirmed that they ensure all assigned tasks are completed efficiently and meet expected standards, while 14 (13.5%) disagreed.

In the area of conceptual performance, 86 respondents (82.7%) indicated high performance in analyzing problems effectively and proposing practical solutions, while 18 (17.3%) reported low performance. Similarly, 98 respondents (94.2%) affirmed they gather, analyze, and summarize information to assist in decision-making, while 6 (5.8%) did not. With respect to prioritizing critical issues in workflows, 99 respondents (95.2%) reported high performance, and only 5 (4.8%) reported low. In adapting quickly to changes in tasks or priorities, 102 respondents (98.1%) rated their performance as high. On proposing innovative ideas, 89 respondents (85.6%) reported high performance, while 15 (14.4%) reported low. Also, 92

respondents (88.5%) affirmed that they complete their secretarial duties accurately and on time, with 11 (10.6%) indicating low performance. Regarding maintaining confidentiality, 87 respondents (83.7%) indicated high performance, while 17 (16.3%) did not.

In the domain of adaptive performance, 81 respondents (77.9%) reported high performance in adapting to changes in work procedures or policies, while 23 (22.1%) reported low. Similarly, 85 respondents (81.7%) remained productive when faced with unexpected changes, while 19 (18.3%) did not. Regarding handling changes in workload or responsibilities, 74 respondents (71.2%) reported high performance, while 30 (28.8%) reported low. Also, 90 respondents (86.5%) stated they proactively adjust to workplace changes, while 14 (13.5%) did not. In terms of adjusting to new tools or systems, 56 respondents (53.8%) indicated high performance, while 48 (46.2%) indicated low. Furthermore, 96 respondents (92.3%) reported working effectively with colleagues from diverse backgrounds, with only 8 (7.7%) disagreeing. Lastly, 80 respondents (76.9%) affirmed they are open to receiving feedback and modifying their work approach accordingly, while 24 (23.1%) expressed low performance.

With a weighted mean of 2.98, it can be inferred that the overall level of Job Performance of secretaries in local government areas is moderately high. This suggests that while secretaries generally perform well across various job roles, there is room for improvement, particularly in setting priorities and adapting to technological tools. Enhancing these areas may further strengthen their efficiency and contribution to public service delivery.

Research question 2:What is the level of Organisational Climate of secretaries in local government areas in Ogun State, Nigeria?

Table 4.4: Level of Organisational Climate of secretaries in local government areas

Items	VH	H	L	VL	$\bar{x}$	Std. dev
I Organisational Leadership						
1 Leadership in my organisation is supportive rather than authoritarian	33 (31.7%)	45 (43.3%)	24 (23.1%)	2 (1.9%)	3.05	0.79
2 My supervisor inspires and motivates me to do my best at work.	41 (39.4%)	43 (41.3%)	20 (19.2%)	--	3.20	0.74
3 Leaders in this organisation encourage teamwork and participation	26 (25.0%)	56 (53.8%)	20 (19.2%)	2 (1.9%)	3.02	0.72
4 I receive regular and constructive feedback from my supervisor	39 (37.5%)	49 (47.1%)	13 (12.5%)	1 (1.0%)	3.17	0.70
II Organisational Motivation						
5 Secretaries in this organisation are motivated by internal satisfaction, not just rewards or punishment	32 (30.8%)	54 (51.9%)	15 (14.4%)	3 (2.9%)	3.11	0.75
6 I feel personally invested in the success of the organisation.	33 (31.7%)	52 (50.0%)	14 (13.5%)	5 (4.8%)	3.09	0.80
7 There is a clear connection between individual performance and recognition	36 (34.6%)	56 (53.8%)	12 (11.5%)	--	3.23	0.64
8 The organisation provides growth opportunities that motivate me to perform well	31 (29.8%)	61 (58.7%)	10 (9.6%)	2 (1.9%)	3.16	0.67
III Organisational Communication						
9 Information flows freely across departments and teams	33 (31.7%)	58 (55.8%)	10 (9.6%)	3 (2.9%)	3.16	0.71
10 I am kept informed about changes and decisions affecting my work	29 (27.9%)	54 (51.9%)	18 (17.3%)	3 (2.9%)	3.05	0.75
11 Feedback (both giving and receiving) is encouraged and valued here	29 (27.9%)	36 (34.6%)	24 (23.1%)	15 (14.4%)	2.76	1.01
12 Secretaries are informed about the organisation's goals and strategies.	34 (32.7%)	40 (38.5%)	21 (20.2%)	9 (8.7%)	2.95	0.94
IV Decision-Making						
13 I am involved in decisions that affect my work.	30 (28.8%)	45 (43.3%)	18 (17.3%)	11 (10.6%)	2.90	0.94
14 My input is considered before decisions that affect my work are made.	32 (30.8%)	63 (60.6%)	7 (6.7%)	2 (1.9%)	3.20	0.64
15 Decision-making in this organisation is transparent.	33 (31.7%)	45 (43.3%)	15 (14.4%)	11 (10.6%)	2.96	0.94
16 I have some level of autonomy in making decisions related to my job.	38 (36.5%)	47 (45.2%)	12 (11.5%)	7 (6.7%)	3.11	0.86

Weighted Mean: 3.07

Decision Rule: Very High =4.00-3.00, High =2.99-2.00, Low =1.99-1.00, Very Low = 0.99-0.00;

Key: VH-4, H-3, L-2, VL-1;

Source: Field survey, 2025:

Table 4.4 presents the level of Organisational Climate of secretaries in local government areas in Ogun State, Nigeria. Responses were grouped into four levels: Very High Extent (VH), High Extent (H), Low Extent (L), and Very Low Extent (VL). For ease of interpretation, Very High and High Extent were merged to represent a "High Level" of Organisational Climate perception, while Low and Very Low Extent were grouped as "Low Level."

Under the Organisational Leadership dimension, the majority of secretaries indicated positive perceptions. Specifically, 78 respondents (75.0%) reported that leadership in their organisation is supportive rather than authoritarian, while only 26 (25.0%) perceived it as otherwise. A higher number, 84 (80.7%), agreed that their supervisors inspire and motivate them to do their best at work. In terms of teamwork encouragement, 82 (78.8%) indicated a high level of agreement, while only 22 (21.2%) expressed otherwise. Similarly, 88 respondents (84.6%) noted that they receive regular and constructive feedback from their supervisors.

In the area of Organisational Motivation, responses were generally favorable. Eighty-six respondents (82.7%) believed that secretaries in their organisations are motivated by internal satisfaction rather than external rewards or punishments. Likewise, 85 (81.7%) reported feeling personally invested in the success of their organisation. The connection between performance and recognition was also strongly affirmed by 92 respondents (88.4%), while only 12 (11.5%) disagreed. Additionally, 92 (88.5%) indicated that their organisations provide growth opportunities that motivate high performance.

Regarding Organisational Communication, most respondents affirmed that communication within their organisations is effective. For instance, 91 respondents (87.5%) agreed that information flows freely across departments and teams. Similarly, 83 (79.8%) stated that they

are kept informed about decisions affecting their work. However, views on feedback were more mixed—only 65 (62.5%) agreed that giving and receiving feedback is encouraged, while 39 (37.5%) did not. As for being informed about the organisation's goals and strategies, 74 respondents (71.2%) affirmed this, while 30 (28.9%) reported otherwise.

In the Decision-Making domain, responses showed a relatively strong perception of inclusiveness. Seventy-five respondents (72.1%) felt involved in decisions that affect their work. A significant 95 (91.4%) indicated that their input is considered before decisions are made. Transparency in decision-making was affirmed by 78 respondents (75.0%), although 26 (25.0%) reported low levels of transparency. Furthermore, 85 respondents (81.7%) agreed that they have some level of autonomy in making job-related decisions, while only 19 (18.3%) disagreed.

With a weighted mean score of 3.07, it can be concluded that the Organisational Climate among secretaries in local government areas of Ogun State is generally high. The results reflect a favorable working environment, characterized by supportive leadership, intrinsic motivation, effective communication, and participatory decision-making. These findings suggest that most secretaries experience a healthy and empowering workplace climate that supports professional engagement and productivity.

Research question 3: What is the level of Emotional Intelligence of secretaries in local government areas in Ogun State, Nigeria?

Table 4.5: Level of Emotional Intelligence of secretaries in local government areas in Ogun State, Nigeria

s/n	Items	VHE	HE	LE	VLE	$\bar{x}$	Std. dev
I	Self-awareness						
1	I perceive myself as a self-confident person	37 (35.6%)	56 (53.8%)	7 (6.7%)	4 (3.8%)	3.21	0.73
2	I pay attention to the feeling of others	40 (38.5%)	41 (39.4%)	20 (19.2%)	3 (2.9%)	3.13	0.82
3	I have a guiding awareness of my values and goals	30 (28.8%)	45 (43.3%)	28 (26.9%)	1 (1.0)	3.00	0.77
4	I recognize that my feelings and emotions affect others at work	22 (21.2%)	47 (45.2%)	23 (21.1%)	2 (1.9%)	2.95	0.75
II	Self-regulation						
5	I stay calm under pressure	34 (32.7%)	45 (43.3%)	22 (21.2%)	3 (2.9%)	3.06	0.81
6	I rarely lose my temper, even in stressful situation	33 (31.7%)	43 (41.3%)	16 (15.4%)	4 (3.8%)	3.09	0.82
7	I maintain positive attitude even when things don't go my way	27 (26.0%)	53 (51.0%)	18 (17.3%)	6 (5.8%)	2.97	0.81
8	I maintain focus and productivity even when I am under stress	32 (30.8%)	49 (47.1%)	19 (18.3%)	4 (3.8%)	3.05	0.80
III	Empathy						
9	When someone else is feeling excited, I tend to get excited too	39 (37.5%)	55 (52.9%)	8 (7.7%)	2 (1.9%)	3.26	0.68
10	I easily tell when someone is feeling upset, even if they don't say it	39 (37.5%)	53 (51.0%)	9 (8.7%)	3 (2.9%)	3.23	0.72
11	I put myself in other employees shoes to better understand how they feel	29 (27.9%)	60 (57.7%)	12 (11.5%)	3 (2.9%)	3.11	0.71
12	I find myself supporting other employees who are going through difficult times	32 (30.8%)	60 (57.7%)	10 (9.6%)	2 (1.9%)	3.17	0.67
IV	Social Skills						
13	I find it easy to build rapport with colleagues at work	30 (28.8%)	36 (34.6%)	25 (24.0%)	13 (12.5%)	2.80	0.99
14	I maintain positive relationship with a wide range of people within the local government	38 (36.5%)	39 (37.5%)	20 (19.2%)	7 (6.7%)	3.04	0.91
15	I enjoy meeting new people and expanding my social and professional network	33 (31.7%)	33 (31.7%)	28 (26.9%)	10 (9.6%)	2.86	0.97
16	I cooperate with others to achieve a shared goal, even in challenging situations	36 (34.6%)	43 (41.3%)	23 (22.1%)	2 (1.9%)	3.09	0.80

Weighted Mean: 3.06

Decision Rule: Very High =4.00-3.00, High =2.99-2.00, Low =1.99-1.00, Very Low = 0.99-0.00;

Key: VH-4, H-3, L-2, VL-1;

Source: Field survey, 2025

Table 4.5 presents the level of Emotional Intelligence among secretaries in selected local government areas in Ogun State, Nigeria. Responses were grouped into four levels: Very High Extent (VHE), High Extent (HE), Low Extent (LE), and Very Low Extent (VLE). For ease of interpretation, Very High and High Extent were merged to represent "High Level" of Emotional Intelligence, while Low and Very Low Extent were merged as "Low Level." Under the self-awareness dimension, results show that a majority of secretaries perceive themselves as emotionally aware and self-confident. Specifically, 93 respondents (89.4%) indicated a high level of self-confidence, while only 11 (10.5%) indicated a low level. Similarly, 81 respondents (77.9%) noted they pay attention to the feelings of others, while 23 (22.1%) did not. For the item on being guided by values and goals, 75 (72.1%) reported high levels, while 29 (27.9%) reported low levels. Regarding awareness of the effect of their emotions on others at work, 69 (66.4%) indicated a high level, while 35 (33.6%) indicated low.

In terms of Self-regulation, responses were also largely positive. A total of 79 respondents (76.0%) reported staying calm under pressure, and 76 (73.0%) claimed they rarely lose their temper under stress. On maintaining a positive attitude in adversity, 80 (77.0%) agreed, while 24 (23.1%) disagreed. Furthermore, 81 respondents (77.9%) maintained focus and productivity under stress, while 23 (22.1%) reported otherwise. Regarding empathy, the findings were particularly strong. 94 respondents (90.4%) agreed that they share excitement with others, and 92 (88.5%) noted that they can detect when others are upset. Moreover, 89 (85.6%) reported the ability to empathize by putting themselves in others' shoes, and 92 (88.5%) indicated they often support colleagues during difficult times.

For the social skills domain, results were more varied. While 66 respondents (63.4%) found it easy to build rapport with colleagues, 38 (36.5%) did not. Seventy-seven (74.0%) maintained a wide range of positive relationships within their organisation, while 27 (26.0%) reported

low levels. A total of 66 (63.4%) enjoyed networking and meeting new people, compared to 38 (36.5%) who did not. Finally, 79 (75.9%) indicated high levels of cooperation in achieving shared goals, while 25 (24.0%) showed a lower level of cooperation.

With a weighted mean score of 3.06, it can be inferred that the level of Emotional Intelligence among secretaries in local government areas of Ogun State is high. The results reflect strong self-awareness, empathy, and self-regulation skills among the respondents, though social skills showed slightly lower ratings in comparison. Overall, the findings suggest that most secretaries possess the emotional competence necessary for effective interpersonal relationships and professional interactions in their workplace.

4.2.2 Test of Hypotheses

H₀₁: There is no significant influence of Organisational Climate on the Job Performance of secretaries in local governments in Ogun State.

Table 4.6: Influence of Organisational Climate on Job Performance of secretaries

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.497 ^a	.247	.240	5.12249

a. Predictors: (Constant), Organisational Climate

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	879.525	1	879.525	33.519	.000 ^b
	Residual	2676.475	102	26.240		
	Total	3556.000	103			

a. Dependent Variable: Job performance

b. Predictors: (Constant), Organisational Climate

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
1	(Constant)	24.910		11.162	.000
	Organisational Climate	.506	.497	5.790	.000

a. Dependent Variable: Job performance

Source: Field survey, 2025

Table 4.6 reveals the significant influence of Organisational Climate on Job Performance of secretaries in local governments in Ogun State. It was tested using regression analysis. The result yielded a coefficient of multiple regressions $R = 0.497$ and multiple R -square = 0.247. This suggests that the measures of Organisational Climate factors combined accounted for 24.7% variance in the prediction of job performance. The other factors accounting for the remaining variance are beyond the scope of this study. The result from the regression analysis shows that there was a significant influence of Organisational Climate on Job Performance of secretaries in local governments in Ogun State, $F_{(1, 102)} = 33.519, p < 0.05$. This implies that Organisational Climate measures (Organisational Leadership, Organisational Motivation,

Organisational Communication and decision making)influence Job Performance ofsecretaries in local governments in Ogun State. Result in the table also showed that Organisational Climate predicts Job Performance of secretaries in local governments and was significant (Beta = .497, t= 5.790, p<0.05). Therefore, Ho1 is rejected.

H₀2: There is no significant influence of Emotional Intelligence on the Job Performance of secretaries in local governments in Ogun State.

Table 4.7: Influence of Emotional Intelligence on Job Performance of secretaries

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.247 ^a	.061	.052	5.72195

b. Predictors: (Constant), Emotional Intelligence

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	216.452	1	216.452	6.611	.012 ^b
	Residual	3339.548	102	32.741		
	Total	3556.000	103			

a. Dependent Variable: Job performance

c. Predictors: (Constant), Emotional Intelligence

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
1	(Constant)	31.327	2.466		12.706	.000
	Organisational culture	.216	.084	.247	2.571	.012

a. Dependent Variable: Job performance

Source: Field survey, 2025

Table 4.7reveals the significant influence of Emotional Intelligence on Job Performance ofsecretaries in local governments in Ogun State. It was tested using regression analysis. The result yielded a coefficient of multiple regressions R = 0.247 and multiple R-square = 0.061. This suggests that the measures of Emotional Intelligence factors combined accounted for 6.1% variance in the prediction of job performance. The other factors accounting for the

remaining variance are beyond the scope of this study. The result from the regression analysis shows that there was a significant influence of Emotional Intelligence on Job Performance of secretaries in local governments in Ogun State, $F_{(1, 102)} = 6.611, p < 0.05$. This implies that Emotional Intelligence measures (self-awareness, self-regulation, empathy and social skills) influence Job Performance of secretaries in local governments in Ogun State. Result in the table also showed that Emotional Intelligence predicts Job Performance of secretaries in local governments and was significant (Beta = .247, $t = 2.571, p < 0.05$). Therefore, H_02 is rejected.

H_03 : There is no significant combine influence of Organisational Climate and Emotional Intelligence on Job Performance of secretaries in local government areas in Ogun State, Nigeria.

Table 4.8: Combine Influence of Organisational Climate and Emotional Intelligence on Job Performance of secretaries

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.520 ^a	.270	.256	5.06826

d. Predictors: (Constant), Organisational Climate, Emotional Intelligence

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	961.591	2	480.795	18.717	.000 ^b
	Residual	2594.409	101	25.687		
	Total	3556.000	103			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Organisational Climate, Emotional Intelligence

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.805	2.810		7.760	.000
	Organisational Climate	.435	.081	.467	5.386	.000
	Emotional Intelligence	.136	.076	.155	1.787	.007

a. Dependent Variable: Job Performance

Source: Field survey, 2025

Table 4.8 reveals the significant combined influence of Organisational Climate and Emotional Intelligence on Job Performance of secretaries in local governments in Ogun State.

It was tested using regression analysis. The result yielded a coefficient of multiple regressions $R = 0.520$ and multiple $R\text{-square} = 0.270$. This suggests that the measures of Organisational Climate and Emotional Intelligence factors combined accounted for 27% variance in the prediction of job performance. The other factors accounting for the remaining variance are beyond the scope of this study. The result from the regression analysis shows that there was a significant combined influence of Organisational Climate and Emotional Intelligence on Job Performance of secretaries in local governments in Ogun State, $F_{(2, 101)} = 18.717, p < 0.05$. This implies that Organisational Climate measures (Organisational Leadership, Organisational Motivation, Organisational Communication and decision making) and Emotional Intelligence measures (self-awareness, self-regulation, empathy and social skills) influence Job Performance of secretaries in local governments in Ogun State. Result in the table also showed that Organisational Climate had the highest contribution to the prediction of Job Performance and was significant (Beta = .467, $t = 5.386, p < 0.05$) while Emotional Intelligence had the least contribution predicts Job Performance of secretaries in local governments and was significant (Beta = .155, $t = 1.787, p < 0.05$). Therefore, H_{03} is rejected.

4.3 Discussion of Findings

Results from research question one showed that the level of Job Performance of secretaries in local government areas is moderately high. This suggests that while secretaries generally perform well across various job roles, there is room for improvement, particularly in setting priorities and adapting to technological tools. The finding supports a study that investigates the role of employee coordination practices, organisational culture and Emotional Intelligence in the Job Performance among secretaries in federal universities in South-west, Nigeria. It was found that the level of Job Performance of secretaries in federal universities in South-west, Nigeria is moderately high¹. The finding also supports a study on job satisfaction,

job involvement, and organisational commitment was positively related to Job Performance among employees in the public sector and that it was also revealed that there was moderate Job Performance among employees. It was also affirmed that when Job Performance of employees is high, it means that the goals and objectives of the organisation could be achieved. It was revealed that a strong organisational culture was positively related to Job Performance and that there was a moderate level of Job Performance among employees. It was further reiterated that for employees to be in their acme of performance, management of the organisation should intensify their effort to provide a conducive environment for employees and as well give them incentives that would make them to be at their best to meet and achieve the goals of the organisation².

The finding validates a study that examined an approach to employees' Job Performance through work environmental variables and leadership behaviours using the descriptive survey design. The results showed that the level of Job Performance of employees was moderate. It was recommended managers must cultivate a high-quality exchange with their subordinates, recognizing their achievements, involving them in decision-making processes, providing them with constructive feedback, and granting them good development opportunities. It is likely that following more people-oriented rather than task-oriented management practices, the subordinates respond with a higher performance rate³.

Results from research question two revealed that the level of Organisational Climate among secretaries in local government areas of Ogun State is generally high. The results reflect a favorable working environment, characterized by supportive leadership, intrinsic motivation, effective communication, and participatory decision-making. The finding goes in line with a study that examined Organisational Climate in secondary schools and its effect on teachers' job performance, which parallels findings for secretaries. It found that an open and supportive climate fosters better cooperation and job satisfaction, ultimately leading to improved task

execution⁴. The finding also validates a study that focused on how the climate within administrative settings in Nigeria impacts the productivity of secretarial staff. The study highlighted that a supportive Organisational Climate, characterized by strong leadership, effective communication, and trust, positively influences the performance of secretaries⁵.

The finding also supports a study that explored the role of Organisational Climate in shaping employee behaviour and Job Performance in Nigerian public sector offices. It was found that a positive Organisational Climate leads to higher motivation and improved performance outcomes. The research suggested that when organisational leaders foster a climate of trust, fairness, and communication, it directly enhances the performance of administrative personnel⁶. The finding also corroborates a study examined how Organisational Climate variables like job autonomy, feedback, and leadership support directly impact secretaries' performance in South-South Nigeria. The findings showed that a positive work environment, with opportunities for professional development and mutual respect, significantly boosts secretarial productivity⁷.

The finding agrees with a study that was conducted on the impact of Organisational Climate on Job Performance of employees and found that Organisational Climate, especially in terms of leadership support and employee empowerment, plays a crucial role in the productivity of secretaries. Their research focused on how environmental factors within organisations influence employee outcomes, demonstrating that secretaries in supportive climates are more likely to exhibit higher levels of task efficiency⁸. The finding also supports a study that focused on the Ministry of Revenue in Jimma, Ethiopia. The study found that certain dimensions of Organisational Climate, such as communication and workload, significantly impacted job satisfaction, which in turn affects employee performance⁹. The finding also agrees with a study that highlighted the importance of the physical and technological environment in boosting the performance of secretaries. It was found that office cleanliness,

ventilation, lighting, and temperature were shown to positively influence Job Performance by creating a conducive work environment¹⁰.

Results from research question two revealed that the level of Emotional Intelligence among secretaries in local government areas of Ogun State is high. The results reflect strong self-awareness, empathy, and self-regulation skills among the respondents, though social skills showed slightly lower ratings in comparison. The finding corroborates a study that examined the role of employee coordination practices, organisational culture and Emotional Intelligence in the Job Performance among secretaries in federal universities in South-west, Nigeria. It was also found that the level of Emotional Intelligence of secretaries in federal universities in South-west, Nigeria is moderately high. It was found that Emotional Intelligence had significant influence on Job Performance of secretaries in federal universities in South-west, Nigeria. It was concluded that having a high Emotional Intelligence such as possessing good social skills, good relationship management among colleagues and visitors and the ability to be aware of one's needs and that of others, could enhance Job Performance of secretaries¹¹.

The findings also concur with a study that was conducted on the influence of Emotional Intelligence on Job Performance among library personnel in Edo State Nigeria using survey research design and total enumeration technique was adopted in selecting 181 library personnel. Questionnaire was the instrument used in the collection of data and data was analysed using the descriptive and inferential statistics. The finding revealed that there was a high level of Emotional Intelligence among the personnel. There was a significant positive correlation between Emotional Intelligence and job performance. The authors affirmed that at the level of personnel recruitment, management of academic libraries should give preference to individuals with high Emotional Intelligence who have traits of self-awareness, self-management, self-motivation, empathy, and social skills so as to recruit personnel who are

well able to handle their emotions and those of others for high job performance. It was also affirmed that personnel in academic libraries should carry out self-development on themselves in aspects of Emotional Intelligence, communication, interpersonal relations, and so on rather than wait for the library to train or develop them. They must be proactive in taking up training and any such programmes that can improve their job performance¹².

Results from hypothesis one showed that there was significant influence of Organisational Climate on the Job Performance of secretaries in local governments in Ogun State. The finding supports a study that was conducted on the relationship between Organisational Climate and lecturers' Job Performance in Colleges of Education in South-East Nigeria. The research found that both autonomous and controlled Organisational Climates significantly influenced job performance. An autonomous climate, which emphasizes independence and flexibility, was found to predict Job Performance to a moderate extent. Conversely, a more controlled climate, characterized by strict management and oversight, also proved to be a significant predictor of job performance¹³. The finding also goes in line with a study that explored the perceptions of academic librarians regarding the Organisational Climate in Nigerian university libraries, focusing on the South-East and South-South regions. It was noted that factors like communication, work environment, leadership style, and teamwork played a crucial role in shaping the Job Performance of the staff. A positive Organisational Climate was linked with better job satisfaction and performance among librarians¹⁴.

The finding also corroborates a study that examined the effect of perceived Organisational Climate on the performance of nurses in private hospitals. A descriptive survey design was employed. The population of the study is 112 nurses working in the pediatric ward of private hospitals in Rasht, including Golsar, Pars, Ghaem 1 and Aria hospitals. The study found that there is a relationship between perceived Organisational Climate and nurses' Job Performance was statistically significant¹⁵. The finding also conforms with a study that

examined the effect of Organisational Climate, organisational nationality behaviour and transformational leadership as an area that are foreseen to increase job satisfaction along with work morale. In examining the simulating consequences, the findings expressed that there were significant effects of Organisational Climate on work morale throughout job satisfaction ($t=2.492$; $p=0.015$)¹⁶.

Results from hypothesis two showed that there was significant influence of Emotional Intelligence on the Job Performance of secretaries in local governments in Ogun State. The finding lends credence to a study that examined the influence of Emotional Intelligence on Job Performance of administrative staff in Ghana and they highlight how Emotional Intelligence positively correlates with effective job performance, where social skills allow employees to interact successfully in the workplace and improve productivity¹⁷. The finding also validates a study that examined Emotional Intelligence and performance of academic staff in federal universities in southeast, Nigeria. Descriptive research survey design was adopted in this study and primary source of data was obtained from the respondents and the sample size consisted of 341 academic staff in federal universities in southeast, Nigeria. It was found that there was significant influence on Emotional Intelligence on Job Performance showed that self-awareness has significant positive effect on employee task performance. Self-regulation has a significant positive effect on employee adaptive performance. Self-motivation has significant positive effect on employee contextual performance. The study affirmed that Nigerian university management should create more awareness about the importance of self-awareness among their staff through effective training of academic staff on self-awareness competencies. Federal universities in the Southeast, should prioritize management leadership training with a focus on developing the adaptive behaviour of employees¹⁸.

Results from hypothesis three showed that there was significant combine influence of Organisational Climate and Emotional Intelligence on Job Performance of secretaries in local government areas in Ogun State, Nigeria. The finding supports a study that examined the relationship between Organisational Climate and lecturers' Job Performance in Colleges of Education in South-East Nigeria. The research found that both autonomous and controlled Organisational Climates significantly influenced job performance. An autonomous climate, which emphasizes independence and flexibility, was found to predict Job Performance to a moderate extent. Conversely, a more controlled climate, characterized by strict management and oversight, also proved to be a significant predictor of job performance¹⁹. Similarly, the finding goes in line with a study that explored the perceptions of academic librarians regarding the Organisational Climate in Nigerian university libraries, focusing on the South-East and South-South regions. It was noted that factors like communication, work environment, leadership style, and teamwork played a crucial role in shaping the Job Performance of the staff. A positive Organisational Climate was linked with better job satisfaction and performance among librarians²⁰.

The finding lends credence with a study that investigated the effect of employees' Emotional Intelligence on job performance, job satisfaction and commitment among the employees in Fars Province industries in Iran. The data from a total of 289 filled questionnaires was used for the analysis. Questionnaire method was used as the tool to gather information about employees' Emotional Intelligence, job satisfaction and organisational commitment. The results of the study revealed that employees' Emotional Intelligence was positively correlated with their job satisfaction; also, there was a significant relationship between employees' Emotional Intelligence and their job performance. However, no relationship was found between employees' Emotional Intelligence and their commitment²¹.

The finding goes in line with a study that examined the influence of Emotional Intelligence on Job Performance among employees in banking sector in India using the cross-sectional design and stratified sampling technique in selecting 87 employees. Result revealed that there was a significant influence of Emotional Intelligence on job performance. It was affirmed that the bank's management can take measures to improvise Emotional Intelligence of the employees by giving employee focused training and other supportive activities. Also, self-rated Job Performance methodology can be introduced among the employees that will enable them to rate their performance by themselves with Emotional Intelligence in consideration. Psychologists can be appointed in the organisation who can be approached in case of emotional instability during working hours²². The finding also supports a study that investigated the effects of Emotional Intelligence on Job Performance among employees in private sector in India adopting the descriptive survey and simple random sampling. Results showed that Emotional Intelligence has impact on Emotional Intelligence. It was affirmed that employees should be made to undergo organisational socialization programmes which should include aspects of Emotional Intelligence training and exercises to perform better. The author concluded that people with Emotional Intelligence are the performers with adaptable, empathetic, self-awareness, self-confident, inspirational leadership qualities and decision makers in different workplace²³.

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Chapter Five

Summary, Conclusion and Recommendations

5.1 Summary of Findings

The study examined Organisational Climate, Emotional Intelligence and Job Performance of secretaries in local government areas in Ogun State, Nigeria. The study adopted a descriptive survey research design to achieve the purpose of the study. This is a type of design that seeks to establish investigation among variables by observation, which the researcher does not have control over the variables of interest and therefore cannot manipulate them. The population of the study included all the 110 secretaries in all the local governments in Ogun State, Nigeria. The sample size comprised 110 employees which was determined using the total enumeration technique which included 22 males and 82 females.

The findings revealed that:

- i. The level of Job Performance of secretaries in local government areas in Ogun State was moderate.
- ii. The level of Organisational Climate among secretaries in local government areas of Ogun State is generally high.
- iii. The level of Emotional Intelligence of secretaries in local government areas of Ogun State was high.
- iv. There was a significant influence of Organisational Climate on Job Performance of secretaries in local government areas in Ogun State.
- v. There was a significant influence of Emotional Intelligence on Job Performance of secretaries in local government areas in Ogun State.
- vi. There was a significant influence of Organisational Climate and Emotional Intelligence on Job Performance of secretaries in local government areas in Ogun State.

5.2 Conclusion

Based on the findings of the study, it was concluded that the level of secretaries in local government areas in Ogun State was moderately high. Also, it was concluded that the level of Emotional Intelligence of secretaries in local government areas of Ogun State was high. It was also found that there was a significant influence of Organisational Climate on Job Performance of secretaries in local government areas in Ogun State. Organisational Climate among secretaries in local government areas of Ogun State is generally high. It was concluded that there was a significant influence of Emotional Intelligence on Job Performance of secretaries in local government areas in Ogun State. It could be affirmed that when the climate where the secretaries' work is friendly and they feel a sense of warmth there tends to be high Job Performance among secretaries. Also, when secretaries tend to be emotionally intelligent by ensuring that they take into cognisance by being empathetic to their co-worker, build rapport with colleagues at work, stay calm under pressure, being calm even when things do not go their way- they tend to be more productive which could in turn heighten the level of their job performance. It could be concluded that Organisational Climate and Emotional Intelligence greatly influenced Job Performance of secretaries in local government areas in Ogun State.

5.3 Recommendations

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

1. In order to enhance the level of Job Performance of secretaries in local government areas of Ogun State, it is expected the head of the local governments should provide an enabling environment where assigned tasks could be completed efficiently and meet the expected standards.

2. To enhance the level of Job Performance of secretaries in the local government, secretaries should be provided with new tools, technologies, or systems should be introduced at work while they are being trained on how to use these new tools and technologies.
3. To create an enabling and warm environment for secretaries to perform their task without any threat, secretaries should be motivated by internal satisfaction, not just rewards or punishment.
4. To enhance the level of Emotional Intelligence of secretaries, management of the local governments should encourage secretaries to participate in team-building activities and social events as this would foster a sense of belonging.
5. To enhance the level of Emotional Intelligence of secretaries should be paired with experienced colleagues or supervisors who demonstrate strong EI as this could in turn enhance their job performance.
6. Management of the local governments should ensure that there is open and transparent communication within the organisation, as this could go a long way in enhancing the level of Job Performance among the secretaries.

5.4 Contribution to Knowledge

This thesis has successfully developed a theoretical framework that is helpful for future research in this area. Beside, this study has provided new insight on those factors that could heighten Job Performance of secretaries in local governments in Ogun State. Also, it has contributed to this study in the sense that it would make management of the local governments create an enabling environment that would make secretaries to thrive and give their best to the institution, which could in turn heighten their level of job performance. The literature reviewed in this study has conceptually given a better understanding and knowledge of Organisational Climate and Emotional Intelligence on Job Performance of secretaries.

Further, the same study is encouraged to be done in other local governments in Southwestern states of Nigeria. The literature have contributed geographically as it focused mainly on secretaries in all the local governments in Ogun state which could serve as a basis for other researchers to make reference to this work when choosing the scope of their studies. Lastly, this thesis has contributed to the existing body of knowledge on Organisational Climate, Emotional Intelligence and Job Performance of secretaries in local government areas in Ogun State, Nigeria, as it would serve as resource materials for other researchers who want to carry similar studies.

5.5 Suggested Area of Further Research

The suggestions listed below are intended to guide future research and improve the scope and depth of studies on Organisational Climate, Emotional Intelligence, and Job Performance of Secretaries:

- i. A study of this nature could also be carried out using secretaries from other local governments in other states.
- ii. More samples should be used so that the result could provide a wider representation of the populace.
- iii. Also, future research undertakings could be on qualitative research to bring out salient features around the topic which quantitative research may not bring forth.

In this way, observations from life experiences for instance will be handy in describing the real situation pertaining to Organisational Climate, Emotional Intelligence and Job Performance of secretaries. This means that the use of interview and focus group discussion could be used to collect data from the respondents.

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Appendix

RESEARCH QUESTIONNAIRE

**LEAD CITY UNIVERSITY, IBADAN
FACULTY OF COMMUNICATION AND INFORMATION SCIENCES
DEPARTMENT OF INFORMATION MANAGEMENT**

Dear Respondent,

I am a master's student from the above-named university and this questionnaire is designed to elicit information on influence of '**Organisational Climate, Emotional Intelligence and Job Performance of Secretaries in Local Government Areas in Ogun State**', Nigeria. Your timely response to the issues outlined below will contribute immensely to meeting the objectives set of the research work. All information supplied will be treated with confidentiality as it will be used for academic purpose only.

Thank you.

Yours sincerely,

IDURU Morenike Abidemi
LCU/PT/005409
Office and Information Management

Lead City University Ibadan DO NOT COPY

SECTION A: Demographic Data of Respondents

This section intends to gather data on the respondents to assist the Researcher on the varied secretaries in local government areas in Ogun State, Nigeria.

Instruction: please the following questions as they apply to you.

1. Gender: a. Male () b. Female ()
2. Age: a. 20-30 years () b. 31-40 years () c. 41-50 years () d. 51-60 years () e. 61 years and above ()
3. Highest Educational Qualification: a. SSCE () b. OND () c. HND () d. B.Sc () e. Masters () f. Others ()
4. Years n Service: a. 1-5 years () b. 6-10 years () c. 11-15 years () d. 16-20 years () e. 21-25years () f. 26 years and above ()

SECTION B: Job Performance Scale (JPS)

Section (B): Level of Job Performance of office managers in Local Government in Ogun State, Nigeria. The statement in this section concerns Job Performance of secretaries as applicable to your local government. Please indicate in relation to your organisation. (Answer by selecting one of the alternatives)

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

	Items	VH	H	L	VL
I	Task performance				
1	I keep in mind the work result I needed to achieve				
2	I am able to set priorities				
3	I am able to carry out my work efficiently				
4	I am able to plan my work so that I finished it on time				
5	I maintain organized files and records for easy access and retrieval				
6	I handle multiple tasks simultaneously without compromising quality or deadlines				
7	I ensure that all assigned tasks are completed efficiently and meet the expected standards.				
II	Conceptual Performance				
8	I analyze problems effectively and propose practical solutions				
9	I gather, analyze, and summarize information to assist in decision-making				
10	I prioritize critical issues when organizing workflows for meetings and projects				
11	I adapt quickly to changes in tasks, priorities, or work processes				
12	I propose innovative ideas to improve workflows or solve problems				

13	I complete my secretarial duties accurately and on time, including documentation, record-keeping, and correspondence				
14	I strictly maintain confidentiality of sensitive documents and information handled in the office				
III	Adaptive Performance				
15	I quickly adapt to changes in work procedures or policies				
16	I remain productive when faced with unexpected changes or disruptions				
17	I handle changes in my workload or responsibilities without difficulty				
18	I seek ways to adjust to workplace changes before they become challenges				
19	I adjust to new tools, technologies, or systems introduced at work.				
20	I work effectively with colleagues from diverse cultural and professional backgrounds.				
21	I am open to receiving feedback and modifying my work approach accordingly				

Section (C): Organisational Climate of secretaries in local government areas in Ogun State, Nigeria. The statement in this section concerns Organisational Climate as applicable to your organisation. Please indicate in relation to your organisation. (Answer by selecting one of the alternatives)

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

	Items	VH	H	L	VL
I	Organisational Leadership				
1	Leadership in my organisation is supportive rather than authoritarian				
2	My supervisor inspires and motivates me to do my best at work.				
3	Leaders in this organisation encourage teamwork and participation				
4	I receive regular and constructive feedback from my supervisor				
II	Organisational Motivation				
5	Secretaries in this organisation are motivated by internal satisfaction, not just rewards or punishment				
6	I feel personally invested in the success of the organisation.				
7	There is a clear connection between individual performance and recognition				
8	The organisation provides growth opportunities that motivate me to perform well				
III	Organisational Communication				
9	Information flows freely across departments and teams				
10	I am kept informed about changes and decisions affecting my work				
11	Feedback (both giving and receiving) is encouraged and				

	valued here				
12	Secretaries are informed about the organisation's goals and strategies.				
IV	Decision-Making				
13	I am involved in decisions that affect my work.				
14	My input is considered before decisions that affect my work are made.				
15	Decision-making in this organisation is transparent.				
16	I have some level of autonomy in making decisions related to my job.				

Section (D): Level of Emotional Intelligence of secretaries in local government areas in Ogun State, Nigeria. The statement in this section concerns Emotional Intelligence of secretaries as applicable to your organisation. Please indicate in relation to your organisation. (Answer by selecting one of the alternatives)

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

	Items:	VH	H	L	VL
I	Self-awareness				
1	I perceive myself as a self-confident person				
2	I pay attention to the feeling of others				
3	I have a guiding awareness of my values and goals				
4	I recognize that my feelings and emotions affect others at work				
II	Self-regulation				
5	I stay calm under pressure				
6	I rarely lose my temper, even in stressful situation				
7	I maintain positive attitude even when things don't go my way				
8	I maintain focus and productivity even when I am under stress				
	Empathy				
9	When someone else is feeling excited, I tend to get excited too				
10	I easily tell when someone is feeling upset, even if they don't say it				
11	I put myself in other employees shoes to better understand how they feel				
12	I find myself supporting other employees who are going through difficult times				
	Social Skills				
13	I find it easy to build rapport with colleagues at work				
14	I maintain positive relationship with a wide range of people within the local government				
15	I enjoy meeting new people and expanding my social and professional network				
16	I cooperate with others to achieve a shared goal, even in challenging situations				

Bio-data

A. Personal Data

1. **Full Name:** Morenike Abidemi IDURU
2. **Address:** 2/4 Moses Ogun Avenue, Ajaka Makun, Sagamu Ogun State
3. **Date and Place of Birth:** 12th September, 1976, Sagamu
4. **Nationality:** Nigerian
5. **Name and Address of Next of Kin:** Iduru Joshua Zino 2/4 Moses Ogun Avenue, Ajaka Makun Sagamu Ogun State.
6. **Email:** succesiduru50@gmail.com
7. **Phone:** 08035369111

B. Educational Background

Educational Institutions attended with dates and Qualifications:

1. Higher Educational Institutions:

- a. Lead City University, Ibadan, Oyo State, Nigeria B.S.C(HON)
Office Information Management 2nd Class Honors (Upper Division) 2021
- b. Bureau of Establishments and Training Abeokuta, Ogun State
Nigeria. Diploma in Secretarial Studies Lower Credit 2002
- c. Ogun State Polytechnic, Abeokuta, Ogun State Nigeria
OSS/BSE in Secretarial Studies Pass 2001

2. **Secondary Education:** Soyindo Community High School, Sagamu
Ogun State Nigeria 1988 – 1994

3. **Primary Education:** UAMC Primary School Sagamu, Ogun State
Nigeria 1982 – 1988

C. Working Experience with Dates

- i. **Organisation:** Gateway (ICT) Polytechnic, Saapade Ogun State
Role: Confidential Secretary
Date: 2009 Till Date
- ii. **Organisation:** Institute of Technology, Igbesa, Ogun State
Role: Secretary
Date: 2007
- iii. **Organisation:** Molab Computer Centre, 45 Isale-Oko, Offin Sagamu, Ogun State
Role: Secretary/Manager
Date: 2004

- D. **Awards and Fellowships:** Nil

- E. **Membership of Fellowship:** National Institute of Office Administrators
and Information Managers (NIOAIM). 2021

F. Publications: Nil

G. Major Conference Attended with Dates

1. Certificate of participation at 1st international Conference of the Department of Information Management, Lead City University, Ibadan on 17th -20th February, 2025. Theme: Navigating the Future: Innovations in the Field of Information Management.

Document Management in the Age of Artificial Intelligence (AI): Navigating the **Complexities of Automation, Analytics, and Compliance**

Ogunsina Titilayo O. 1 , Iduru Morenike A. 2 , Oluwo Olanrewaju F. 3

2. Certificate of participation in a 2-day Training at The Gateway (ICT) Polytechnic, Sapaade on 12th-13th, 2025. Professionalism and Discipline as Determinants of Growth and Development in Tertiary Institutions.
3. Certificate of participation at 1st International Conference of the Faculty of Communication and Information Science, Lead City University, Ibadan, on 12th–15th February, 2024. Theme: Synergizing Information & Communication Science: as Pathways For Sustainable Development Goals.

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3. Mr. Solaru Oladapo Emmanuel

Director, Academic Planning Unit
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Signature

Date

The University Compliance Certification

This is to certify that this thesis by Morenike Abidemi IDURU with Matriculation Number LCU/PG/005409 in the Department of Information Management, Faculty of Communication and Information Science, Lead City University, Ibadan, is in FULL compliance with the approved university format and style.

Signature

Date

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