

Abstract of Doctoral Thesis

Title : The work experience of university administrative staff

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This paper categorizes the work experience of university administrative staff, their duties and experiences therein, and organizes them in a systematic manner based on an awareness of the importance of human resource development for university administrative staff. This paper focuses on full-time staff in membership-based employment, which involves transfers and promotions. Since the characteristics of university organizations are thought to influence the work experience of university administrative staff, an empirical survey was conducted at eight private universities, divided into four levels based on university size, utilizing mixed methods research (MMR).

Regarding work in the survey, I defined routine work, organizational management work, and period work, and then investigated work ratios and other factors. Regarding work experience, Kolb's experiential learning model and management/leadership were investigated. Results showed that routine work and organizational management work, which are regular duties, accounted for three-quarters of the total work experience. Due to membership-based employment work being in a state of change, the ratio of work between supervisory and office manager positions is similar. However, the ratio differs greatly when it comes to the position of the director. In addition, the main work of departmental offices can be classified into four categories. Experience through work is triggered by changes in work duties; however, routine work has a negative impact on it, whereas the dependency of work positively influences it.

This paper clarified the work experience of university administrative staff with respect to work by position, departmental office work, the relationship between work and the characteristics of the university organization, and experience through work. It also clarified the domain-specific nature of experiential learning, both in terms of the work of university administrative staff as a work domain and in terms of the period of time experienced by the position.