

**Leadership Styles, Communication Climate and Employee Commitment of Secretaries in  
Private Universities, Osun State, Nigeria**

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Oyo State, Nigeria**

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### **Certification**

This is to certify that this thesis was carried out by Temitope Deborah Oyelade with Matriculation Number LCU/PG/001828, a student in the Department of Information Management under my supervision in the Faculty of Communication and Information Sciences, Lead City University, Ibadan, Oyo State, Nigeria, and that this work has not been previously submitted.

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### **Dedication**

This study is dedicated to my lovely husband who gave me his full support and encouraged me throughout the period of the study.

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## Acknowledgement

First and foremost, I give glory to the Almighty God, the Alpha and the Omega, the One that made it possible for me to run this programme, for by strength, shall no man prevail, I Sam 2:9. May His name be praised for ever in Jesus name.

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Even though, the above Institutions and persons have assisted in the process of this research work, I alone stand responsibility for the errors, if any, found in the work.

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## Abstract

Employees play a crucial role in the day to day affairs of an organization. These affairs can only be carried out if these employees are highly committed to their organization. Commitment to an organization can also be achieved if there is an acceptable form of leadership style and an appealing communication climate. A situation whereby these factors are not in existence in an organization, there is every tendency that such organization will begin to encounter a gradual phase of extinction. Based on this, this study considers it fit to investigate the influence of leadership style (LS), communication climate (CC) on employee commitment (EC) of secretaries in private Universities in Osun State. Descriptive research design was adopted. Population consisted of 72 secretaries in private higher institution of learning in Osun state. Seventy-Two secretaries served as the sample size for this study. Total enumeration sampling technique was adopted as the sampling technique. The instrument utilized is a structured questionnaire, which was used to collect data from respondents. The reliability coefficient for each of the variable ranged from 0.75 to 0.90. Data collected was analyzed using descriptive and inferential statistics. Findings revealed that LS had no significant influence on EC ( $Adj. R^2 = -0.001; p = 0.338$ ), CC was also found not to significantly influence EC ( $Adj. R^2 = -0.013; p = 0.815$ ). Jointly, LS and CC were found not to statistically significantly influence EC ( $Adj. = .003, F_{(2, 69)} = 1.100, p < 0.05$ ). The study concluded that both LS and CC did not independently and jointly influenced EC. In light of this, the study recommended that organizational heads have got to promote to a large extent a trust climate in their organization. This will go a long way in reducing high level turnover among employees in organizations.

**Key Words:** Communication Climate, Employee Commitment, Leadership Style, Secretaries.

**Word Count: 288**

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## **Chapter One**

### **Introduction**

#### **1.1 Background to the Study**

Employee commitment is the level of enthusiasm an employee has towards the tasks assigned at a workplace. It is the feeling of responsibility that a person has towards the goals, mission, and vision of an organization. Secretaries who are engaged in their work and committed to their organizations give the institution where she works a crucial competitive advantage which will lead to high productivity. Academic success, administrative effectiveness, and administrative commitment have all been identified as key human factors that influence university secretaries' intrinsic motivation to carry out tasks that would lead to the desired outcomes<sup>1</sup>. Staff commitment has expanded so much in the academic setting that it is now difficult to find and keep top talent while also maintaining employee morale, motivation, and performance<sup>2</sup>. It is among the most fundamental theories that have been applied to the motivation of workers and productivity<sup>3</sup>.

The practice of human resources management (HRM), the attainment of organizational goals, and the success of many businesses all depend on the dedication of the workforce<sup>4</sup>. Employee disengagement is caused by a harmful psychosomatic effect that can recur when people notice a lack of harmony between themselves and their workplace, which can result in attrition and turnover<sup>5</sup>. Whereas the capacity to acquire, keep, and develop qualified staff is crucial for any businesses, universities' reliance on them makes it much more crucial, based on the expertise and abilities of its administrative staff, the complexity and ambiguity of administrative job, the aging population, the demand for and lack of qualified administrators globally, the cost of replacing skilled Secretaries and the administrative workforce<sup>6</sup>.

Although employees are an organization's most valuable asset, administrative staff members serve as the foundation of universities. Because every dedicated administrative staff member is crucial to the success of any tertiary institution, administration of higher education. Institutions seeking an advantage over competitors must comprehend the organizational dedication of Secretaries to their Universities and the elements that contribute to such dedication. In light of the propensity for administrative staff to have a strong orientation and commitment to the profession or occupation rather than to the organization<sup>7</sup>, understanding the secretaries' commitment to a university is crucial. Whatever the case, the Secretaries' organizational and professional commitment may not necessarily be irreconcilable. Dedication to the profession has a favorable relationship with internal drive to perform administrative activity and having enormous administrative productivity<sup>8</sup>

Employee commitment to their place of employment has long had three distinct yet connected qualities known as affective, normative, and continuance commitment<sup>9</sup>. In the context of this study, these three variables will be utilized to gauge employee commitment. When a worker is emotionally, psychologically, and socially attached and identified with the organization, this is affective commitment<sup>10</sup>. It is a perspective or attitude toward an organization that aligns the employee's identity with the organization and absorbs the person's affective reserve<sup>11</sup>. It concerns how well individual values mesh with the organization's values (identification). Additionally, it affects how you feel about the organization. Having pride in, being committed to, and being willing to do whatever in one's power for the organization. Ability to contribute to the success of the organization (involvement) and to continue to be a member of allegiance to the organization<sup>12</sup>.

Normative commitment is based on the idea that an employee will stay with the company due to internalization of normative pressures, a sense of guilt brought on by thoughts of leaving the company, a desire to repay a favor received from the company, or a perceived expectation to provide in exchange for certain benefits to a company<sup>13</sup>.

Continuance commitment is defined as the outcome of an employee's considerations between the relative benefits of remaining with the company and the costs of leaving the company<sup>11</sup>.

Continuity commitment is defined as the economic choices and reasoning that are driven by the investment of personal belongings and the expectation of returns that will come afterwards<sup>12</sup>.

It is a “marriage of convenience” that is motivated by progressive self-interest and consideration of what the individual would lose if they left the organization<sup>13</sup>. The secretarial staffs of these targeted Universities do not have any solid investment connected to the institutions which could make them expect any result in turn either immediately or in the future. Therefore, they do not feel committed due to this type of expectation. The leadership style of these Private Universities is crucial in changing the motive of the secretarial staff in the sense that the management must make sure they feel to be part of the main component of the Universities for them to be committed.

Leadership style is a leader's method of providing direction, implementing plans and motivating people. As much as academics work to simplify the term to make it easier for people to comprehend, less complex, and more applicable in day-to-day business, new definitions of leadership continue to emerge.

Leadership studies have focused on leaders and identifying the qualities required for effective leadership for a very long period. Even though it is claimed that giving leadership a single

description is difficult, research into this topic is ongoing. It demonstrates that there is no end to the study of leadership, which is why it has evolved into a critical component of an organization.

Leadership is the act of inspiring and assisting people to act out of their own volition, not out of necessity or out of concern for the repercussions of non-compliance<sup>15</sup>. Being a leader means inspiring and assisting others to work resolutely toward goals. The human element is what binds a group together and steers it toward objectives, turning the potential of the group into reality. Although there is no universally accepted definition of leadership, most agree that it is a relationship through which one person influences the conduct or actions of others.

The words, leadership and management are used interchangeably in everyday speech. Management is about developing, planning and controlling organizational assets while leadership is about the coordinating people to actualize the expected outcomes of the vision. In order to lead, there is a need to manage the two because they are closely related<sup>16</sup>. Leaders use their power to draw people towards realizing goals and to maximize the results in the organization. The power exercised by the leader does not mean that he has power over the followers and controls or guides them to the goals the leaders want to achieve; rather it is the leader's own actions that influence the followers' behavior and actions. Generally, followers will emulate the leader's acts and behaviours thus leading to the achievement of the desired goals<sup>17</sup>.

It is the leader's own activities or actions that have an impact on the followers' behavior and actions, not the leader's authority over them or his ability to govern or direct them toward the goals the leader wants to achieve. In most cases, followers will copy the leader's actions and behaviors, which will result in the accomplishment of the desired goals<sup>17</sup>.

Leadership style is defined as the pattern of behaviors that leaders display during their work with and through others<sup>18</sup>. Leadership style is the pattern of interactions between leaders and

subordinates<sup>19</sup>. Leadership style can be interpreted as leadership behavior with two obviously independent dimensions: task (transformational leadership) and interpersonal (transactional leadership)<sup>20</sup>.

Transformational leadership is the ability to motivate and encourage intellectual stimulation through inspiration<sup>21</sup>. Transformational leaders fundamentally change the values, goals, and aspirations of followers who adopt the leader's values and, in the end, perform their work because it is consistent with their values and not because they expect to be rewarded<sup>23</sup>. Transformational leadership which encourages autonomy and challenging work become increasingly important to followers' work commitment. The concept of job security and loyalty to the firm for one's entire career was disappearing. Steady pay, secure benefits, and lifetime employment were no longer guaranteed for meritorious performance. At the same time, transactional leadership alone could not provide work commitment and satisfaction<sup>24</sup>.

Transactional leadership is an exchange-based relationship where self-interest is dominant. Transactional leaders work within their organization's culture and follow existing rules, procedures, and operative norms<sup>25</sup>. Transactional leadership relies on the use of appropriate rewards to motivate followers<sup>26</sup>. Also, it focuses on and emphasizes on completion and accomplishing of allocated tasks on hand. This type of leader maintains and preserves harmonious working relationships coupled with promises of rewards for satisfactory performance<sup>27</sup>. Furthermore, this leadership focused on leader-follower exchanges in which followers or subordinates are expected to carry out their duty and perform according to the given instruction. Interpreted as a non-transactional kind of leadership style in which prompt decisions are not made with delay in action taken, coupled with ignoring of leadership responsibility and non-exercise of authority<sup>28</sup>. As the commitment of the secretarial staff of private Universities is

being influenced by the leadership style, so also leadership style of the management is determined by how the leaders interact with the employees (communication climate/skills).

Communication climate is the social tone of a relationship. It is how people interact with each other within their relationships. Every relationship has its communication climate, e. g. an organization leader's relationship with his/her subordinates. Communication climate is a massive image, abstract and transformation of a global phenomenon which is called organizational communication<sup>29</sup>. The climate advances from interaction among attitudes of an organization and individual opinion. According to those characters who tend to stay permanent in an organization, climate is regarded as a characteristic of subjective research. Administrative work cannot be efficiently carried out in the current technological era without communication. In order to deal with many stakeholders, all sorts of administrative segments execute administrative actions with the help of internal and external communication.

Communication is most simply defined as the "transmission of information from sender to receiver, which means that the receiver must comprehend the message in the same way the sender intended to express."

Organizational communication is an act by which individuals excite meaning in the minds of other individuals making use of verbal or nonverbal messages<sup>30</sup>. The element of communication is what makes administrative work possible<sup>31</sup>. Understanding the communication climate in terms of general feelings and occurrences, freedom of speech, openness and authenticity, warmth and a sense of acceptance of others, as well as interrelations, is also crucial. It's interesting to learn that the sender uses his sentiments, attitudes, interests, and value to influence others through communication. To analyze the communication climate of an academic institution, the

main elements that can be used to analyze the communication climate in an academic institution are enumerated as Trust and Willingness to listen<sup>32</sup>.

Trust is the state where employees of all calibers inspire, develop and maintain a good rapport within the organization.

In order to achieve a decisive decision, administrative employees have to be accorded the privilege to consult their immediate supervisor in order to be involved in the decision-making process and creating objectives. Ability to listen in upward communication: This affords the subordinates to communicate to the leader that is from lower level to the next level. The top managers in an organization should cultivate the habit of listening to suggestions from their subordinates or report of problems raised by other members at their subordinate level within the organization on an ongoing and open-minded basis. Any piece of. Information from subordinates should be considered worthwhile unless there are contrary opinions.

There is no smooth and direct communication between leaders of private Universities in Osun State and the administrative staff especially the secretaries. Secretaries are not allowed to participate in the Universities' decision making and this had hampered their commitment by feeling as if they are not part of the system because they are not carried along. Given the above discussion, the study intends to investigate the type of leadership styles, communication climate and their influence on the commitment of the secretary in the targeted institutions.

## **1.2 Statement of the Problem**

Secretarial staff is involved in the coordination of activities, records keeping, receiving and sending mails, admission processing, collation of results and so on. However, preliminary investigation, close observation and literature review have revealed a decline in the commitment of secretaries in Private Universities in Osun State<sup>33</sup>. As a result, resources are not well-

coordinated, students' enrollment is slow and students' results are delayed. If care is not taken, this will affect the Universities' administrative activities and Nigeria's economy by preventing the Universities from producing quality graduates because it is the same products that will be in charge of the nation's economy and administrative activities. Leadership style and communication climate have been identified to be influencing employee commitment of secretaries of Private Universities.

In addition to the issues listed above, their bosses are overly domineering, don't care to involve them in the institutions' decision-making, and lack motivation to perform their duties. All of these must have had a negative impact on this group of employees' devotion.

Several studies have been conducted on leadership style, communication climate and employee commitment but very few have been done in the area of leadership style, communication climate and employee commitment of Secretaries. The present study has investigated the leadership style, communication climate and employee commitment of secretaries in private universities in Osun State, Nigeria.

### **1.3 Aim and Objectives of the Study**

The aim of this study is to investigate how secretaries in private universities in Osun State, Nigeria, manage employee commitment, communication climate, and leadership style.

The objectives below guided the study:

- i. identify the level of employee commitment of Secretaries to private Universities in Osun State, Nigeria.
- ii. examine different leadership styles (Transformational and Transactional) existing in private Universities in Osun State, Nigeria.

- iii. identify the communication climate (Trust and Willingness to Listen) existing in private Universities in Osun State, Nigeria.
- iv. determine the influence of leadership styles on employee commitment of Secretaries to private Universities in Osun State, Nigeria.
- v. ascertain the influence of communication climate on employee commitment of Secretaries to private Universities in Osun State, Nigeria.
- vi. determine the combined influence of leadership styles and communication climate on employee commitment of Secretaries to private Universities in Osun State.

#### **1.4 Research Questions**

The following research questions guided the study

- i. What is the level of employee commitment of Secretaries in private Universities in Osun State, Nigeria?
- ii. What are the different leadership styles existing in private Universities in Osun State, Nigeria?
- iii. What are the communication climates existing among secretaries in private Universities in Osun State, Nigeria?

#### **1.5 Hypotheses**

The following hypotheses were formulated and tested at 0.05 level of significance.

**H<sub>01</sub>:** There will be no significant influence of leadership style on employee commitment of Secretaries to private Universities in Osun State, Nigeria.

**H<sub>02</sub>:** The level of communication will not significantly influence the dedication of secretaries to private universities in Osun State, Nigeria.

**H<sub>03</sub>:** There will be no significant combined influence of leadership styles and communication climate on employee commitment of Secretaries to private Universities in Osun State.

### **1.6 Significance of the Study**

This research work is significant and of great benefit to different stakeholders which include the management of tertiary institutions, Human Resource Managers, Entrepreneurs, Employees, Researchers and the Government. For the tertiary Institutions, the result of this research seeks to attend to factors required by Secretaries of private Universities in Osun State, Nigeria to be committed. If this is done, there will be high productivity because the staff will trust the management and it will also unveil the potential of the staff.

Given this, it proffers a lasting solution to some of the related problems of human resource management combating leadership style and communication climate which will result in a satisfactory state for the staff of the institutions and eventual improvement of employee commitment. In addition, it will assist entrepreneurs in knowing how to satisfy their employees to make them committed to their work. A good leadership style enhances high productivity coupled with a good communication climate. The findings of this study enhance employees to acquire more knowledge to speed up their job and also be satisfied with them.

It also serves as a link and guide for future researchers of related studies, governments and private Universities to know the needs of their staff so that they can bring out their best which emanates from their commitment. The fact that this study is based on current events that are still unfolding, the study offers pertinent and current information to scholars and students that would embark on research about different aspects of leadership styles and communication climate.

## 1.7 Scope of the Study

This study covered leadership styles, communication climate and employee commitment of Secretaries to private Universities in Osun State, Nigeria. The measures of Leadership styles are transformational and transactional leadership styles, while communication climate are trust and willingness to listen; these two measures are considered in this study out of six factors enumerated by Pace and Faules and employee commitment are affective, normative and continuance commitment. The geographical scope covered the Secretaries of private Universities in Osun State, Nigeria which are Kings University, Ode-Omu; Redeemer's University, Ede; Adeleke University, Ede; Fountain University, Osogbo; Bowen University, Iwo; Joseph Ayo Babalola University (JABU), Ikeji-Arakeji and Oduduwa University, Ipetumodo Osun State. The respondents are Secretaries from private Universities in Osun State, Nigeria.

## 1.8 Limitation to the Study

There was limitation in the course of carrying out this study. Some Secretaries could not get the questionnaire filled on time and more so a particular Institution in Osun State declined the administration of the questionnaire on the premise that the institution is still new.

## 1.9 Operational Definition of Terms

**Employee Commitment:** It is the state or quality of dedication of the secretarial staff of private Universities in Osun State, Nigeria, to their work.

*Affective Commitment:* This is the emotional attachment of secretarial staff of private Universities in Osun State to their organization.

*Normative Commitment:* This is the level at which Secretaries of private Universities in Osun State, Nigeria, believe they should stay in their organization.

*Continuance Commitment:* This shows the extent the Secretaries of private Universities in Osun State, Nigeria, tend to stay in their organization.

**Leadership Styles:** This is the method by which leaders of private Universities in Osun State, Nigeria used in providing direction, implementing plans and motivating people.

*Transformational Leadership:* This is a process whereby leaders/supervisors of administrative activities in private Universities in Osun State work with their subordinates beyond their immediate self-interests to identify needed change, creating a vision to guide the change through influence, inspiration and execution of the change in tandem with committed members of a group.

*Transactional Leadership:* This is also known as managerial leadership; it is a style of leadership in which the executive relies on rewards and punishments to achieve optimal job performance from his/her subordinates.

**Communication Climate:** It is how leaders in private Universities in Osun State interact with their subordinates.

*Trust Climate:* This is the firm belief of Secretaries of private Universities in Osun State in the reliability, truth, or ability of their leaders.

*Willingness to Listen Climate:* This is the quality of leaders and Secretaries of private Universities in Osun State to be able to listen to one another.

**Secretaries:** These personnel are part of administrative staff in a private institution that perform basic administrative functions required of the Committee in pursuing its objects and also run proper secretarial functions in the Institutions.

**Private Institutions:** These are Universities usually not operated nor owned by governments.

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## **Chapter Two**

### **Literature Reviewed**

This chapter reviewed related works of literature for a better understanding of the research problem

#### **2.1 Conceptual Review**

##### **2.1.1 Concept of Employee Commitment**

One could define employee commitment as a feeling of affection for the company. According to certain authors, demonstrating love through commitment entails profiting from an action<sup>1</sup>. Other people have placed more emphasis on the affective, emotional aspect of commitment, defining it as a feeling of loyalty and psychological affection<sup>2</sup>. The current study adopted the latter strategy regarding employee commitment. For both individuals and companies, employee dedication is typically seen as advantageous<sup>3</sup>. The notion that employee dedication always has necessary repercussions for people and companies, however, has been contested by some researchers<sup>4</sup>. It has long been understood that zealot-like personnel who are extremely dedicated may have detrimental consequences on organizations<sup>5</sup>.

The majority of research on the effects of employee commitment has focused on outcomes that are useful to organizations, like turnover and performance behaviors<sup>6</sup>. The potential links between employees' dedication and their lives have barely been empirically explored<sup>7</sup>. In order to determine whether an employee's dedication has beneficial or bad effects on an individual, the current study expanded previous research on the results of commitment. The analyses presented here evaluated the effects of employee commitment on people's satisfaction with their non-work lives and career advancement using panel data.

Employee commitment is a feeling of loyalty and solidarity toward the company that is typically based on individual experiences with the company's policies and practices as well as possible interactions that employees may have while serving as representatives of the company. An employee's sense of commitment can also be their belief that contributing to the organization's success in some small way. Employee attitudes toward the company are largely predicted by organizational commitment, which is also a key predictor of turnover behavior, a tendency to retreat, and organizational citizenship conduct<sup>8</sup>.

The employee's relationship with the company translates their values and attitudes. Employee commitment is becoming a more valuable asset for businesses. Employee commitment in this study is defined as both a commitment to the organization and a commitment to the employees' jobs<sup>9</sup>. The relationship between the employees and the organization is reflected in the psychological concept of organizational commitment<sup>10</sup>. It relates to how staff members view and react to the organization<sup>11</sup>. "The employees who have a strong sense of loyalty to the company are the ones who are least likely to leave the company"<sup>12</sup>. People that are dedicated to the task of an organization are more loyal, compatible, and successful.

The employees never commit to the organization emotionally, but what they just do is continue working because they don't want to lose their status and salary. According to side-bet theory, he pointed out that employees do not leave working in the organization to protect their hidden benefits. For instance, a person thinks to give up his job which he took two months before because of a better job offer, but the ones giving up his/her job before the end of a year are seen as untrustworthy in his work<sup>13</sup>.

Employee Commitment is highly valuable. Studies have highlighted that commitment has a great impact on the successful performance of an organization. This is because a highly committed

employee will identify with the goals and values of the organization, has a stronger desire to belong to the organization and is a willingness to display greater organizational citizenship behavior i.e., willingness to go over and beyond their required job duties and if human resources are said to be an organization's greatest assets, then committed human resources should be regarded as an organization's competitive advantage<sup>14</sup>. A vast number of studies have found positive relationships between organizational commitment and employee behaviors such as a greater effort exerted by the employee in performing tasks, better work attendance, increased willingness to engage in citizenship behavior and a higher delivery of service qualities. Hence this shows an all-around higher employee performance is effective.

Organizational commitment is reflecting a person's view of loyalty toward the organization and in-progress processes by the members of an organization, concerning organizational achievements<sup>15</sup>. Organizational commitment is determined by several factors like personal factors (age, gender, internal and external control properties, and service period in the organization), organizational factors (designing the job and leadership style of a supervisor) and non-organizational factors (existence of a replacement), affecting on organizational commitment. Commitment is not only a human relation concept but involves generating human energy and activating the human mind<sup>16</sup>. Without commitment, the implementation of new ideas and initiatives will be compromised. Another definition of commitment is a psychological state that ties a person to an organization<sup>17</sup>. This bond can be felt in a variety of ways and be accompanied by a variety of attitudes, such as affective connection and attachment to the target, a sense of duty toward the target, and awareness of the costs of ending contact with the target<sup>18</sup>.

Intended for the organization's continuous success, employee willingness to stand loyal and express best concerns for the well-being is the organizational commitment<sup>19</sup>. A committed

employee would know the organizational ethical standards, values, goals, norms and targets<sup>20</sup>. Organizational commitment entails three components, continuance, affective and normative<sup>21</sup>. Similarly, research suggested that transformational frameworks have significant effects on the commitment of employees. Employees' efficiency, performance, and self-motivation have also affected organizational commitment<sup>22</sup>. Commitment to change depends on good change management practices as transformational leaders; change leadership and commitment of followers is a function of the impact of personal changes<sup>23</sup>.

The best predictor of corporate objectives, productivity, objectivities, and turnover is organizational commitment, hence assessing the characteristics of transformational leadership with employee commitment and emotional intelligence is necessary. Organizational commitment, worker productivity, exchange between leaders and members, and organizational commitment are all made possible by transformational leadership<sup>25</sup>. Additionally, academics say that emotional commitment has an expressive link with individual consideration and inspiring motivation since both of these elements have a role in the successful integration of organizational commitment<sup>26</sup>.

Numerous researchers have given the idea of organizational commitment significant consideration over the years. The level of an individual's commitment to their organization is measured by their level of feeling and emotion<sup>27</sup>. The degree of an employee's involvement inside the organization is referred to as organizational commitment<sup>28</sup>. Employees who are committed work together to accomplish the organization's objectives jointly<sup>29</sup>. One scholar characterized organizational commitment as the theory of "Side-bet," while another defined it as the theory of "exchange"<sup>29,30</sup>. He discovered a relationship between organizational commitment, the cost, and the decision to leave, which means that as employees stay longer in the organization, the cost of leaving will rise as the decision to leave

becomes more difficult for those employees<sup>31</sup>. Employees stay committed to their organization because they consider the cost of leaving if they decide to leave.

Employees stay with an organization longer because they believe in its mission, values, standards, and objectives. They also have a strong desire to work hard to help the organization achieve its goals and believe that they are the most valuable resources there, which increases their sense of belonging to the organization<sup>32</sup>. According to the goals that the employees have attained, organizational commitment suggests that the employees should want to accomplish the organization's goals, mission, and objectives<sup>33</sup>. How well personnel have adapted to organizational change serves as a gauge of commitment<sup>34</sup>.

Organizational commitment, or more specifically, the degree of acceptance of the change and if the employees are receptive to the changes that occasionally occur in the organization, is defined as the attitude of the employees following organizational changes<sup>35</sup>. According to this viewpoint, the most crucial requirement for firms looking to make changes is employee commitment<sup>36</sup>. The extent of employees' identification with the organization, rather than their level of change acceptance, serves as a better indicator of their commitment<sup>37</sup>.

Commitment is the employees' belief in the organization's values<sup>38</sup>. Relationships between employees and their employer are what define commitment<sup>39</sup>. When people join an organization, they expect to have all they need, and when that expectation is met, they become dedicated to the organization<sup>40</sup>. Additionally, they divided commitment into three categories: acceptance of the organization's norms and values; willingness on the part of employees to put out their best efforts; and strong desire to be a member of the group that firmly identifies with the organization. Employee commitment is their attitude toward the company, and there are various ways to determine it.

The stages of organizational commitment include the compliance or exchange stage, in which an individual acts in a way that complies with organization standards not because he or she believes in the organization's standards and values, but rather because he or she receives rewards and promotion from the organization<sup>41</sup>. The level of commitment of individuals in this stage is therefore determined by the quantity of rewards they receive from the organization.

The identification stage is defined in terms of belonging to the organization in which the individual in the organization has a strong relationship with her or his organization and they are proud because they are members of this organization<sup>42</sup>. The organization is the first and most important place in which an individual can identify themselves, and they also found a positive relationship between the organization identification stage and affective commitment, therefore employees' commitment in the identification stage is different from the compliance stage because the employees in this stage have a strong desire to remain in the organization because of the level of belonging they have toward their organization.

The internalization Stage is a stage of matching employees' beliefs and value and their organization. The employees in this stage desire to stay with the company because they share the same values as their employer, making it the last degree of commitment<sup>43</sup>. As we previously discussed, there are different stages of commitment. At the initial stage, employees want to stay for the pay; later, they want to remain because they have a sense of belonging to the company; and finally, they want to remain because their company shares their values.

Affective attachment to the organization, cost perception associated with leaving the organization, and obligations to stay in the organization<sup>44</sup> are three factors that are included in all of the study on the definition of organizational commitment. The majority of scholars define commitment as an affective orientation toward the organization, to start. They believe that this is

connected to the person's attitude toward the organization, affective commitment to its aims and ideals, and identity with the organization<sup>45</sup>. Second, there is an ongoing commitment when agreements are contingent on continuing to share in the profits or forgoing certain costs<sup>46</sup>. Finally, some scholars think that sustaining ethical allegiance and commitment to the organization might be regarded as lifelong obligations<sup>47</sup>.

The three elements of organizational commitment discussed above can be viewed as Affective, continuous, and normative commitment<sup>48</sup>. These three commitments, which each indicated a psychological condition, also had an effect on how well organizational members were retained and how well employees and employers got along<sup>49</sup>. It was found that affective commitment falls into four categories: personal traits, structural traits, work-related traits, and experience. Employees are willing to make commitments for a variety of reasons, including personal professional ethics, personal duties, personal work interests, etc., from the perspective of personal qualities.

All of these can be used to prove that employees are different in their willingness to make promises<sup>51</sup>. In addition, environmental factors have also contributed to individual commitments<sup>52</sup>. The response will be more active and vice versa, depending on how well the personal characteristics fit the surroundings. Second, employee commitment is also influenced by structural characteristics<sup>53</sup>. The majority of researches don't explicitly look at the connection between organizational structure and individual commitment, although there is an indirect link between the two<sup>54</sup>. The relationship between employees and the organizational structure, and the clarity of the role of employees in the organization are related to the organizational structure, so the organizational structure can indirectly affect the employee's feelings, thus affecting employees' affective commitment. Third, job-related characteristics are also one of the factors

that affect individual commitment<sup>55</sup>. Support from supervisors, support from colleagues, and access to resources are job-related features that affect individual commitment<sup>56</sup>. Research shows that employee commitment is strongly influenced by organizational support and that employees are more likely to return to supporting organizations in accordance with effective commitments<sup>57</sup>. Similar effects on employees' effective commitments are also produced through good relationships with coworkers, which can result in significant effective commitment from employees<sup>58</sup>. Employees place a high value on resources when it comes to their jobs<sup>59</sup>. Employee engagement to the business can be influenced by access to resources<sup>60</sup>. Office space, photocopying equipment, administrative assistance, and computer access are examples of resources associated to a job<sup>61</sup>. Employee self-efficacy can increase and tasks can be completed more easily when employees have access to resources<sup>62</sup>. Finally, there is a very wide discrepancy between research on job experience and affective commitment when compared to individual and organizational characteristics<sup>63</sup>. Effective commitment is largely influenced by two forms of work experience, namely the satisfaction of employees' needs for psychological and physical comfort and their level of work competition<sup>64</sup>.

Less research has been done on normative commitment, and more theoretical than empirical developments have been made. The foundation of normative commitment is that the organization is willing to offer incentives to employees. Normative commitment is the relationship between people and organizations. Before they enter an organization or join an organization, employees are subject to societal regulations. Employees are more likely to adhere to social standards if they think doing so would benefit them in the long run.

In the 1980s, normative commitment was considered an obligation to stay in the organization<sup>65</sup>. Some scholars now believe that normative commitment implies that employees and organizations are mutually beneficial.

Factors that affect organizational commitment based on several commitment types. Numerous studies have discussed the significance of commitment to organizational effectiveness. Employee individual performance shows a greater relationship between organizational commitment and work performance<sup>66</sup>. Personal performance and employees' organizational commitment, for instance, are strongly positively correlated.

Based on commitment to the job, people, organization, and stakeholders, some elements have an impact on organizational commitment. Scholars have argued for these - Job commitment: There has been less research on normative commitment, and more theoretical advancements have been made than empirical ones<sup>67</sup>. The normative commitment is the relationship between people and groups, and it is predicated on the organization's willingness to give personnel incentives. Before they enter an organization or join an organization, employees are subject to societal regulations. Employees are more likely to adhere to social standards if they think doing so would benefit them in the long run.

Organizations have yet to acknowledge that workers are more likely to select a more innovative and productive organizations. Employees are therefore prepared to commit when they believe that their managers can make them happy. Additionally, there is a link between turnover rate, organizational commitment, and work satisfaction. They suggested that employees who are happy in their jobs are more productive and want to stay in the company more, which has an impact on the turnover ratio, whereas those who are unhappy in their jobs have a strong urge to leave<sup>68</sup>. Numerous aspects of an employee's interactions with coworkers and other people at

work are favorable, which suggests that the employee's environmental and personal factors are in a good state, and they will be willing to commit to the organization. Such a commitment is a commitment to people.

The employee's gender, age, and educational level are a few personal aspects that have an impact on how committed they are. Additionally, the environment has an effect on organizational dedication. The first environmental aspect is communication. Excessive interpersonal communication alters an employee's emotions, generates excessive emotional growth and contraction, and eventually lowers personal achievement and job burnout. The majority of studies demonstrate that environmental factors directly contribute to job burnout<sup>69</sup>.

Changes in mood might result through interactions with others, whether they are coworkers or clients. The primary cause of issues, frustrations, and even disputes is excessive exposure, and this negative emotional change is the primary contributor to job burnout. Employees find it difficult to commit to completing their work during such depressing mood swings and may wish to leave the stressful environment of their workplace as soon as possible. On the other hand, people place a lot of value on perception and attitude.

Organizational commitment may be impacted by communication quality. With a difference of 59%, organizations engaged in overall quality management and communication improved organizational commitment. Effective communication makes it possible for staff members to receive knowledge about their jobs and tasks, which raises their degree of engagement in the company and has a good effect on affective, continuation, and normative commitment<sup>70</sup>.

Additionally, effective leadership and employee communication can enhance the working environment, lessen job burnout, and ultimately encourage people to commit to the firm.

The level of commitment among employees can be significantly increased by leaders. A transformational leader inspires their followers by facilitating communication, giving them time to consider their requirements, and giving them more freedom to voice those needs, which raises their level of commitment. Because they are confident in their importance to the organization, followers of a transformative leader always experience tremendous emotions about it<sup>71</sup>.

Employee commitment levels were observed to grow when firms gave their workers a safe working environment and prioritized their safety. Safety climate is another factor that is crucial in raising employee commitment levels.

Employees will ally themselves with the company out of a commitment to their personal well-being, which will create an exchange relationship between the company and the person. The direction in which the organization changes will have an impact on the employee's commitment<sup>72</sup>. The staff members are prepared to commit to the company while also accepting the change. Although the organization's aims conflict with the employees' personal interests, they will nonetheless renounce their loyalty to the company in order to pursue their own goals. Employees join the company in search of a working environment that accommodates both their abilities and their demands.

Employee commitment will increase as soon as a company is able to match the individual requirements, goals, and skill sets of each employee<sup>73</sup>. The employees accept the organization's principles and aims, volunteer for the organization, and want to be a part of it, therefore this dedication does not imply that they are being exploited. Employees will dedicate themselves to their development when the organization can meet their needs. The goal of human resource management is to meet the needs of employees. Various Human Resources Management practices, such as developmental appraisal, promotion, compensation, and training programs,

have a significant impact on employees' commitment and motivation. When employees feel that their work is valued, they are more likely to stay with the company, and the opposite is also true<sup>74</sup>.

Dedication to the organization according to a number of studies on organizational commitment, some people think that employees make promises because of the organization's identity, and that the organization's high level of recognition prompts employees to make a voluntary commitment to stay at work<sup>72</sup>. Employees can better grasp their experience, organize their thoughts, devise goals, and eventually feel accomplished<sup>65</sup>.

The desire to remain in the company is related to organizational identification. Similar to how work input and job motivation are related to organizational identity, job satisfaction is likewise positively correlated with organizational commitment<sup>75</sup>. Effective communication is a prerequisite for human development, therefore when a firm integrates its employees, those individuals will voluntarily work for it. One can feel the pressure while a team is working together, and this pressure can make it take the members of the team longer to collaborate. Personal identity can draw people's attention to a difficult process and finally lead to people joining the organization<sup>75</sup>.

As a result, for a growing organization, members are eager to contribute due to their high level of awareness for the organization. Stakeholder theories—which relate to organizational identity and commitment—have received a lot of attention from scholars, yet many crucial relationships remain unconnected. According to stakeholder theories, the business should evaluate the crucial aspects of stakeholder interests since these factors have an impact on the stakeholders' behavior and loyalty to the organisation<sup>76</sup>.

The value of different stakeholders to employees varies, hence this will have a variable impact on how committed employees are to the firm. The perception that various stakeholder groups have of the organization can vary, which will have an impact on whether or not people are prepared to commit to the organization by continuing to work there. For instance, when a salesperson has positive relationships with customers, these employees are more likely to stay with the company, and relationships with suppliers also have an impact on how they see the company<sup>77</sup>.

Organizations' performance will improve if they move away from controlling the workforce to a strategy of commitment where individuals are given broader responsibilities, encouraged to contribute and assisted to achieve satisfaction at work. Employees are less likely to leave their jobs if they have high levels of affective commitment. Organizational commitment has a positive impact on customer satisfaction since employees with longer tenure tend to have better knowledge and understanding of their work and customers usually want to do business with them. Employees with longer tenure have higher motivation and organisational citizenship which leads to higher performance<sup>56</sup>. Sometimes, organisations use financial inducements such as low-cost loans, stock options, deferred bonuses, etc. to tie employees to them, thereby increasing employees' continuance commitment. In other words, high organisational commitment is associated with lower labour turnover and absence. However, there is no conclusive link to performance, it must be noted that, too much organisational commitment may result in low turnover leading to inbreeding which limits the organisation's opportunity to recruit and select new and fresh talents<sup>78</sup>, this however makes the organisation to be resistant to change.

Empirical research indicates that, employees with high levels of continuance commitment have lower performance scores and are less likely to engage in organisational citizenship behaviours

that go beyond the employee's normal job description. Although financial inducements are important, continuance commitment should not be misconstrued for employee loyalty. Employers should at all times strive to win employees' hearts (affective commitment) beyond tying them financially to the organisation (continuance commitment). Employees' motivation, psychological affiliation, loyalty and job growth is as a result of the appreciation that employees receive from their organizations. Employees will work with a sense of wholeness and feel greater loyalty and commitment if they feel that organization is appreciating their efforts and job involvement. Employees will feel more attachment and possess a desire to be a part of their organization if they found that their organization is offering the security and duration of a job<sup>79</sup>. Empirical studies found that, job security and career growth enhance the employees' psychological affiliation and loyalty with an increase in their organisational commitment.

The patterns that have formed support the hypothesis that people's attitudes toward their job and non-work lives are related, despite the fact that past research findings regarding this relationship between people's work and non-work lives have been diverse. The most common pattern among white-collar and professional workers is one of spillover between work and non-work life, where the experiences and attitudes of the former affect the latter and vice versa. It is still unclear whether work has an impact on non-work or vice versa. For instance, it has been observed that the causal relationship between work and non-work pleasure is stronger than it was in the other direction<sup>80</sup>. Whether employee engagement has a good or negative impact on non-work happiness was the key question that motivated this study.

Employee commitment affords individuals a chance to develop a sense of belongingness and to fulfill the human need for meaningful work. When individuals feel committed to their work organizations, they share the organizations' values. They derive personal meaning from their

work experiences because pursuing organizational goals is consistent with their values. As a result, they feel good about themselves and what they are doing at work. In turn, these good feelings are expected to spill over into employees' non-work lives. Research has demonstrated that employees can sustain high psychological involvement in their work organizations.

A case study of individuals who were successful at work and felt alienated in their personal lives provides some indirect support for Randall's argument. Although that research suggested that conflict between an individual's work and non-work life is possible, it did not support the inference that such conflict is typical or inevitable. All of the studies cited above relied on cross-sectional data<sup>81</sup>. Since employee commitment is a positive phenomena, it was anticipated that devoted workers would experience a favorable impact on their personal lives. I specifically predicted that employee commitment would enhance people's enjoyment outside of the workplace.

The examination of this association included controls for both variables due to the possibility that family engagement and age could have an impact on the relationship between work and non-work happiness. According to conventional opinion, companies should reward loyal employees. Many academics have claimed that job advancement is a reward for organizational commitment<sup>82</sup>. If devoted workers advance in their careers more quickly, they ought to be happier with it than other workers are.

Employees who are committed to their workplaces should also be happier with their career possibilities inside those organizations since they are more likely to share a common vision of what is best for those businesses as a whole. Such people are less likely to perceive their personal professional goals as being at conflict with their organization's assessment of where they can contribute most because they share organizational ideals. Rather, it indicates that highly devoted

employees have more faith in the company they work for than employees with lower degrees of commitment. This does not imply that people are likely to entirely surrender personal objectives to their organization's viewpoint.

I project that employee commitment will have favorable effects on people's happiness with their career development and prospects because highly devoted employees believe the organization will reward them in the future with career prospects. Of course, there are a wide range of additional factors as well. How pleased people are with their existing jobs is one crucial factor. Given the close relationship between a person's job and career, I expected that job happiness would have an impact on people's satisfaction with their career growth even if Curry and his colleagues were unable to find any evidence to support such a relationship.

Individuals must make continuance commitments in order to continue working for the business, and these commitments are typically based on rewards. A person's assessment of the costs associated with leaving the company determines their continuation commitment, and everything that raises expenses is viewed as a requirement for this commitment<sup>83</sup>. The more advantages one accrues and the easier it is for people to access resources, the longer one stays employed by the company. Accordingly, the longer work is done within the company, the more benefits it will gain, the more specialized skills it will pick up, the development of personal connections, and the attainment of a high level of seniority within the business. Employees lose everything they have when they quit their jobs<sup>84</sup>.

Because they have less work experience and it costs less for them to leave the company than it does for older workers with more extensive job experience, younger employees are more inclined to leave due to unneeded pressure and stress in the workplace. The number or size of investments made by the organization also has an impact on the continuing commitment<sup>85</sup>. The

market attractiveness of competing options will decrease, the organization's appeal to employees will rise, and employee commitment will rise when firms raise the number or magnitude of investments<sup>70</sup>. Last but not least, employee commitment to staying with an employer is now influenced by work satisfaction. Employees will provide a continuity commitment and stay to remain in the organization if they are more satisfied with their employment, which increases the cost of their leaving<sup>71</sup>.

### **2.1.2 Overview of Leadership Style**

In general, leadership is about the ability of an individual or organization to lead or guide other individuals, teams, or entire organizations. A leader's method of setting goals, carrying them out, and inspiring followers is referred to as their leadership style. Relationship-based leadership means that the group's relationships are the leader's primary concern<sup>86</sup>. Each leader creates a distinctive leadership style that is tailored to the skills, maturity, and capacities of his or her followers. The business, public, and not-for-profit sectors all use comparable leadership development strategies<sup>87</sup>. Task-oriented leadership focuses on the tasks that must be completed in order to achieve a specific goal. It is a process that is carried out by both formal and informal leaders inside an organization whereby one person inspires a group of people to reach a common goal<sup>88</sup>.

All leadership theories can be classified into two major groups, not exclusive but complementary: theories oriented to the leader as an individual, and theories oriented to the relations between leader and followers<sup>89</sup>. In the last century, there have been rapid developments regarding organization, management and leadership theories. Finally, a leader can be defined as a person who has power whether formally or informally, while leadership is about how the leader is using this power to reach specific objectives or general goals.

In general, the concept of leadership refers to the interaction of superiors with the employee every day. Leadership is defined as a process of influencing others and dealing with the concept of what needs and how to do<sup>90</sup>. Leadership is a process of influencing groups in order to achieve a mutual goal. Thus, the content of leadership includes group context, goal success, and purpose sharing between leaders and their followers. Leadership is a way of strategy which leads to inspiration, motivation and enriching the development of followers<sup>89</sup>. Recent findings on leadership have been classified into three groups as Bass concluded that the most interesting efforts for Leadership: Transformational which refers to a visionary sense with a mission who can motivate their followers, Transactional which refers to individuals who exchange rewards for effort and performance and work on a something for something basic and Charismatic that refers to someone who can explore how individuals may have abilities to work by inspiration and motivation<sup>91</sup>. These are the new trend for the universalism of leadership and human behaviors. In this approach to leadership, it is defined in Hackman and Johnson's book as "human communication which modifies the attitudes and behaviors of others in order to meet shared group goals and needs"<sup>92</sup>. In terms of this definition, leadership could be differentiated from transformational and transactional as they are the most common ones; and both transformational and transactional are based on human moral behaviors, employees in organizational climate as early leadership theorists argued, and ethics. This article will focus on transformational leadership since transformational leadership is the most useful, effective, and common type for higher job satisfaction, as well as the most suitable leadership style for the relationship between leaders and their followers.

The achievement of organizational goals is a key component of today's dynamic enterprises. For efficient conflict management in universities, the distribution of wealth and power should be

promoted<sup>93</sup>. There are many debates and conflicts today about the definition, nature, and qualities of leadership as a result of the internationalization of higher education institutions. Numerous researchers have investigated leadership styles in various contexts, including cultures, professions, and organizational settings, but this research has been sparsely focused on the teaching faculty in universities and other institutions of higher learning<sup>94</sup>.

It is essential for the advancement and interdisciplinary integration of leadership theory, research, and practice that we comprehend the developed psychological mechanisms underlying leadership. Due to its intangibility and possible repercussions, effective academic leadership is a challenging topic to research. Because leadership strategically and successfully influences teaching, learning, and classroom activities, education leadership involves a number of essential qualities.

Given that the specific functions and characteristics of informal leaders are still poorly understood, the constantly evolving educational environment of today calls for new leadership styles that promote positive change and improvement<sup>95</sup>.

Consequently, one of the subjects of attention over the past few decades has been the identification of management behavior types. Additionally, leaders today must think differently due to the complicated and fast changing environment in which they work. In certain businesses, leadership has developed over time to become more participative. There is no appropriate leadership style or styles that are appropriate for all companies or industries; even within the same industry, there is no appropriate leadership style or styles that are appropriate for all organizations globally. In addition to the leader, the follower, and the industry, leadership style is also influenced by the culture in which the leader and the follower interact<sup>96</sup>.

At least four factors affect the leadership process: the leader, the situation, the followers, and the culture, which is very important. Different leadership philosophies are required in various circumstances. Numerous leadership models and philosophies, including authoritarian (autocratic), paternalistic, democratic, laissez-faire, transformational, transactional, servant, situational, distributed, collective, collaborative, adaptive, innovative, entrepreneurial, authentic, and narcissistic styles, may work in some situations but not in others.

Globally, education, and university education in particular, are essential to the growth of society, the economy, and knowledge. As a result, education will continue to be seen as the most significant tool for change in national development programs. In order to reach the ideal outcome, university administrators may need to have the necessary personality, including awareness of the vision and goal. This is because they must be able to effectively ensure that teaching, learning, and research in universities are effective and efficient<sup>97</sup>.

Since the ability of librarians to manage the library comes to the forefront of the mission, university administrators should receive the right training to improve the attainment of the objectives of teaching and learning<sup>98</sup>. Because they give students and professors a space to do research and enhance their knowledge both individually and collectively, academic administrators have been referred to be the "heart" of the university. In light of the foregoing, it may be said that an administrator serves the academic and research community by gathering, processing, storing, disseminating, and using information. Even while administrators are crucial, they cannot function without other employees, therefore the administrative tasks in large part decide the services that administrators deliver.

Effective leadership must be established at our universities if we are to accomplish the goals of tertiary education as outlined in the policy and in accordance with universal best practices<sup>99</sup>. This

advise may have been given in response to the rumor that Nigeria's leadership crisis stems from a fear that the issue may affect all areas of administration; however, the university system is already experiencing the crisis. For a number of reasons, the study is concerned about the administrative inefficiency of secretarial staff in private universities in Osun State, Nigeria. For instance, secretaries are no longer able to match the demands and goals of colleges and departments, and the system encourages sexism while completely ignoring due process.

For instance, the administration of universities has become politicized, and godfatherism dictates secretaries' recognition and appointments. In terms of appointments, "square pegs" are chosen to fill "round holes," and as a result, the actual job that has to be done is left unfinished<sup>99</sup>. For instance, policies are no longer followed as strictly as they should be, and worst of all, staff members are not all equally motivated, and their welfare is the last thing that should be on the discussion agenda.

Additionally, subsidies to universities are poorly administered, and working conditions are deteriorating. Staff members who attempt to question specific abnormalities are typically asked to contact a higher authority. The management of funds and contracts as well as institutional adherence to university norms, according to Graham, are under the purview of university administrators. As a result, the administrator is responsible for managing it properly. If the welfare of university administrators is not taken into consideration, there may be little chance of effective leadership developing in Nigerian universities. The current scholars are furious because the consequences are biting hard in Nigeria's private universities. This conclusion was drawn from a coworker of the Universities repeated outrage<sup>99</sup>. It is clear from the distasteful phenomenon that is currently in play that the personnel at private universities in Osun State, Nigeria have a significant workload that contributes to their inefficiency.

The data from the aforementioned, along with an examination of the numerous solutions proposed, shows that the issue of administrative inefficiency among Secretaries still exists in the system. According to the numerous ideas, a librarian should be educated, experienced, have a positive attitude, and exhibit a suitable leadership style. This validates the selection of factors for the current analysis. Effectiveness of Administration and Leadership styles are the behavioral stances a leader takes to persuade followers to work toward corporate objectives.

The underlying demands and structure of an individual that dictate his behavior in a variety of leadership settings are known as his leadership style. Leadership is the act or process of persuading others to work voluntarily toward the accomplishment of goals. Effective leadership is characterized by a number of fundamental traits, including competence, interpersonal styles, managerial skills, and time management. Vision, bravery, symbolism, selflessness, sacrifice, and public involvement were listed as essential qualities of democratic leadership by a scholar.

These leadership styles' characteristics could represent an open or a closed form of leadership. A closed leadership style has authoritarian and laissez-faire characteristics, whereas an open leadership style has democratic tendencies. It is feasible to assess an administrator's success by looking at how frequently he or she uses more open or close leadership approaches.

The leadership technique a librarian uses to run the library organization can be thought of as their leadership style. It comprises all administrative tasks including managing, leading, and inspiring. Leaders are persons who monitor the activities of others, help others achieve their goals, and are in charge of achieving those goals inside their companies. The university leaders are expected to fulfill the aforementioned duties, and it is noted that a leader's unique leadership style is influenced by things including their own traits, those of their followers, and the environment in

which they work. The organizational environment, which includes the culture, values, make-up of the workgroup, and nature of the task itself, shapes the sort of leadership a leader deploys.

A motivated workforce is a productive and dependable source of strength, from which it is both reasonable and basic to demand sacrifice and dedication<sup>101</sup>. Staff motivation refers to the psychological process that elicits emotions and directs behavior of employees in an organization for maximum productivity. Effective motivation ties the individual needs and ambitions of the employee to the overall objectives of the institution.

A democratic style of leadership implies that the leader delegated duties and shared his authority for decision-making with employees. Finally, a laissez-faire style of leadership exists where leaders gave their employees the majority of the decision-making authority while exercising less control over them. Autocratic leadership is characterized by leaders who have full organizational power and authority for decision-making without sharing it with their subordinates.

An outcome with a different level of efficacy follows naturally from the description above. Employee satisfaction would increase with effective management (leadership) style, which in turn would improve their organizational performance. Further implying that employee satisfaction can be a sign of administrative performance is paragraph<sup>89</sup>. Effective leadership may also entail establishing and upholding a sense of culture, interpersonal ties, and vision<sup>102</sup>.

Because favorable employee attitudes result in better production, a firm with this type of director will always emanate the appropriate climate necessary for effective service delivery<sup>103</sup>. This suggests that effective leadership involves setting the correct tone, influencing, and inspiring workers to produce better work (service delivery). The administrator must use the most effective leadership style in order to be successful. Lower turnover rates and improved levels of

productivity, employee happiness, innovation, goal fulfillment, and follower wellbeing are all closely associated with transformational leadership<sup>95</sup>. Democratic leadership style exhibits transparency and respect for each group member.

It is distinguished by proper welfare attention, distributed duties, and participation of group members in decision-making. Autocratic leadership places a heavy emphasis on the leader making decisions, with little input from the workforce. An autocratic leadership style is one in which group members are not treated with respect, their welfare is given little or no consideration, there is little member participation in decision-making, the leader exercises control over the process, and tasks are imposed on subordinates without due consideration of their aptitude. The leader constantly harbors mistrust for the group's members and utilizes commands to issue directions and enforce compliance.

The autocratic leadership style denotes a self-centered leader whose administration is focused on him and is the exact opposite of the democratic leadership style. If a leader adopts this approach, they may inspire terror but not respect<sup>104</sup>. Due to their frequent lack of consultation with others, autocratic leaders have the advantage of making choices quickly. This implies that a leader who adopts an autocratic leadership style might not get very much done with the help of the administrative personnel. Laissez-faire leadership, often referred to as free rein, is a pattern of leadership conduct that is characterized by uncertainty, wavering, and disregard for the needs and activities of the group. It also involves creating and achieving goals for both the group and the organization.

Since each member acts autonomously, this kind of leadership action would not advance an organization in any meaningful way; rather, it would cause organizational anarchy<sup>105</sup>. The behavior of those who follow this approach might be characterized as political or passive since

they have no regard for the organization or the workforce. Acts of idleness, apathy, and reluctance to change are examples of passive behavior. Their political nature is manifested in their concern for status, haste in responding to criticism, pointing out other people's mistakes, and inconsistent decision-making. Making decisions is essential for managing tasks including organizing, influencing, and controlling. Since various organizational experience is drew from, and thus raises the understanding of the group confident of their commitment to the judgments, participatory decision-making is a collaborative form with stakeholders in schools that typically improves the quality of decisions. This sense of unity inspires employees to contribute to the accomplishment of organizational objectives.

Many people held the view that including employees in decision-making results in improved performance, which is essential for surviving in a world that is becoming more and more competitive<sup>86</sup>.

In order to indirectly increase their efficacy, leadership requires that they create opportunities and frameworks for their subordinates to participate in decision-making. The fact that executives receive credit when an organization performs effectively is sufficient to mention.

Therefore, beneficial and not counterproductive leadership philosophies are used by effective leaders. Many organizations have been seen as facing one of their biggest obstacles as being effective leadership. The presence of an effective and energetic leader makes the difference between an organization's success and failure. Generally speaking, leadership style is defined as the conduct of duly appointed heads of an establishment who are in charge of making policy decisions and deciding the organization's direction and goals. Leadership is concerned with the directing role of the staff personnel, and in administration, what is required is more understanding than the enforcement of obedience. As a result, leaders should lead, motivate,

influence, guide, and stimulate the activities of people (staff, workers) towards the accomplishment of the stated organizational goals. Leadership, or chief executives, must employ the proper leadership style, ensuring that discipline is upheld as well as the capacity to deliver the proper instructions, in order to accomplish the aforementioned responsibilities<sup>106</sup>.

Not a lack of individuals, but a lack of people willing to take on key leadership roles, is the issue facing school administration today<sup>107</sup>. This study proves that there are a lot of square pegs in round holes, and as a result, these unqualified leaders lack the personality and leadership style necessary to accomplish established objectives. As a result, as a leader, he or she is accountable for communicating the university's objective while also supervising and managing research to produce the intended outcomes. Results are either satisfactory or disappointing (e.g., service delivery, employee motivation). Leadership is one of the most crucial factors that contributes to the success of an organization, therefore whatever the situation, it might be related to the leader's efficacy or ineffectiveness.

In order to determine which leadership style improves the achievement of organizational goals or administrative effectiveness, the present review examined related literature on the impact of various leadership styles on the administrative effectiveness of leaders in the school setting (such as secondary schools and tertiary institutions), the civil service, and other work environments<sup>108</sup>.

All decision-making authority is centralized in the leader under an autocratic leadership style, just like with dictators. Autocratic management has been successful because it gives managers strong incentives and enables quick decision-making. The representation of many players has been institutionalized under new kinds of authoritarianism, unlike personalistic dictatorships, and unlike totalitarian governments, the system depends more on passive majority acceptance than on popular support<sup>108</sup>. Linz contrasted totalitarian regimes and personalistic dictatorships from

contemporary types of authoritarianism. There may be little or no room for dialogue in an authoritarian leadership style's climate of fear. An authoritarian system of government has a strong central authority and constrained political freedoms. Autocratic leaders are a frequent term for authoritarian ones<sup>109</sup>.

A paternalistic leader works by acting as a father figure by taking care of their subordinates as a parent would. In this style of leadership, the leader provides complete concern for his followers or workers, in return, he receives the complete trust and loyalty of his people. Paternalistic leadership has three dimensions: authoritarianism, benevolence and morality<sup>110</sup>. Paternalistic leaders promote followers' professional and personal welfare but still maintain their authority. Paternalistic leadership is characterized by a totalitarian and authoritarian style of management.

Democratic leadership is the accomplishment of three tasks: dispersing authority among the group's members, fostering member empowerment, and supporting the group's decision-making<sup>111</sup>. The democratic leadership style involves the leader supporting the group members' interests and upholding social equality while delegating decision-making authority to the group members. One of the most successful leadership philosophies is democratic leadership, which boosts group morale, productivity, and member contributions. Democratic team management is characterized by great openness and camaraderie. Democratic leadership is often referred to as participative leadership because it encourages group members to participate more actively in decision-making<sup>109</sup>.

Decision-making is delegated to the followers in a laissez-faire or free-rein leadership style; the followers are given the authority and right to address issues and make decisions. A laissez-faire leader is one who delegated the majority of decision-making authority to their subordinates<sup>110</sup>. The leader won't provide their followers regular input; instead, under a laissez-faire leadership

style, all of the rights and decision-making authority are totally given to the employee. This leadership style can only be used when the followers are highly talented, experienced, and educated. Laissez-faire leadership is characterized by little to no guidance and maximum employee autonomy<sup>113</sup>.

An approach to leadership known as transformational leadership works to improve both social institutions and individuals. In transformational leadership, a leader works on changing people so that they support one another, watch out for one another, and take the organization as a whole into account. Instead of exercising control over their followers, transformational leaders encourage empowerment and motivation<sup>95</sup>. Positive expectations for followers are a characteristic of transformational leaders; this raises levels of morality and motivation. A leader that practices transformational leadership collaborates with their team to determine what changes are necessary, develop a vision for those changes, and then carry those changes out. The major goal of a transformational leader is to change or transform his or her followers' demands and shift their perspectives<sup>95</sup>.

A leader who practices transactional leadership encourages compliance from their followers by using both rewards and penalties. Transactional leaders concentrate on maximizing the effectiveness of established routines and procedures; they care more about adhering to the law as it stands than about changing the organization<sup>95</sup>. Using social behavior exchanges to their most potential at the lowest possible cost is known as transactional leadership<sup>114</sup>. The management leadership approach, also known as transactional leadership, emphasizes the importance of organization, group performance, and supervision. The foundation of transactional leadership is the idea that leaders and followers should trade rewards.

The servant-leader prioritizes the needs of others and shares authority, power, and responsibility with them while also assisting in their growth and improvement. The servant-leader is servant first, it starts with the natural emotion that one wants to serve, to serve first, according to Robert Greenleaf, who introduced the idea of servant leadership in 1970. Servant leadership is the decision to serve others rather than to hold a position of authority. A person's capacity for developing and serving others as their top priority while working toward an organization's objective is known as servant leadership. The needs, interests, and goals of the people they lead at the top typically come first for servant leaders. Serving others has five dimensions, including love, empowerment, trust, humility, and vision<sup>116</sup>. Servant leadership has been created to balance leaders and employees. Servant leadership stresses the growth of the follower as a strategy to attain corporate objectives.

The situational leadership idea is based on the premise that there is no one best leadership style. Effective leadership is task-relevant; it depends on the individual or group as well as the task, position, or function<sup>117</sup>. Situational leadership is founded on the idea that by closely collaborating with others, you may use the style that will help others catch up. The premise of situational leadership is that each person has a level of maturity to develop a particular task, and that this maturity grows with experience. The premise of situational leadership theory is that leaders act in accordance with the circumstances.

The shared leadership style entails the leader exercising social equality and delegating decision-making to other team members in accordance with their interests. Shared leadership theory emphasizes collaborative, participatory leadership that incorporates employees' opinions and interests in the decision-making and leadership process<sup>117</sup>. It acknowledges that leaders have impact across the organization, not simply from the top down. Shared leadership is a process

where the complementing skills of several people come together to produce better judgments. It includes shared vision, goals, power, resources, and duties. Members can take part in organizational decision-making thanks to participative management.

It is a leadership style in which responsibility for leading others within a group or organization is widely spread. It can also be described as an emergent team characteristic that comes from the dispersion of leadership influence across various team members, suggesting that no one person conducts all of the leadership responsibilities but rather that the activities are performed collectively<sup>118</sup>.

In order to enhance team effectiveness, shared leadership develops within a team when "two or more people engage in the leadership of a team to influence and direct fellow members." Collective team leadership, also known as shared leadership, is defined by cooperative decision-making and shared accountability for results.

A conceptual and analytical framework called "distributed leadership" seeks to explain how the job of leadership occurs among individuals and within the framework of a complex organization. It emphasizes team leadership and calls for a common mission, vision, and objectives. Distributed leadership encourages a less formalized model of leadership by separating team members from the organizational hierarchy. It also suggests that leadership responsibilities are shared among the other members of the school management team rather than being held exclusively by one person<sup>119</sup>. The process of implementing change calls for the sharing and distribution of leadership styles; it focuses on the social dynamics that develop as a result of individuals working together to talk about, share, and respond to change in a proactive manner.

Collective leaders can offer a fresh perspective on how people and organizations work together to tackle complicated problems. Collective leadership was developed via collaborative efforts amongst several sectors; it creates a culture where trustworthy relationships are valued and employees feel empowered. It puts more emphasis on "we" than "me", it is a collective engagement of leadership by a number of people who, via both formal and informal interactions, share several leadership positions<sup>120</sup>.

A management technique called collaborative leadership focuses on developing leadership abilities across organizational and functional boundaries. Critical business ties are employed for it since they "cannot be handled by formal procedures but require a complex web of interpersonal connections"<sup>121</sup>. The idea of distributed or shared leadership is based on collaboration, which is frequently claimed to be a crucial component of managing change. This collaboration can occur inside a group or across organizational levels. The capacity of leaders to interact and work in partnership with the private, public, and nonprofit sectors is a prerequisite for collaborative leadership. It is described as employees interfering at various organizational levels to pinpoint issues, assess the situation, and provide solutions.

Successful adaptations are therefore both conservative and progressive. Adaptive leadership is the process of organizing people to take on difficult problems. Adaptive leadership is viewed as a complex dynamic involving all, rather than just a function or attribute within a hierarchy. Flexible and adaptive leadership requires modifying behavior in suitable ways as the circumstance changes. Being a change agent involves fostering consensus while change takes place and assisting other organization members in recognizing that an environment is changing<sup>122</sup>.

Adaptive leadership is a concept created to motivate individuals and organizations to adapt to change and grow as a result. It must have the capacity to endure shocks, failures, and shortages. The frontline must be assisted by the professional providers in developing high-quality, person-centered solutions in adaptive leadership.

Innovative leadership is a theory and method that integrates many leadership philosophies to persuade staff to come up with innovative concepts, goods, and services. Innovative leadership is the process of encouraging innovation through the creation of an environment that is open to it and the establishment of a strategic plan that directs and fosters employee invention. Problems are seen as a challenge by innovative leadership, which actively seeks them out rather than waiting for them to arise<sup>123</sup>.

Entrepreneurial leadership is founded on the belief that the leader is self-employed, and its goal is to promote entrepreneurship and indigenous economic enterprises. Successful entrepreneurial leadership involves bringing the traits of successful individual entrepreneurs to the context of a bigger enterprise. It involves persuading the group to encourage all members to look for and seize business possibilities. Entrepreneurial leaders themselves participate in opportunity-focused behaviors, and they exert influence over their followers by encouraging and pushing them to engage in similar behaviors<sup>120</sup>.

Authentic leadership is a style of leadership that highlights the moral and ethical component of action, encourages positive psychological capacities, and is favorably correlated with work attitudes and behaviors<sup>102</sup>. It is founded on trust, credibility, integrity, and adherence to moral and ethical standards. Authentic leadership stresses a leader's legitimacy through open connections with followers who appreciate their opinions and are constructed on an ethical foundation.

Narcissism is a characteristic of many strong leaders; it is a leadership style in which the leader is exclusively concerned with himself or herself and places himself or herself above others. Most frequently, narcissism is characterized as unhealthy and destructive<sup>124</sup>.

### **2.1.3 Overview of Communication Climate**

The simplest definition of communication is "the movement of information from a sender to a receiver, with the premise that the recipient must comprehend the message in the same way that the sender intended to say." Organizational communication is the process through which people use verbal or nonverbal cues to elicit meaning in the minds of other people"<sup>125</sup>. Understanding the communication climate about the general feeling, freedom of expression, openness and sincerity, warmth and sense of acceptance of others, interrelations, the level of cooperation within the organization, and conflict resolution is necessary because it is considered to be a determinant of organizational effectiveness. "Communication is the ingredient which makes organization possible,"

As is common knowledge, when someone communicates, they show their attitudes, interests, and values as well as their desire to influence others. The emotional temperature of a relationship is referred to as the "communication climate"<sup>126</sup>. The idea can be further developed in terms of how people perceive one another as they go about their daily lives. As a result, climates exist in families, friendships, and all other sorts of interactions with a societal orientation. Early in the 1960s, the terms "supporting communication environment" and "defensive communication climate" were used to describe six communication traits each. In contrast to the defensive climate, which he defined as one that is characterized by evaluation, control, strategy, neutrality, superiority, and certainty, the supportive climate is one in which work is done within the

framework of provisionalism, empathy, equality, spontaneity, problem orientation, and description.

Numerous researchers agreed that Gibb's findings were crucial to understanding the supportive and defensive communication milieu. A communication study stressed that in the process of running an organization, communication is in charge of tying individuals together to achieve shared objectives. The success of any firm depends not only on qualified individuals but also on interactions between the staff and customers in a democratic workplace and focused communicative link between participatory decision making, openness, trust, and supportiveness<sup>127</sup>.

The phrase "verbal and nonverbal behavior created to provide assistance to people regarded as needing that aid" is used to characterize the concept of supportiveness through the consequences of supportive interactions. Consequently, a study was done to see if Gibb's (1961) theory of defensive and helpful communication could be useful in their inspection tool. One defensive and supportive action highlighted on-task performance, and another supportive and defensive action highlighted interpersonal relationships, according to the results, which were summarized with some recommendations for interpreting and re-conceptualizing the communication climate construct<sup>128</sup>.

Results-focused on elements that influence the feelings of communication climate were found using Gibb's model of supporting and defensive communication environment. According to other study, supportive and defensive communication can result in both positive and bad communication, although defensive communication's detrimental effects outweigh supportive communication's beneficial effects in the evolving communication climate<sup>128</sup>. A study conducted among subordinate employees indicated a correlation between provisionalism, empathy, and

spontaneity of supportive communication, as well as a substantial relationship between neutrality and other aspects of the defensive communication atmosphere. Role ambiguity and role conflict have been linked to work attitude and behavior, incentive systems and norms, social pressures, job discontent, and organizational commitment, according to a number of researchers<sup>129</sup>. Role conflict is a common occurrence in all companies; whether consciously or unconsciously, those who work there are compelled to engage in conflict, and the effects of conflict can be positive or detrimental.

When a person is faced with conflicting expectations at the same time, they are forced to act out the divergent role, according to research. It has been discovered that role conflict acts as a moderator between job demands and work-holism and wellbeing and job burnout.

Role conflict was shown to be connected with all aspects of commitment, but role ambiguity was found to be adversely correlated with normative and continuance commitment, according to a study among Saudi Arabian nursing faculty<sup>130</sup>. Among telecom communication professionals in Jordan, a study was done to determine the mediating effects of role conflict and role ambiguity on the link between organization commitment and employee socialization. According to the study's findings, role conflict and role ambiguity have become important mediators of the connection between employee socialization and organizational commitment. The association between role ambiguity, role conflict, job stress, and role overload was recently investigated in a study of middle-level employees in the Chinese municipal government. Their study's findings showed that time constraints were strongly correlated with role ambiguity and conflict, and that job stress and anxiety were positively and significantly correlated with role ambiguity, role overload, and role conflict<sup>130</sup>.

Communication climate is the invisible concept of how communications are conducted within a workplace environment. Organizational communication can affect employee productivity and retention. Communication can be successfully evaluated in the workplace by knowing that employees have a clear understanding of what is expected of them and what are their duties. Supervisors and managers can verify this effectiveness during employee performance reviews, while job performance can be affected by an inadequate understanding of expected details. When managers restate the expectations for the position while giving performance reviews, it can help to strengthen clear communication in the workplace. Numerous researchers have noted that organizational climate can influence communication patterns regarding safety-related issues, for instance handling errors in a negative way engendered a negative climate that in turn influenced the willingness of employees to discuss mistakes and problems. When errors are handled more constructively, employees are more willing to openly discuss errors and problems. It has been observed that certain organizational reactions to errors may stimulate a context within which errors are covered up and are not freely discussed<sup>131</sup>. Taken together, it is suggested that the climate developed as a result of management's actions toward safety can influence the degree to which employees feel free to raise and openly discuss safety issues.

Communication climate reflects communication on both the organizational and personal levels. Results showed that employee communication augments perceived external prestige and helps to explain organizational identification. Therefore, communication climate plays a central role, in mediating the impact of organizational identity on the content of the communication. On one hand, it includes items such as the extent to which communication in an organization motivates and stimulates workers to meet organizational goals and the extent to which it makes them identify with the organization. On the other hand, it includes the estimates of people's attitudes

toward communication whether healthy or not in the organization. A basic assumption of this manual is that only organizations which are projectile and empower their employees, create a communication climate such as to work strategically, collaboratively, cost-effectively, being innovative, and accountable. In a research study, employees' perceptions of organizational climate and communication climate are found to be correlated positively with the level of employees' organizational commitment. Another study suggested that communication does affect organizational commitment and job satisfaction (employee morale). The role of organizational climate as it affects the impact of organizational context on innovativeness revealed three known climate dimensions as moderator variables: risk orientation, external orientation, and achievement orientation. Moreover, organizational size and profuse resources are found to be positively related to innovativeness<sup>132</sup>.

Similar to this, communication climate is a method by which people connect or form a particular perspective of one another's strengths and shortcomings. This view, metaphorically linked to people's demonstrative attitudes, was tied to a warm, sunny, or rumbling-like seasonal state of affairs. The flow of information produced by creative insight and helpful interpersonal contact directly relates to a productive style of communication. Since interaction can be seen as positive or negative, Gibb (1961)'s method of expressing attitude is frequently employed in borderline ways in modern research. He further defines this idea by stating that various communication climates improve people's self-esteem by upgrading their views, and as a result, they come to see themselves as an important component of their organization.

In addition, there are people who work in organizations who believe they have a unique identity and are deserving of respect. When they learn that others think highly of their actions, they react confidently and assist others in the same way. Similar to the previous example, people who feel

marginalized or mistreated by others in the company tend to act destructively toward them and adopt a protective attitude towards others<sup>132</sup>. Similarly, in addition to this substance, supportive and defensive communication have social and distinctive characteristics. Particularly when people contact with others in apologies and loyal ways, these exchanges that affirm and deny signals are known to as a set of horizontal communication. The nature and goal of human interactions are clarified by this horizontal communication and helpful collaboration, or they may have a detrimental effect on human interaction within an organization.

A similar tendency of human relationships that are valued as the long-term asset of an organization may be seen in the supportive and defensive cooperation of the individuals. These communication configurations can have a beneficial or negative impact on how humans behave. On the one hand, individuals inside each organization can create a supportive environment that is constructive, and on the other hand, they can cause a destructive environment. A company's employees demonstrates a culture of appreciation and positive conduct through actions like expressing gratitude and supporting others' efforts, which helps the organization's communication culture grow.

A spiral kind of interaction between people can be used to describe the communication pattern, and this reciprocal communication can be both positive and bad. This explanation is based on the finding that individuals who rarely exercise control over their violent behavior exhibit equivalent comebacks in a positive attitude and communication style<sup>133</sup>. Similar to how it helps the transformation of a supposedly disagreeable atmosphere into an optimistic one, where interactions are positive and productive in nature, when a supportive communication climate is fostered within an organization. On the other hand, when people are focused with handling

challenging situations, this friction leads to a self-protective kind of communication that is harmful to organizational growth.

This circumstance also produces other harmful forms of communication that cause a great deal of discomfort, have an adverse effect on interactions, and encourage people to act violently and aggressively toward others. As a result, this negative behavior can result in situations that are potentially fatal. The interactive behavior is known as oral aggressiveness, and it occurs when angry workers show features like quarrelsomeness, which leads to a downward communication spiral. The literature also demonstrates that when one's intentions or character are questioned or criticized, one starts to defend oneself, which likewise results in the negative form of the cycle of interaction<sup>134</sup>.

In other words, people frequently try to conceal their own faults while also refusing to acknowledge the contributions of others within the company. As a result, the organization's defense element is strengthened by both the aggressor and the person who feels threatened. Nevertheless, effective communication entails safeguarding other people and their broad ideologies, facing the repercussions of one's actions, and closely observing the nature of one's interactions. Whether the observation is genuine or not, he continued, the tendency for criticism is ineffective since it diverts attention from the problematic issue<sup>134</sup>. Defensive problem is prevalent in those who try to blame other people. Even in apologetic communication, if interactive linkages impose psychosomatic distress that lessens the effectiveness of another, then they are harmful in character. This is likely the reason of a promising solution to a problem but nevertheless generates bitterness.

Communication within an organization is an activity that is always present (not absent), *conditio sine qua non*, because communication is a means used by employees, either formally or

informally, to discuss, exchange ideas, make a report to the supervisor, provide guidance to subordinates and so on. Communication is a major factor in the organization, therefore organizational communication is communication between people that occurs in an organizational context, there is a network messaging each other to depend on each other. The importance of internal communication in organizations internal communication is communication among employees. It has three forms, first is downward communication, that is, communication from the leadership to employees; the second is upward communication, that is, communication from employee to the top; the third is parallel communication, which is communication among fellow employees. Thus the internal communications within the organization will have a direct impact on the organization's communication climate. If employees' perception that internal communication in the organization does not create a good organizational communication climate, of course, it can impact the behavior and participation of employees in the organization. Climate Communication that occurs among the employees will create a climate of communication<sup>135</sup>.

Organizational communication climate is the atmosphere of communication that is created by the patterns of interpersonal relations that prevail in the organization. In communicating, people always involve perception; communication climate is one important dimension in the organization because it is the overall perception of employees on the properties of communication within the organization. Since communication climate is a reflection of the collective atmosphere and the feeling of an employee, then this condition will be very influential; both to increase the ability of each individual and the efficiency of working in the environment as a whole. An organizational communication climate can affect the way of life of employees, as to how the employee speaks, what he likes, how he feels, how the work activities go, what is to be achieved and how to adjust to the organization. By knowing something about the organization

communication climate, we can better understand what drives organization members to behave in certain ways and what factors are affecting the organizational communication climate.

Communication has an important role in organizational life. Communication within the organization is one of the main things that must be owned in order to achieve organizational goals. Organizational communication is defined as the activity of sending and receiving various messages of the organization within the formal or informal group of an organization. Communication climate is an objective quality of experience about the internal environment of the organization that includes the organization members' perception of messages and the relationship of messages with events that occur within the organization. An intimate communication climate will encourage its members to communicate openly, friendly and in a relaxed manner with other members, while a negative communication climate makes the members not communicate openly and fraternally. The organization's climate has several definitions among which it can be said to be a relative quality of the internal environment of an organization experienced by its members, affecting their behavior and can be described as values of a set of certain characteristics of the environment. Organizational climate is a concept that reflects the content and strength of the general values, norms, attitudes, behaviors, and feelings of members towards a social system<sup>135</sup>. The organizational climate is a set of organizational attributes and subsystems that can be perceived by members of the organization, caused by the organization's system towards members and the environment. The organizational communication climate is a combination of perceptions of communicating events, human behavior, members' responses to other members, expectations, interpersonal conflicts, and opportunities for the growth of the organization<sup>125</sup>.

To analyze the communication climate within an organization, two of the factors according to Pace and Faules, which are:

Trust, members at all levels of the organization should strive to develop and maintain trustworthy relationships, beliefs, and credibility supported by statements and actions.

The ability to listen in upward communication is a message that flows from the subordinate to the leader or from the lower level to the next level. Members at all levels of the organization should listen to suggestions from others or report of problems raised by other members at the subordinate level within the organization on an ongoing and open-minded basis. Information from subordinates should be considered important enough to be implemented unless there are contrary directions. Attention to high-performance goals - members at all levels of the organization should demonstrate a commitment to high-performance goals that result in high productivity, high quality, and low cost. It shows great concern to other members of the organization<sup>117</sup>.

Organizational Communication Satisfaction is a concept used to express the level of comfort in a leader-employee relationship. Communication satisfaction is the satisfaction felt by individuals against various aspects of communication that exist within the organization. From this definition, communication satisfaction can be said to be a condition when a sense of comfort with messages, media, and relationships occurs within the organization appears. Terms of communication satisfaction refer to the satisfaction of a person with the relationship and the flow of information. In general, satisfaction relates to the difference between what people want about their point of view of communication within an organization and what that person gets in relation to it. When members feel satisfied with the organizational communication flow, they will have a good relationship with others in the organization with a good flow of information. Therefore, their

work can be done easily and achieve better results and they can proffer solutions to all the problems using all the skills they have<sup>2</sup>.

## **2.2. Theoretical Review and Framework**

### **2.2.1 Allen and Meyer Model of Employee Commitment**

The three-part organizational commitment model was created by researchers<sup>136</sup>. Affective, continuation, and normative are the three elements of organizational commitment that have been identified. The term "affective commitment" refers to a person's emotional connection, engagement, and affiliation with the organization. Three key factors are considered by affective commitment: (1) the emergence of psychological affinities with a company; (2) affiliation with the organization; and (3) the desire to continue being a member of the organization. By forming an emotional bond with an organization, people are more likely to identify with its goals and aid it in accomplishing them. Employees can identify with the organization when their personal values align with those of the company, which makes it easier for them to adopt the company's principles and objectives.

A wide range of favorable outcomes in regard to absenteeism, turnover, organizational behavior, and job performance have been associated with affective commitment. Affective commitment can lead to positive outcomes, which are seen in decreased absenteeism, decreased turnover, improved organizational behavior, and increased organizational effectiveness. A scholar claims that affective commitment is linked to positive workplace behaviors like reduced absenteeism, higher productivity, stable staff members, and organizational citizenship behavior<sup>137</sup>. Affective commitment is influenced by a number of factors, which can be divided into three broad groups: organizational traits, personal qualities, and work experiences. The foundation for Meyer and

Allen's second construct of organizational commitment—continuance commitment—is Becker's side-bet theory. This idea holds that when a person spends a long period working for a company, he or she tends to accrue investments in the form of time, work effort, and organizational-specific abilities that are too expensive to abandon. Employees frequently assess their investments by considering what they have given to the company, what they would earn from staying, and what they would lose if they left. Employees tend to acquire continuation commitment and become more dedicated when they believe they lack the required skills to compete for a job in any other industry.

Alternative employment and investments are the precursors to continuing commitment; an investment is the loss incurred by a person while leaving an organization, whether or not that loss is related to their employment. Losing a senior position and the perks that come with it, as well as losing benefits and incentives, are examples of work-related investments. According to Meyer and Allen's research, there is a bad link between ongoing commitment and the chance of employment in another organization<sup>89</sup>. Employees who believe they have other employment options may not be as committed to staying with their current employer.

The third dimension of organizational commitment is normative commitment, which has received scant attention in the literature. Researchers have made an effort to distinguish between affective and continuance commitment and normative commitment<sup>138</sup>. Individuals with a high level of normative commitment believe they should continue offering their services to the company. Normative commitment shows an obligation by an employee to maintain working with the organization. According to a researcher, employees tend to exhibit a better level of organizational loyalty when the values of the employer and the employees are in alignment<sup>13</sup>. This result is consistent with that of another researcher who discovered that when staff members

embrace the company's ideals, they demonstrate more organizational commitment. It has been shown that normative commitment and moral commitment are comparable; normative commitment is a sense of duty or obligation towards the organization. Normative commitment exists when an employee feels compelled toward the company that has invested in them. In contrast to continuous commitment, normative commitment. The three aspects of organizational commitment are not exclusive of one another. Any one or a mixture of all three aspects of commitment can be developed by an individual. These three organizational commitment constructs are relevant to this study because they boldly connect the three measures with how committed employees of Private Universities in Osun State should be in order to achieve a favorable result among the Secretaries. They differ from each other in terms of their underlying motives and outcomes.

### **2.2.2 Leadership Theory**

James MacGregor Burns (1978) first introduced the concept of transforming leadership in his descriptive research on political leaders, but this term is now used in organizational psychology as well<sup>141</sup>. According to Burns, transforming leadership is a process in which "leaders and followers help each other to advance to a higher level of morale and motivation". This brings about the differences between management and leadership and affirmed that the differences are in characteristics and behaviors. He established two concepts: "transforming leadership" and "transactional leadership", the transforming approach creates significant change in the life of people and organizations, it redesigns perceptions and values, and changes expectations and aspirations of employees while the transactional approach is not based on a "give and take" relationship, but on the leader's personality, traits and ability to make a change through example, articulation of an energizing vision and challenging goals.

## **Transformational – Transactional Leadership Theory**

The leadership process is built on the leader and subordinates' mutual help to one another for motivation and morale, according to Burn's Transformational Leadership Theory. This theory is based on an ethical and moral value system that defines leadership as the process of empowering subordinates and managing change in an organization by altering the qualities, conduct, and role model status of a leader. Burns characterized transformational leadership as the use of power for the greater good, with a focus on ethical leadership values<sup>102</sup>. It is based on a leader's attitude, attributes and abilities to lead by example and influence subordinates. Leaders who use this technique do not believe in micromanagement and instead build a trusting environment for their employees, allowing them to take ownership of the decisions they make in the roles they are assigned. Employees are encouraged to be creative and come up with unique solutions to issues or problems under this management style. Leaders-in-waiting is also provided training, organizations that aim to implement new and sophisticated technologies in order to improve staff and process efficiency, save cost and time, and increase production and profit should seek out a transformational leadership strategy. In order for new technology to be embraced, executives must be employee-centric in terms of inspiring, training and improving morale.

A transforming leader, according to Burns, raises followers' awareness of desired outcomes and the process to achieve them; motivates followers to look beyond their own interest by prioritizing the team, organization and society; and shift followers' level of need from lower to higher, from safety and security to achievement. Transformational leaders motivate their subordinates to collaborate on common goals by changing their attitudes, expectations, and so on. Burns also mentioned some noteworthy findings from his transformational leadership research, claiming that the transformation approach benefits both leaders and subordinates. If transformational

leadership is on the right track, both leaders and subordinates will benefit from each other's progress, through increasing morale and motivation to achieve a common goal.

According to Burns' thesis, transformational leaders employ the transformational leadership style to empower their subordinates, train and develop subordinates to maximize their skills, and create cultural change in addition to establishing a long-term vision. Bass built on Burns' research by including the psychological aspect of leadership in his concept. Burns' transformational leadership philosophy is based on the following principles: It is usually preferable to work as a team for a shared or common purpose for greater outcomes and performance than to work as individuals. A leader with high morals encourages others to a big extent, causing others to follow him/her with excitement.

Transactional leadership occurs when "one person takes the initiative in making contact with others to exchange valuable commodities". This type of leadership is best described as "exchange politics", in which a prominent figure, for example, exchanges jobs for votes. The strategy is outcome-oriented, adheres to an organization's current structure, and evaluates performance using the organization's current structure, and evaluates performance using the organization's incentives and punishments system. Transactional leaders have official power and obligations in an organization. This type of leader is in charge of maintaining order by monitoring individual performance and facilitating group performance, they set expectations for their personnel based on pre-determined criteria; performance reviews are the most common technique for reviewing employee performance. Transactional or managerial, supervisors work best with employees who understand their responsibilities and are motivated by the reward-penalty system.

Transactional leadership is typically associated with two characteristics. Leadership is viewed as a productive and efficient relationship between the leader and the followers in the first conditional reward. The organization with which these followers are associated<sup>119</sup> rewards them with bonuses, merits or acknowledgment when they reach specified milestones, the benefits of this dependent reward are entirely decided by the agreement of the leader and followers. Exception management is the second trait of transactional leaders; this can be accomplished in a variety of active and passive methods. Active leaders are always looking for ways to increase employee performance while passive management assesses only after the task is completed and problems are reported after they have occurred.

The proof that leadership influencing factors such the external environment, motivation, and human needs<sup>102</sup> can have an impact on employee organization commitment is the foundation for the research on transformational and transactional leadership and organizational commitment. According to the transformational leadership theory<sup>139</sup>, leaders are crucial in inspiring followers to make sacrifices, commit to organizational goals, and outperform expectations. The satisfying of the following three requirements is claimed to be the foundation of transformational leadership philosophy: autonomy, competence and relatedness. Four characteristics of transformative leadership are charisma, motivation, thoughtfulness and stimulation. Since transformational leaders showcase charisma that inspires followers, engage in inspiring communication that energizes followers, show regard for followers' needs and cultivate independent thinking; their actions may have an impact on organizational commitment<sup>3</sup>.

According to the research, transformational leadership has a favorable effect on employees' propensity to engage in charitable behavior that benefits the firm. Additionally, it has the power to change workers' perspectives on loyalty, respect, adoration, and motivation. It has been

established that transformational leadership is correlated with employee self-efficacy, self-determination, and commitment<sup>140</sup>.

The full range of leadership introduces four elements of transformational leadership<sup>141</sup>:

Individualized Consideration – the degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower and listens to the follower's concerns and needs. The leader gives empathy and support, keeps communication open and places challenges before the followers which also encompasses the need for respect and celebrates the individual contribution that each follower can make to the team. The followers have a will and aspirations for self-development and have intrinsic motivation for their tasks.

Transformational leadership has already impacted all facets of western society, including governmental institutions, as a growth tool. The focus of transactional leadership theory is on the reward or punishment exchange that is connected to performance<sup>143</sup>. Transactional leadership employs external motivators to encourage employees to commit to the company's goals, they use instrumental compliance; subordinates accept the direction of the leader so that they receive rewards or avoid punishment, for influencing their subordinates<sup>139</sup>.

Transactional leaders use contingent rewards for motivating followers, in the initial concept of transactional leadership, Bass and Associates later expanded the conception of transactional leadership to include three components, they were contingent rewards, active and passive management by exception<sup>143</sup>. Without a doubt, transactional leadership has a place in academia, the transactional method is easy to understand and use for administrative employees. The benefits of transactional leadership are very contingent on the circumstances; these benefits will not be realized in all institutional settings. There are some clear advantages where it can be advantageous, but there are also some drawbacks. It encourages productivity; it provides a clear

and easy-to-understand structure; it rewards individuals who are self-motivated and follow instructions; its benefits tend to be realized quickly when achieving short-term goals; workers have clearly defined rewards and penalties; it encourages productivity; it provides a clear and easy-to-understand structure; and it is great for work environments where structure and systems must be replicated. Transactional leadership, on the other hand, has some disadvantages: it does not work well in flexible work environments; it only rewards employees with perks or money; no other real motivators are used; it does not reward individuals who take personal initiative; it can be perceived as limiting and impersonal; employee creativity is limited or non-existent; the structures can be very rigid; and it does not reward individuals who take personal initiative.

This concept was born out of a need to characterize a leader's power strategy in relation to the organization values and objectives. By infusing moral principles and ethics into leadership, Burns transforms the concept of a general leader of power into a Transformational leader of power and purpose<sup>139</sup>. In contrast to egoistic leadership, it was a people-centered strategy. According to Burns, leadership is a distinct identity and a component of the management concept, and Secretaries must ensure that a relevant and effective leadership style is implemented in accordance with management. Burn changed people's conceptions of leadership as a philosophy rather than a skill by advancing the concept of a leader to lead. With the help of theory, the essential difference between a leader and a manager can be better understood, individuals are encouraged to optimize their efforts in order to maximize their accomplishments in this leadership style. The ability of transformational leaders to set a vision and motivate team members to pursue it by clearly explaining it is the heart of this. Recent researchers, like Bass, have re-interpreted and updated this theory by adding the psychological concept of leadership into a number of key leadership attributes.

### 2.2.3 Theory of Communication Climate

The term climate here is a metaphor; the phrase of organizational communication climate metaphorically refers to a physical climate. Just as the weather formed the physical climate of an area, meanwhile, the people's ways of interacting with the aspects of the organization create a communication climate, which is a symbol to describe the situation and what is felt by the people within the organization, thus, it enables them to react variously toward the organization through the communication process. Falcione and Herden stated that, "communication climate is a macro image, abstract and conversion of a global phenomenon which is called organizational communication<sup>144</sup>. The climate develops from interaction among attitudes of an organization and individual perception or those attitudes. Climate is viewed as a quality of subjective experiments from the perception of those characters that tend to be perpetual in an organization".

To analyze the communication climate of an organization, Trust and Willingness to listen as stated by Pace and Faules can be used to analyze the communication problem in an organization. Trust is a condition where employees at every level encourage, develop and maintain the relationship within the organization, the trust, the faith, and the credibility supported by the statement and the action. In addition, openness in communication to the subordinates, except for the classified information, members of an organization should be relatively easy to access information that is directly related to their tasks, which influences their ability to coordinate their jobs with other people or other units, and which hugely related to the company, organization, the leaders, and the planners.

The theory of communication climate is relevant to this study by providing different communication methods between leaders and subordinates in Osun State Private Universities. It creates a system whereby leaders are able to carry along the whole organizational employees to

understand what is needed from them to execute their job perfectly so as to enhance performance. It also provides an enabling environment that supports different methods of communication skills throughout the educational system which will eventually help the students in achieving their academic targets and encourage the academic staff in research work to enhance development both in the state and the country at large.

## **2.3 Review of Empirical Studies**

### **2.3.1 Leadership Style and Employee Commitment**

The connection between leadership behavior and organizational commitment has received a lot of focus in earlier research. They have demonstrated that employees' commitment to the organization is higher when their leaders support them, treat them with regard and fairness, and encourage them to participate in decision-making<sup>145</sup>. According to a researcher, supervision is one of the key organizational elements that might affect workers' commitment to the company; research on organizational and management literature has shown a connection between commitment and leadership style. Numerous studies revealed a favorable correlation between the two factors; according to one researcher, ethical leadership behavior influences both employee trust in leaders and organizational commitment.

A transformational leadership style and affective and normative employee commitments were found to be positively correlated in a study on the investigation of the relationship between employees' organizational commitment dimensions and leadership styles, while a laissez-faire leadership style was found to be negatively associated with employees' affective commitment<sup>141</sup>.

In conclusion, as we've seen in this section, there is a wealth of literature that discusses leadership styles and worker commitment from a variety of perspectives. The author included

this simply to demonstrate that the conclusions are similar but from a wide range of areas, as many articles also rehash the same subjects. It has been found in numerous types of studies in the literature that there is a significant link between leadership philosophies and employee loyalty. Few different sorts of research have been undertaken in education organizations, where these studies were typically conducted.

An important analysis of leadership parameters found that self-evaluation and transformational leadership have an impact on commitment, with transformational leadership having a higher effect compatibility because of the employee's highest level of commitment and the supervisor's expert communication of goals, vision, and intellectual stimulation. The clear connection between employee commitment and transformational leadership style has demonstrated how academics supported the idea by putting forth a moderate level of employee commitment that looked at the low level of transformational leadership attributes, whereas the development of qualities regarding transformational leadership is imperative with respect to shaping employee attitudes to enhance employee retention. This finding supports another scholar's research that establishes a connection between workers' loyalty and a leader's conduct, which is crucial for the efficient growth of economies<sup>47</sup>.

Studies have demonstrated that various styles of leadership have an impact on how committed followers are. A researcher found that, in the Yemeni context, these two types of leadership are positively associated with normative commitment to change as organizational culture acted as a moderator<sup>71</sup>. Studies by researchers examined the ways in which transformational and transactional leadership affected commitment to change. Although a study discovered some outcomes that were not statistically significant at the dimensional level, it was noted that the two leadership philosophies mentioned above and organizational culture can have a substantial

impact on employees' affective commitment to change. The connection between change leadership and employee commitment was also researched, as well as the role of collective identity and change self-efficacy as mediators.

They came to the conclusion that change leadership is a useful tactic for enhancing employees' attitudes toward change commitment, and as a result, the idea of leadership in change management was expanded. This conclusion is supported by other research that demonstrated how change management, which is evident in commercial companies and educational institutions, mediates the relationship between the change leadership framework and affective commitment to change.

On the other hand, a researcher looked at how cynicism about change affects the relationship between authentic leadership and employee commitment to change. In line with earlier findings, their findings showed that when cynicism is lower than when it is higher, employees' commitment to change rises with real leadership. Researchers looked at the role that organizational perceptions of fairness and optimism have in how they interpret a commitment to ongoing transformation<sup>146</sup>. Their findings suggested that since these ideas are associated with a persistent commitment to change, perceived fairness is a component in optimism. Meanwhile, it was shown that internal communication had an impact on employees' willingness to accept change. Additional studies on employee resilience and its mediation role in the relationships between four factors—knowledge-sharing structure, inquiry and discourse, learning culture, and affective commitment to change—were undertaken by the researcher. Their research revealed a high correlation between the factors they examined, and they found that employee resilience only partially mediates the relationship.

A study that found a positive and significant relationship between value congruence and employees' commitment to change offers new insight into this concept. Affective commitment to change is positively influenced by emotional quotient characteristics, such as self-emotional evaluation, others' emotional evaluation, usage of emotion, and control of emotion, according to Mansor's research on middle-level officers in Malaysia<sup>147</sup>. The results of several studies on the relationship between individual personality traits and employees' commitment to change, which were mediated by organizational culture, showed that these two factors are in fact related. A researcher looked into the stressor aspects that are connected to a commitment to change while the majority of the papers analyzed focused on positive characteristics as antecedents of employee commitment to change. According to the study's findings, these four factors—responsibility overload, responsibility ambiguity, interpersonal conflict, and organizational constraints—have a significant impact on change commitment. Additionally, internal communication serves as a moderator for commitment to change and accountability ambiguity.

At three public universities in the northwest of the United States, a researcher looked at the connection between leadership philosophies and flexibility (selling, telling, participating and delegating). The findings indicated a connection between the leadership philosophies of selling, telling, participating, and delegating with flexibility; nevertheless, it was discovered that the leadership philosophies of telling and participating were dependent on experience. The findings also revealed that leaders had less flexibility and only a small degree of adaptability<sup>148</sup>. According to research on the leadership philosophies (transactional, transformational, or laissez-faire) of those in charge of academic programs at Land-Grant universities, academic program leaders tend to be more transformational than other types of leaders. At a State University in Bali, Indonesia, a researcher studied the impact of transformational leadership style on job satisfaction.

The findings indicated that the transformational leadership style significantly affects the job happiness of the University's lecturers.

Five leadership styles—charismatic, transformational, authentic, servant, and spiritual—as well as the typical techniques employed in the private, public, and not-for-profit sectors for leadership development were examined by the researcher. According to the researcher's results, all three of these sectors use these techniques frequently. Additionally, it appears that it is difficult to discern between leadership in the commercial and public sectors using charismatic and transformative leadership styles<sup>148</sup>. An investigation into the connections between transactional and transformational leadership styles and employees' organizational citizenship behaviors was conducted, and the findings showed that while transactional leadership style was not correlated with organizational citizenship behavior, transformational leadership style was. At Punjab University in Lahore, a researcher looked into how perceived transformational leadership affected employees' organizational citizenship behavior. The findings indicated a favorable correlation between the two behaviors<sup>149</sup>.

Results from a study examining the connections between transactional and transformational leadership styles and academic performance and motivation revealed that while both had an impact on students' academic performance, the relationship between transformational leadership style and motivation was found to be stronger among academic staff. An academic in China looked into the relationship between perceived leadership behaviors (transformational and transactional) and employee job happiness. The findings indicated that transformational style had a greater impact on employee job satisfaction than transactional style<sup>71</sup>. In Ilam University of Medical Sciences, a researcher looked into the effect of servant leadership style on employees' trust. The findings suggested a favorable and significant relationship between servant leadership

style and employees' trust. Another researcher looked at how three leadership philosophies—autocratic, laissez-faire, and democratic—affected how students behaved in Jordanian universities. The results showed that only the democratic philosophies affected how students behaved<sup>150</sup>. In a Pakistani public university, the relationship between different leadership philosophies (transformational, transactional, and laissez-faire) and faculty job satisfaction was investigated. The results showed that transformational leadership had the greatest positive impact on overall job satisfaction, while laissez-faire leadership had a weaker positive impact.

In Chinese Universities, the relationship between transformational leadership and teachers' organizational commitment and educational quality was investigated. The findings indicated that the relationship between transformational leadership and teachers' organizational commitment and educational quality is affected by transformational leadership, and that effective leadership enhances teachers' autonomous motivation and organizational commitment<sup>151</sup>.

For Islamic Azad University in Iran, a researcher looked into the best practices for academic leadership. The findings revealed that centralization and bureaucratic hierarchy structures, a lack of funding, insufficient high-caliber human resources, ineffective networking in communication, and social, political, and cultural intervention were all barriers to effective academic leadership<sup>152</sup>. A number of researchers looked at the connection between managers' preferred leadership style and their level of job satisfaction at Jimma University Specialized Hospital, and the findings showed that managers preferred transformational leadership style to transactional leadership style<sup>153</sup>.

In one public university in Malaysia, the relationships among transformational leadership style, organizational structure, and knowledge management were investigated. The results showed that the transformational leadership style is essential for advancing knowledge management practices

in the university. The impacts of transformational leadership on knowledge management were shown to be moderated by organizational structure, indicating that organizational structure is essential for helping the leaders manage knowledge throughout the organization. Transformational and transactional leadership styles are associated favorably with employee organizational commitment among Nigerian Public University lecturers, according to research into the relationship between leadership philosophies and this trait. It was looked at how transactional and transformational leadership styles have recently attracted the attention of many researchers.

The study came to the conclusion that, despite their conceptual differences, transactional and transformational leadership share some similarities. A researcher looked at the qualities of effective leaders in education and came to the conclusion that these leaders need to possess a number of essential qualities. A leader must establish a course of action, give his followers the tools they need to follow it, and build his organization's structure around instruction <sup>154</sup>.

In the Sari branch of Islamic Azad University, a number of academics looked into the relationship between educational managers' thinking styles and transformational leadership styles. The results showed that the educational managers' transformational leadership style is an ideal-influence model. A researcher looked into the connection between transformational leadership style and decreased job alienation among Islamic Azad University employees. The results showed that the transformational leadership style has a significant influence on the decrease in job alienation among University employees.

The results of a study on the relationships between leadership style (transformational and transactional) and job satisfaction showed that leadership style has an effect on both motivation and job satisfaction both directly and indirectly. Job satisfaction was most significantly impacted

by managers' concepts of transformational leadership. The relationship between employees' job involvement and leadership style (transformational and pragmatic) was examined by a researcher at Islamic Azad University, and it was discovered that there is a relationship<sup>155</sup>.

A study on the link between different leadership philosophies—transformational, transactional, and laissez-faire—and work satisfaction among head of departments and lecturers at Nigerian public universities found that transformational leadership is the most frequently employed style. Additionally, the findings showed a link between leadership philosophies and job satisfaction in public universities<sup>156</sup>.

An academic from the University of Applied Science and Technology looked into the connection between organizational citizenship behavior and transformational leadership style, and they discovered that there is a favorable association between the two. A researcher looked at how university management's leadership styles affected the development of a learning environment for innovation and entrepreneurship. They found that participatory democracy is a key leadership style that can empower innovation and entrepreneurship as well as the significance of close cooperation and ongoing consultation for university transformation. Numerous academics stated that managerialism rather than transformative leadership had been ironically fostered by South African University involvement in the governance of the institution. The article's conclusion stated that intractable governance challenges that conflict with traits of charisma, inspiration, intellectual stimulation, and individual consideration have hampered the possibility for transformational leadership<sup>156</sup>.

Previous studies showed that the transactional style of leadership enhances the transformational style, but not the other way around. In order to address their staff members' needs and inspire them toward achievement and self-actualization, leaders must become more transformative

toward them and give them a voice in decision-making<sup>157</sup>. At the University of Isfahan, a number of researchers examined the relationship between intelligence and leadership philosophies. The findings revealed a significant correlation between intelligence and the transformational leadership style of chairpersons, but no correlation between spiritual intelligence and either transactional or laissez-faire leadership philosophies. A researcher looked at the dynamics of leadership roles demonstrated in Private Universities and how leadership styles align to achieve success within Tanzania's Catholic Universities System.

The analysis found that the leadership styles depend on academic leaders and cross-cultural forces that govern, sustain, and occasionally frustrate leadership appointments<sup>158</sup>.

Since organizational leadership is reflected in employee commitment, it stands to reason that leadership behavior would significantly influence the growth of organizational commitment. Previous studies point to a strong direct correlation between organizational commitment and leadership behavior. Generally speaking, transformational leadership is linked to desired organizational results like followers who are willing to put in extra work. A degree of commitment is demonstrated by a willingness to put in additional effort. Although at a lower level than transformational leadership behaviors, contingent reward behavior, which typifies transactional leadership, has been proven to be reasonably associated with followers' performance and work attitudes.

In the organizational and management literature, there has been discussion of the relationship between commitment and leadership style<sup>159</sup>; one researcher found a correlation between commitment and leader support. They discovered evidence to back up the claim that transformative leadership and attachment were positively correlated in three different research.

Individualized consideration has been found to positively correlate with both affective and normative commitment, according to one study, while transformational leadership has been found to moderately positively correlate with affective commitment, according to another. There was no association between transactional leadership and affective, normative, or continuation commitment, although there were lower correlation coefficients between transformational leadership and those variables<sup>160</sup>.

According to a large body of research, transformational leadership is positively correlated with organizational commitment across a range of organizational settings and cultures. According to a study, transformational leaders can affect employees' organizational loyalty by fostering higher levels of intrinsic value linked to fostering a higher level of personal commitment on the part of the leader and followers to a common vision, mission, and organizational goals. By fostering critical thinking through the use of creative approaches, involving followers in decision-making processes, and inspiring loyalty while acknowledging and appreciating the various needs of each follower to realize his or her potential, transformational leaders influence followers' organizational commitment.

In a sample of bank tellers and hospital staff, a researcher looked at the varied relationships that work satisfaction and organizational commitment have with job performance and intentions to leave their jobs<sup>161</sup>. The findings showed that, for tellers but not for professionals, organizational commitment was more strongly correlated with turnover intentions than job satisfaction, although for both populations, job satisfaction was more significantly correlated with supervisory judgments of performance. The results revealed that whereas global organizational attitudes are more directly correlated with organization-related outcomes like turnover intentions, specialized job attitudes are more closely associated with task-related outcomes like performance ratings.

Numerous researchers looked at how teachers' contentment with various aspects of their jobs affected how dedicated they were to their universities in Pakistan's public sector and how satisfied they were with those aspects of their jobs. The results showed that organizational commitment was significantly positively influenced by job satisfaction, supervision quality, and pay satisfaction.

A researcher examined the effects of five workplace factors on organizational commitment and job satisfaction among Malaysian university librarians, including role conflict, role clarity, job autonomy, job performance feedback, and job involvement. The results showed that of the five work-related variables, three (role clarity, job autonomy, and job involvement) were discovered to have statistically significant relationships with organizational commitment while two (role conflict, and role clarity) were discovered to significantly predict the variation in job satisfaction. Additionally, it was discovered that job satisfaction was less impacted by workplace factors than organizational commitment<sup>162</sup>. A researcher looked into the nature of connections between demographic parameters (such as age and length of employment) and aspects of job satisfaction with organizational commitment among workers in the Sultanate of Oman. According to the study, there is a mildly significant positive relationship between various aspects of job satisfaction, demographic factors, and organizational commitment. Age, tenure, pay, supervision, and overall job satisfaction were found to be the most important predictors of organizational commitment.

The regression findings showed that both male and female employees in Labuan have the same level of perception of job happiness and organizational commitment<sup>163</sup>. Several researchers looked at the impact of gender on employees' perceptions of job satisfaction and organizational commitment. Using a cross-sectional survey of a sample of 86 employees at four information

technology companies in South Africa, several researchers investigated the relationship between employees' satisfaction (as measured by the job satisfaction survey) and organizational commitment (as measured on the organisational commitment scale).

Numerous substantial correlations and stepwise regression associations between the two variables were found. Affective, continuance, and normative organizational commitment were shown to not have a significant positive association with job satisfaction when the interaction between these components and employees at higher learning institutions in Kelantan was examined<sup>160</sup>.

In the manufacturing and service industries, a study was done to determine the effects of job satisfaction and organizational commitment on employee loyalty. It was shown that these factors have a big impact on employee loyalty. A researcher in Iran looked at the impact of organizational commitments on job satisfaction. Regression analysis was used to examine data from 280 Iranian workers, and the results showed that all three aspects of job satisfaction—promotion, interpersonal connections, and favorable working conditions—have favorable, substantial effects on organizational commitments. A researcher looked at the connection between organizational commitment and job satisfaction in the Gwalior manufacturing sector, and the results showed that job satisfaction is crucial for developing a devoted staff. A researcher looked into the connection between job stress and organizational commitment in the banking industry in the Peshawar district of Pakistan. The results showed that there were negative relationships between job stress and organizational commitment, and the researcher came to the conclusion that job stress reduction would increase organizational commitment, increase productivity, and improve employee and organization performance<sup>164</sup>.

The bivariate correlation and multiple regression analyses showed that workgroup identification has a significant impact on job satisfaction, affective and normative commitment among quantity surveyors working in the private sector in Hong Kong. Several researchers investigated whether workgroup identification improves job satisfaction and organizational commitment. In a private financial institution in the Kingdom of Bahrain, a study was conducted on the relationship between job satisfaction and organizational commitment as well as the impact of demographic key variables on both. The results showed a positive relationship between the two, and it was discovered that the only demographic key variable that had an impact on organizational commitment was age<sup>165</sup>.

In Shkoder, Albania, a study on employee perceptions of organizational commitment and job satisfaction with regard to the public sector was conducted. The results showed that employees' perceptions of organizational commitment were significantly positively impacted by their satisfaction with their pay, quality of supervision, and work itself. Findings showed that the joint effect of independent variables (reward system, job-related stress, job meaningfulness, training, and supervisory role) jointly and independently predicted organizational commitment and indicated that there was a significant relationship between remuneration and organizational commitment in the field of health in Nigeria with a focus on health workers in Ekiti State. Additionally, it demonstrated a sizable distinction between organizational commitment and training.

There is no one optimum method to think about leadership, according to a researcher, who discovered that, depending on the situation, several forms of leadership reflect social and historical foundations. According to a researcher, the impact of leadership styles on employees' job satisfaction in Malaysian public sector organizations showed that transformational leadership

style and job satisfaction have a positive relationship, whereas transactional leadership style and job satisfaction have a negative relationship. Additional empirical studies, such as one conducted by a scholar, have shown that teachers' perceptions of principals' transformational leadership abilities have a significant impact on teachers' job satisfaction. These studies frequently came to the conclusion that principals of schools where transformational leadership is practiced are more likely to foster and enhance job satisfaction among teachers.

Leadership that is defined by setting an example and being transparent helps to reduce staff integrity infractions more than leadership that is strict<sup>166</sup>. According to a study that used a questionnaire as well, transformational leadership has a considerable beneficial impact on employee job satisfaction. It was discovered that transactional leadership conduct and, in some situations, transformational leadership behavior strongly influence predicting variables. Compared to the transformational leadership style, the transactional leadership style offers high satisfaction and organizational identity. In a study on conflict management in higher education institutions that specifically focused on Nigerian Universities, the authors noted that these institutions have been dealing with a variety of crises for decades, including disputes between academic staff and university administrators and conflicts between students and university authorities, to name a few. The disagreement, according to the authors, has led to animosity between professionals and academics and has hampered smooth, effective, and efficient management in universities.

The authors suggested that in order for leaders to properly manage their organization to achieve goals, they should receive conflict management training. The Secretaries may also require conflict management training so that conflicts that occasionally prevent work or service delivery may be handled successfully. In Cross River State, Nigeria, a study was conducted to evaluate

and look at how principals' abilities and creativity impact the management of educational facilities. Two secondary schools were selected from each of the state's 18 local government regions, making up the study's sample of 36 secondary schools.

While the secondary data came from checklists, school records and documents, journals, and the internet, the primary data came from questionnaires and in-person interviews. Both qualitative and quantitative analysis were applied to the data. Pearson The analysis used the Product Moment Statistical Instrument, and the results revealed a significant correlation between the principal's expertise, creativity, and the overall educational objectives. Management of the school's facilities is also essential for fostering an academically supportive environment that will improve students' achievement and performance in the teaching-learning process.

The appointment of qualified and experienced professionals as principals—as can be the case for the Senior Officer in an institution—was among the acceptable recommendations made based on the aforementioned information. A skilled and capable senior officer would be able to mediate disputes within the organization and guide staff in realizing the university's vision. In order to keep conflict under control and stop it from turning harmful, school administrators should implement conflict management and resolution techniques. A study was undertaken to find out how democratic leadership may be used to handle disciplinary issues in schools and to figure out how to raise the caliber of students and instructors to be able to handle disciplinary issues through democratic leadership. Two research questions and two hypotheses served as the study's guiding principles as it utilized the descriptive survey approach.

Two Hundred and Eighty-Eight (288) people participated in the study, including One Hundred and Seven (107) lecturers from Ebonyi State University's faculty of education and One Hundred and Eighty-One (181) lecturers from Ebonyi State College of Education. A three-part

questionnaire created by the researcher served as the data gathering tool. The respondents' backgrounds were covered in Section 'A,' information about the use of democratic leadership styles in dealing with disciplinary issues was gathered in Section 'B,' and suggestions for raising the caliber of students and teachers through democratic leadership in dealing with disciplinary issues in schools were covered in Section 'C. It was also discovered that adopting democratic leadership to handle disciplinary issues in schools involves collaborating and consulting with important others.

This result could be compared to university administrators that use a democratic leadership style to settle disputes or handle disciplinary matters within the university. Given that both studies looked at leadership styles, the same conclusion is likely to apply, making this style relevant to the current study. ANOVA, Independent t-test, and multiple regression analyses were utilized in the current study, whereas z-test was used to answer the hypotheses in previous studies. However, they varied in terms of emphasis, population, and design.

In order to investigate the impact of principals' leadership styles on secondary school teachers' job happiness in the Nsukka Education Zone of Enugu State, Nigeria, a study on the influence of leadership styles on job satisfaction was conducted. Three research questions and one null hypothesis were put out and examined as part of the study's descriptive survey design. All of the teachers in the twenty-eight government-owned secondary schools in the Nsukka Educational zone made up the study's population. The population was sampled to select 280 instructors (10 each school), using a stratified random selection procedure. The instrument used to collect the data was a four-point questionnaire with a 0.54 scale. Mean and standard deviation were used to evaluate the data, and a t-test with a significance threshold of 0.05 was performed to assess the null hypotheses. The findings showed a substantial difference between the mean ratings of the

principals' leadership styles on the job satisfaction of male and female teachers. It was also discovered that, depending on their authority, principals adopted one of three leadership philosophies in their classrooms: autocratic, laissez-faire, or democratic. No of their gender, teachers agreed that only democratic leadership increases their level of job satisfaction. The study is relevant to the current study because both looked at the leadership styles of administrators, but the focus design, demographic, and methodology of the two studies are different.

Another study looked into the relationship between teachers' work performance in senior secondary schools and the leadership styles of the principals. Four research questions and four hypotheses were developed and examined in the study, which used a descriptive survey approach. 7460 teachers and principals from the 281 government-owned secondary schools in Ondo State made up the study's population. A stratified random selection technique was used to select 2040 respondents from the population, which included 240 principals and 1800 teachers.

The Teachers' Job Performance Questionnaire (TJPQ) and the Principal's Leadership Style Questionnaire (PLSQQ), having reliability coefficients of 0.72 and 0.67 respectively, were the instruments used to collect the data. Frequency counts, percentages, a correlation matrix, and a t-test were used to assess the data that had been gathered. It was discovered that among principals of senior secondary schools in the state, the democratic leadership style was the most popular. Additionally, it was discovered that teachers' job performance was at a moderate level in schools with principals who exhibited democratic leadership traits like open communication, shared decision-making, task delegation, support and trust, working in teams, empathy, and a focus on fostering better interpersonal relationships as well as teaching and learning. It was discovered that teachers performed better on the job at schools with authoritarian principals.

School principals should avoid adopting a laissez-faire approach since it won't improve teachers' job performance. The study is relevant to the current study since both looked at the leadership styles of administrators, even though they used different statistical methods, populations and study areas.

### **2.3.2 Communication Climate and Employee Commitment**

Communication is the verbal or nonverbal delivery of a message from one person to another or many persons. The context, the sender, the message, and the recipient make up the simple triangle that is frequently used to represent interpersonal communication<sup>170</sup>.

Similar to how they are crucial in every aspect of life, communication skills are crucial in the workplace. Most vocations require basic communication skills, such as the ability to communicate oneself and comprehend others, in order to succeed and be satisfied. Even if an organization fulfills its duties more effectively than anticipated, one should be aware that this success will not last as long if it does not also communicate effectively. The success of communication depends on a number of variables; the process of encoding and decoding a message, which could lead to a short-term perception, is insufficient for communication success. Communication should be done in a way that gives the response or recipient the ability to choose how to interpret the message<sup>170</sup>.

The concept of interpersonal communication skills was firstly introduced in 1950s, it is defined as the ability to work well with people, and involve your acceptance of others without prejudice. This does not always mean that you like the person, but you can overcome your dislike in order to achieve your tasks. Interpersonal communication skills are the ability to respond to staff's needs positively, fostering a non-discriminatory work environment where staff can develop to

their full personal potential, and delegating authority. Interpersonal communication competence consists of a set of skills, knowledge about communication, and self-evaluation. Competent interpersonal communication skills include self-disclosure, own feelings and thoughts, and descriptiveness and support.

Several scholars reviewed a large number of studies and synthesized the interpersonal skills that surfaced on most lists. Most of these skills belong to three categories of leadership, the process of communication and motivation. Interpersonal skills under leadership relate to leadership style, handling conflicts, running meetings, team building and promoting change while the process of communication includes sending messages, listening and providing feedback. Similarly, motivation is broken down into goal setting, clarifying expectations, persuading and empowering. Other interpersonal skills include negotiating.

### **2.3.3 Leadership Style, Communication Climate and Employee Commitment**

The commitment of a firm was viewed as a belief in the goals and values of an organization, a readiness to dedicate considerable effort for the benefit of that organization, and a powerful desire to retain organizational membership. Organizational commitment is influenced by factors associated with the job and the organization (e.g., job security and procedural justice) as well as individual factors (e.g., commitment inclination). Commitment reflects the employee's belief in, and alignment with the goals and values of the organization; an openness to putting forth considerable effort for the organization; and a strong motivation to stay with the organization<sup>171</sup>. Based on the nature of military work, the commitment of unit personnel is uniquely critical and foundational to mission success, setting the military apart from other types of organizations. A commitment was found to be positively related to age and tenure (two of the demographic variables examined in the current study). A scholar developed a three-element model that

continues to dominate commitment research; the model indicates the employee experiences commitment from three perspectives—normative, affective, and continuance— concurrently. A scholar divided antecedent variables into four categories: demographic variables consisting of age, gender, education, organization tenure, position tenure, and relationship status; individual difference variables including locus of control; work experiences variables including transformational leadership; and alternatives/investments variables including transferability of education or skills.

Demographic variables (e.g., tenure, age) play a fairly minor role in the evolution of commitment with weak, positive correlations to all commitment types. Conversely, work experience variables were identified as having a significantly stronger linkage, particularly to affective commitment<sup>172</sup>. These findings lend support to the position that trying to bring new employees on board who might be inclined toward affective commitment is less likely to be effective than deliberately managing their experiences following initial entry. Therefore, organizations displaying commitment to employees through supportive workplace programs and policies have a better chance of garnering employees who are effectively committed. Organizations may gain greater affective commitment from their employees by treating them fairly and providing good leadership. Affective commitment also correlates strongly with procedural, distributive, and interactional forms of organizational justice and with transformational leadership<sup>172</sup>.

A researcher examined the correlations between commitment; primarily affective commitment, and the related variables of job involvement, job satisfaction, and occupational commitment. Though strong, the correlations were not found to be sufficient strength to imply construct redundancy, with the strongest being between affective commitment and overall job satisfaction<sup>173</sup>. This could be because measures of global satisfaction generally include items

associated with organizational or managerial satisfaction. Of note, the correlations between affective commitment and satisfaction related to individual job aspects are much weaker. Job satisfaction and affective organizational commitment should therefore both be examined when seeking to comprehend employee behavior.

Transformational leadership is a leader who can internalize the cultural values of the organization to all people in the organization to establish partnerships that provide mutual benefits in a consistent and sustainable manner<sup>174</sup>. Transformative leaders always provide motivation and inspiration and encourage their subordinates to directly or indirectly participate in the decision-making process explained that transformational leadership is refreshingly different from all previous leadership theories in a way that it empowers or enables the followers. The leader engages with followers in a way where both the leader and the follower transcend to a higher level of motivation and morality. A researcher stated that Transformational leaders exert influence on their followers by communicating an idealistic vision of the future. Moreover, they recognize followers' individual needs and abilities and stimulate their intellectual development; and it was defined as transformational leadership, which focuses on the leader's role at a strategic level, so there is a concentration on the one leader at the top of the organization. Based on the concepts above, transformational leadership has a very important and strategic position in making fundamental changes and broad impacts on government organizations or business ones.

The success of transformative change is largely determined by the active role and consistency of the attitudes and behaviors of transformational leadership. And also scholars suggest the relationship of transformational leadership with interpersonal communication<sup>174,175</sup>. They explained that transformational leadership also involves offering support and encouragement to individual followers. In order to foster supportive relationships, transformational leaders keep

lines of communication open so that followers feel free to share ideas so that leaders can offer direct recognition of each follower's unique contributions. Productivity and transformation of human resources are an important concern for organizational leaders. For each effective change in an organization produces outputs and outcomes as a measure of performance. In this context, beliefs, incentives, social interactions and individual attitudes become essential elements. For this reason, leadership becomes a decisive role in changing and directing employee attitudes, ways of thinking, interactions and motivation. One model of leadership that emphasizes behavioral management is transformational leadership (transformed leadership or TL).

With the role of transformational leadership that comes with the power of vision and personality, transformational leaders are able to inspire subordinates to change expectations, perceptions and work motivation to achieve common goals. The relationship between transformational leaders and subordinates is based on the taking and giving relationship. The personality and behavior of transformational leaders become 'role models' for subordinates, through this way change can be achieved. According to research studies, transformational leadership and task performance are positively correlated<sup>176</sup>. Task performance, contextual performance, and creative performance have all been connected to transformational leadership. Additionally, transformational leadership is linked to both group and organizational level performance in addition to individual achievement. Followers of transformational leaders are inspired to work harder and put up more effort. An employee that experiences transformational leadership is inspired to go above and beyond the requirements of their job descriptions, which results in contextual performance. According to research, employee performance is significantly and favorably connected with transformational styles.

Hospital nurses were the subjects of a study that looked at the relationship between leadership style and employee performance. The results showed that both transformational and transactional leadership styles significantly improved employee performance. According to a study, there is a strong correlation between transactional and transformational leadership styles and employee performance<sup>177</sup>. A researcher examined the banking sector in Ethiopia and found that transformational leadership accounted for a greater proportion of variation in employee performance than transactional leadership. Transformational leaders inspire followers with the belief that they can accomplish the objectives set forth for them. Additionally, transformational leaders serve as mentors to their followers and help them finish their assignments<sup>178</sup>.

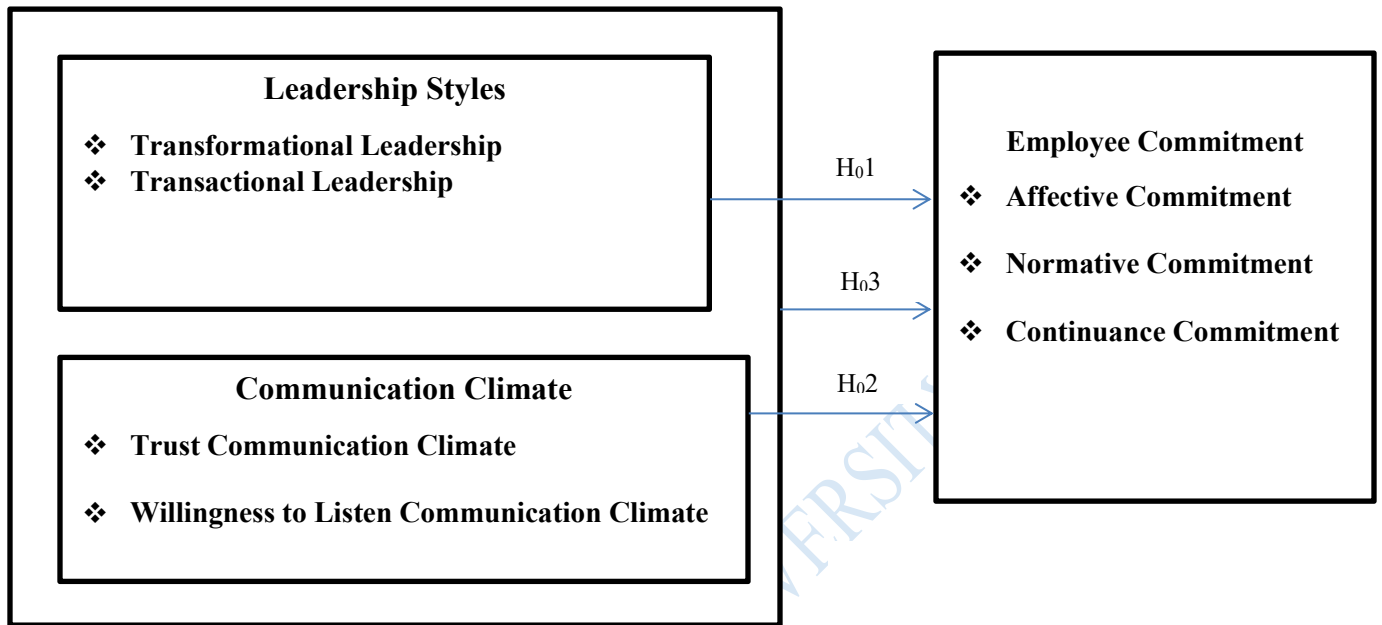
Transformational leaders integrate their followers' work roles with the organization's goal, which makes the followers feel that their work is important and inspires them to perform their given tasks.

**Figure 2.1**

**Conceptual Framework**

**Independent Variables**

**Dependent Variable**



**Source: Researcher’s Conceptual Model, 2022**

**Figure 2.1 Conceptual Framework Showing Leadership Styles, Communication Climate and Employee Commitment.**

As conceptualized diagrammatically above, the dependent variable is employee commitment with three measures which are affective commitment, normative commitment and continuance commitment, these three measures were adopted and also the independent variables are leadership styles and communication climate. The measures for leadership styles are transformational leadership and transactional leadership while the measures for communication climate are trust and willingness to listen. In the first hypothesis, the measures of leadership styles are to be tested on those of employee commitment as depicted above diagrammatically, which dictates that when the leadership style is positive, Secretaries will be committed to their job and vice versa. While in the second hypothesis, it indicates how the measures of communication climate will be tested on those of employee commitment which signifies that the

trust in the communication strategy of the leaders and supervisors will influence the commitment of the Secretaries. Lastly, in the third hypothesis, the combined influence of the two independent variables (leadership styles and communication climate) will be tested on the dependent variable (employee commitment).

## **2.5 Summary of Reviewed Literature**

The impact of leadership styles and communication climate on employee commitment of Secretaries to private Universities in Osun State is the subject of this chapter, which presents scholars' perspectives on the topic of this research. The study demonstrates the value of different leadership styles and their influence on employee commitment, particularly among Secretaries of private Universities in Osun State. The concepts have been clarified due to the assessment of the conceptual framework (leadership styles, communication climate and employee commitment). It depicts the link between the independent and dependent variables (employee commitment) (leadership styles and communication climate).

There has been a significant amount of empirical research on leadership in numerous industries and nations, but the setting, objectives, and methodologies utilized in these studies have all varied greatly. In particular, two recent meta-analyses<sup>176</sup> showed the connection between transformative leadership and results in terms of performance, but in those two meta-analyses, organizational commitment was not taken into account as a mediating factor between transformative leadership and employee performance. By considering organizational commitment as a potential mediator in the link between these factors, the current study sheds light on it. A researcher made the observation that numerous researchers who looked at leadership styles failed to identify a particular style that would be appropriate in a given

circumstance. He contends that different styles are required for various circumstances and that leaders should be aware of the appropriate style for each. Studying the effects of leadership styles on performance in the context of Jaffna is helpful to provide knowledge to the existing literature because culture and context may be situational factors.

Additionally, earlier scholars looked into a variety of leadership theories, including democratic and autocratic leadership, task- and people-oriented leadership, and supporting and directive leadership, among others. For instance, a study examined the connection between team cohesion and supportive and directive leadership styles in Sri Lankan public sector enterprises. It is generally believed that commitment of an employee is an indispensable component of organizational performance; therefore it is recommended that employers should prioritize important motivational factors that will bring about a positive job attitude so as to achieve the highest commitment of an employee<sup>181</sup>. A study concludes that the Secretaries of Bauchi State University are believed to have a positive job commitment and in that case, the institution is able to harness its organizational resources in such a way that such positive job commitment will bring about enhanced performance by every employee that will aid the institution in achieving its targeted goal and objectives timely and efficiently.

The study also recommends that the University management should regularly devise a means by which employees' demands will be met on time in order for the employees to be committed, which will also have a positive impact on the performance of its employees and the organization as a whole. The study focuses on the Secretaries of Bauchi State University, Gadau, Nigeria, which limits the rate of responses; therefore, the study is limited to only one University in the country even though there are many other Universities. Another major factor that limits the study is the fact that it concentrates only on the Secretarial staff without including the academic staff.

Also, the study was limited to two variables which include job commitment as the independent variable with employee performance as the dependent variable, implying that these were the only variables tested in this study whereas other variables could be considered such as improvement on leadership quality of the institution.

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## Chapter Three

### Methodology

The methods employed in this investigation are presented in this chapter. It covers the research design methodologies used, as well as the population, sample and data collection.

#### 3.1 Research Design

This study adopted a descriptive survey research design through a cross-sectional survey design which is the appropriate research design that suits a research study of a short time. The design was used to determine the influence of leadership styles, communication climate and employee commitment of Secretaries to private Universities in Osun State, Nigeria.

#### 3.2 Population of the Study

The population in this study consisted of Seventy-Two (72) Secretaries in private Universities in Osun State which were Kings University, Ode-Omu; Redeemer's University, Ede; Adeleke University, Ede; Fountain University, Osogbo; Bowen University, Iwo; Joseph Ayo Babalola University (JABU), Ikeji-Arakeji and Oduduwa University, Osun State.

**Table 3.1 Population of Respondents of Private Universities in Osun State**

S/N	Universities	Secretaries
1	Kings University	8
2	Fountain University	4
3	Adeleke University	5
4	Redeemer's University	15
5	Joseph Ayo Babalola University (JABU),	10
6	Oduduwa University	15
7	Bowen University	15
<b>TOTAL</b>		<b>72</b>

**Source: Human Resources of the Institutions.**

### 3.3 Sample Size and Sampling Technique

The sample for this study is Seventy-Two (72) secretaries which is made up of all secretaries in the seven private universities under study. Total enumeration was adopted as the population is small. This technique was employed to ensure a fairly equal representation of the variables for the study. The stratification was based on private institutions in Osun State, Nigeria.

### 3.4 Description of Research Instrument (s)

The instrument utilized is a structured questionnaire, which was used to collect data from respondents because it allowed the researcher to readily assessed the structured questions and responses in order to meet the study's goal. The Likert scale design was used in this study, which allowed the researcher to give options for respondents to choose from. Data on the factors under study was collected using self-reported questionnaires. In this study, the Leadership Styles, Communication Climate and Employee Commitment (LSCCEC) scale was employed.

**Section A:** This section was created by the researcher to collect demographic information from respondents, and it provides biographical information about respondents based on four factors: gender, age, educational qualifications, and years of working experience. Example: 1. Gender: Male ( ), Female ( ) 2. Age: 20 – 25 ( ), 26 – 30 ( ), 31 – 35 ( ), 36 – 40 ( ), 41-45 ( ), 46 and above ( )

**Section B:** Employee Commitment scale which Indicates the level of commitment of each secretary with 15 items, the scale is of four point which are: Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1. **Example:** (1) I am emotional attached to this higher institution of learning (2) I want to stay in my workplace because they provide me with various benefits.

The research instrument is divided into various sections which was designed to elicit responses on the topic under review. The research instrument was adapted<sup>3</sup>. The Cronbach Alpha of this adapted research instrument was 0.80.

**Section C:** Leadership Styles scale which indicates how various attitudes of leaders to secretaries with 12 items. This scale used four-point responses which are: Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1. Example: My boss makes my colleague to have good impression about me. (2) My boss provides recognition/rewards when I and colleagues reach our goal. The research instrument was adapted<sup>4</sup>.

The Cronbach Alpha report was 0.75

**Section D:** Communication Climate scale which indicates the method and attitude of interaction between leaders/supervisors and their subordinates with 8 items. Example: (1) I can rely on the management to keep their promises, (2) I keep listening to my boss even though I am not interested in the discussion. The scale is also of four-point which are: Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1.

This instrument was adapted<sup>3</sup>. The Cronbach Alpha of this adapted instrument was 0.90.

### **3.5 Validation of Research Instrument**

The instrument's items were acquired through a survey of related literature and adaptations of questionnaires used by other researchers. The supervisor and other specialists in the field of information management provided input on both the face and content validity. Corrections were integrated into the final questionnaire, which will be distributed to the study participants.

### **3.6 Reliability of the Instrument**

The researcher administered the questionnaire through a reliability test to ensure that all of the items assessing each variable in the study are consistent. The instrument's reliability was tested

in a pilot study with 30 copies of the questionnaire given to secretaries of Lead City University, Ibadan, which is not part of the population of the study. The result of the reliability test subjected to Cronbach alpha reliability test is as follows: Leadership style – 0.85, Communication climate – 0.75 and organizational climate – 0.90. With this result, it shows that the items in each of this research instrument measures what it needs to measure.

### **3.7 Method of Data Collection**

Primary data was collected in June and July 2022, through a structured questionnaire in accordance with existing research to address the study's objectives. This instrument worked well with descriptive survey research because it allowed for the collection of data on respondents' opinions and perceptions of current events at a specific point in time. The only constraint experienced from the respondents was the collection of the questionnaire. Some did not fill the form on time, which brought about a delay.

The Department of Information Management, Lead City University, provided a letter of introduction and a project attestation form, which was utilized to request authorization to conduct the survey from the management of all private Universities in Osun State (Kings University, Fountain University, Adeleke University, Bowen University, Joseph Ayo Babalola and Redeemer's University). A two-day training session was held for five (5) research assistants to help with questionnaire administration, retrieval, and initial sorting. The researcher and research assistants engaged with the institution's Human Resources department to protect the anonymity of their responses while also advising them on the importance of adequate responses and the benefits embedded in the study's findings. The secretaries completed the filling of seventy-two (72) copies of the questionnaires.

### **3.8 Method of Data Analysis**

The data was analyzed using descriptive and inferential statistics by the researcher. For study questions one through three, descriptive statistics (mean, frequency distribution, standard deviation, and percentage) was used. The first two null hypotheses were tested using linear regression analysis, while the third was also investigated using multiple regression analysis. All hypotheses in the study were assessed at a significance level of 0.05. Statistical Package and Service Solution (SPSS) Version 24 was used to analyze the data collected for the project.

## Endnotes

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## Chapter Four

### Results and Discussions of Findings

This chapter demonstrates the outcome of the analysis of data collected from the respondents in the study and discussions of findings arising from the study.

#### 4.1 Data Presentation and Analysis

##### Demographic Characteristics of Respondents

The demographic data of the participants were collected and examined using descriptive statistics such as frequencies and percentages and presented in tables.

##### 4.1.1 Distribution of Respondents by Gender

**Table 4.1: Gender of Respondents**

Gender	Frequency	Percent
Male	27	37.5
Female	45	62.5
Total	72	100

**Source: Field Survey, 2022**

One of the demographic information collected for this study was the gender distribution of the participants. In private Universities in Osun state, there are more female secretaries than male secretaries, as shown by the demographic data in table 4.1. In total, there were 45 (62.5%) female participants and 27 (37.5%) male participants in this study. This lends credence to the idea that, at every level of the secretarial profession, women are disproportionately represented. Since the feminine gender is consistently perceived as a form of gender that is caring, loving, and

charming, it is expected that the remainder of what this study wants to investigate will produce favorable outcomes.

**Table 4.2: Age of Respondents**

	Frequency	Percent
20-25	22	30.6
26-30	18	25.0
31-35	15	20.8
36-40	5	6.9
41-45	9	12.5
46 and above	3	4.2
Total	72	100.0

**Source: Field Survey, 2022**

According to table 4.2, the age distribution of secretaries in private universities in Osun state has it that majority of the secretaries fell within the age range of 20 to 25 years of age. About 22 (30.6%) of the total number of respondents affirmed that they are within the age range of 20 to 25 years of age. 18 (25%) of the respondents expressed the fact that they fall within the age range of 26 to 30 years of age. While 15 (20%) affirmed that they fall within the age range of 31 to 35 years of age. 36 to 40 (6.9%) years of age was claimed by just 5 respondents. 9 (12.5%) respondents are of the opinion that they are within the age of 41 to 45 years of age and 3 claimed to be within the age range of 46 years of age and above. The implication of this age range of secretaries in private universities in Osun state is that majority of the respondents are very much agile and full of life meaning that they are still very much active and can still carry out a lot of tasks in their respective lace of work. This is because a good number of them are within the age range of 20 to 25 years of age. Apart from the fact that a good number of them are within ages 20 to 25 years of age, 18 of the respondents also said they are within ages 26 to 30 years of age.

With all these facts, secretaries in private universities in Osun state have no excuse in being efficient in their work.

**Table 4.3: Educational Qualifications of Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
HND	10	13.9	13.9	13.9
Bachelor's degree	36	50.0	50.0	63.9
Master's degree	26	36.1	36.1	100.0
Total	72	100.0	100.0	

**Source: Field Survey, 2022**

10 secretaries in all confirmed that they hold a Higher National Diploma (HND). This received a percentage score of 13.9%. 36 respondents (50%) claimed to hold a bachelor's degree. The Master's degree was mentioned by 26 (36%) of the study's total respondents. Going by the above educational qualification distribution of respondents, it is not out of place to say that secretaries in private universities in Osun state are well educated and they are very much well informed both about their duties and all that go around them. 36 (50%) of the respondents claim to have a bachelor's degree and 26 affirmed that they possess the master's degree. All of this put together means that these secretaries are very well enlightened. Going by this also, one will expect that when these secretaries are carrying out their duties, there is high level of professionalism being extend to their work. Thereby, one will expect that there should be minimal record of flaws in their work.

**Table 4.4 Years of work Experience of Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 years	28	38.9	38.9	38.9
6-10 years	17	23.6	23.6	62.5
11-15 years	20	27.8	27.8	90.3
16-20 years	7	9.7	9.7	100.0
Total	72	100.0	100.0	

**Source: Field Survey, 2022**

Table 4.4 highlights the quantity of work experience the study's participants have. Of the total 28 (38.9%) said they had worked as secretaries for one to five years. While 17 (23.6%) of the respondents claimed to have worked as secretaries for a total of six to ten years, 20 (27.8%) claimed to have done so for eleven to 15 years, while 7 (9.7%) affirmed that they have experience of sixteen to twenty years. It is impossible to dispute that Osun state secretaries in private universities have a wealth of expertise operating in the state's private space in light of this knowledge. As a result of this, there won't be any room for prejudice because the participants are well informed. The demographic data collected for this study can be used to draw the following conclusions: In Osun State, there are more women working as secretaries than men, and they are quite flexible in how they carry out their responsibilities in terms of age, education, and years of experience.

## 4.2 Research Questions

### 4.2.1 Research Question 1:

What is the level of employee commitment of secretaries in private Universities in Osun State, Nigeria?

**Table 4.1.1: Level of Employee Commitment of Secretaries in Private Universities in Osun State, Nigeria**

Employee Commitment	SA (%)	A (%)	D (%)	SDA (%)	Std.	Mean
<b>Affective Commitment</b>						
I am emotionally attached to this higher institution of learning	15 (20.8)	21 (29.2)	17 (23.6)	19 (26.4)	1.099	2.44
My desire is to talk about my workplace with my acquaintance	19 (26.4)	10 (13.9)	30 (41.7)	13 (18.1)	1.075	2.49
I sense that the emerging problems in my wokplace are like my own problems	13 (18.1)	17 (23.6)	27 (37.5)	15 (20.8)	1.015	2.39
I sense my supervisor will assist me if work becomes difficult.	9 (12.5)	29 (40.3)	20 (27.8)	14 (19.4)	.948	2.46
I get the support I need from my supervisor.	15 (20.8)	18 (25.0)	19 (26.4)	20 (27.8)	1.108	2.39
<b>Average Mean:</b>						<b>2.43</b>
<b>Continuance Commitment</b>						
I want to stay in my workplace because they provide me with various benefits.	15 (20.8)	18 (25.0)	19 (26.4)	20 (27.8)	.949	2.50
I sense that my worth is greater in this University which makes me feel devoted.	12 (16.7)	13 (18.1)	30 (41.7)	17 (23.6)	1.010	2.28
Exiting the University will be very much unbearable for me.	14 (19.4)	11 (15.3)	24 (33.3)	23 (31.9)	1.103	2.22

I have a sense of belongingness between my contemporaries and the institution I am working for.	20 (27.8)	11 (15.3)	24 (33.3)	23 (31.9)	1.126	2.49
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I experience care among my colleagues and the institution I am working for as a whole.	22 (30.6)	16 (22.2)	22 (30.6)	12 (16.7)	1.088	2.67
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**Average Mean: 2.43**

**Normative Commitment**

I prefer to stay in this Institution due to the recognition and promotions I have received.	15 (20.8)	21 (29.2)	17 (23.6)	19 (26.4)	1.099	2.44
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I feel it is unprincipled for me to change jobs only for my personal gain.	19 (26.4)	10 (13.9)	30 (41.7)	13 (18.1)	1.075	2.49
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I prefer to stay loyal to this university because of the investment the university has invested in me.	13 (18.1)	17 (23.6)	27 (37.5)	15 (20.8)	1.015	2.39
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It is my desire to spend the rest of my career life with this University.	9 (12.5)	29 (40.3)	20 (27.8)	14 (19.4)	.948	2.46
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My commitment to this organization has led me to being highly productive.	15 (20.8)	18 (25.0)	19 (26.4)	20 (27.8)	1.108	2.39
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**Average Mean: 2.43**

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**Grand Mean: 2.43**

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**Key: Strongly Agree (SA) =4, Agree (A) = 3, Disagree (D) = 2, Strongly Disagree (SDA) = 1  
Decision Rule: 1.00 – 1.49 (Very low), 1.50 – 2.4 (Low), 2.50 – 3.49 (High), 3.50 – 4.00 (Very High)**

**Source: Field Survey, 2022**

How committed are secretaries in private universities in Osun state poses the initial research question for the investigation. The precise answer to this study question is that Osun State's secretaries in their private universities are committed to their respective institutions at an average level. Based on a 4-point scale, the grand mean score for this is 2.43. This section of the study topic will instead focus on other factors that might have affected this grand mean score. Affective commitment, as one of the metrics of employee commitment had a mean score of 2.43 on a scale of 1 to 4. This suggests that secretaries' affective commitment level are likewise typically modest. The second indication of secretaries' commitment in Osun State Private Universities was continuance commitment. The median score for this indication was 2.43 on average. As a result, on a scale of 1 to 4, the average score represents an average level of staff continuance commitment. According to the table above, normative commitment, the final indication used to gauge the commitment level of secretaries in private universities Osun State, also had an average mean score of 2.34 on a scale of 4. Additionally, this fit the average. This suggests that these secretaries' level of commitment is simply average. The overall level is clearly on the average side, as was previously stated, based on the average mean scores of each of the metrics used to gauge the commitment level of secretaries in Osun state private universities. Given the data, it is essential to discuss some of the factors that led to this average rating. From the indicator of affective commitment as used to measure organizational commitment here, an item in the survey under this indicator says "I feel that the problems that arise in my workplace are like my own problems". This particular item attracted a mean score of 2.39 on a scale of 1 to 4. The implication of this below average mean score is that these set of employees do not have any sense of belonging in their organization. Under the second indicator used to measure employee commitment is continuance commitment. One of the items under this

indicator has it that “I feel that my value is greater in this university which makes me feel committed” has a mean score of 2.28 on a scale of 1 to 4. This means that the management of private universities in Osun state priorities their universities beyond their staff and that is why there is low mean score for this aspect of the item in the questionnaire. Many of the respondents are saying again that leaving the universities they are working for will be very much bearable for them. This aspect of the questionnaire attracted a mean score of 2.22. This is also very low on a scale of 1 to 4. All in all, with a grand mean score of 2.43 on a scale of 1 to 4, the secretaries in private universities in Osun state are not committed to the private universities they are working for.

#### 4.2.2 Research Question 2: What are the Different Leadership Styles Existing in Private Universities in Osun State, Nigeria

**Table 4.1.2 Different Leadership Styles Existing in Private Universities in Osun State, Nigeria**

Leadership Style	SA (%)	A (%)	D (%)	SDA (%)	Std.	Mean
<b>Transformational Leadership Style</b>						
My boss makes my colleague to have good impression about me.	15 (20.8)	23 (31.9)	17 (23.6)	17 (23.6)	1.075	2.50
My boss has complete faith in me.	27 (37.5)	13 (18.1)	18 (20.5)	14 (19.4)	1.163	2.74
My boss tells us how we should go about our jobs every now and then.	9 (12.5)	15 (20.8)	28 (38.9)	20 (27.8)	.983	2.18
My boss provides solution on how to solve issues in our organization.	20 (27.8)	17 (23.6)	16 (22.2)	19 (26.4)	1.162	2.53

My boss is proud to be associated with me.	22 (30.6)	20 (27.8)	13 (18.1)	17 (23.6)	1.153	2.65
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My boss always help my colleagues find meaning on their work.	..	...	...	...	...	...
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**Average Mean: 2.52**

**Transactional Leadership Style**

My boss discuss with others on what to do if they are to be rewarded on their assignment.	16 (22.2)	21 (29.2)	24 (33.3)	11 (15.3)	1.004	2.58
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My boss provides recognition/ rewards when myself and colleagues reach our goal.	23 (31.9)	20 (27.8)	15 (20.8)	14 (19.4)	1.116	2.72
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My boss calls my attention to what I can get when I accomplish my goals.	23 (31.9)	16 (22.2)	11 (15.3)	22 (30.6)	1.232	2.56
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In as much as things are working fine, my boss sees no reason for changes in my organization.	17 (23.6)	18 (25.0)	20 (27.8)	17 (23.6)	1.100	2.49
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My boss is always proactive In making sure that whatever Challenge me and my colleagues face at work, it does not get out of hand before these challenges are solved.	26 (36.1)	17 (23.6)	17 (23.6)	12 (16.7)	1.113	2.79
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My boss never waits for things to go wrong before taking action on issues.	...	...	...	...	....	....
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**Average Mean: 2.62**

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**Grand Mean: 2.57**

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**Key: Strongly Agree (SA) =4, Agree (A) = 3, Disagree (D) = 2, Strongly Disagree (SDA) = 1  
Decision Rule: 1.00 – 1.49 (Very low), 1.50 – 2.4 (Low), 2.50 – 3.49 (High), 3.50 – 4.00 (Very High)**

**Source: Field Survey, 2022**

What are the different leadership styles existing in private universities in Osun state, Nigeria? is the second research question for this study. Intriguingly, Osun's private institutions exhibit a variety of leadership philosophies. Transformative and transactional leadership styles are the two that are covered in this study. On a scale of 1 to 4, these two leadership styles had a mean score of 2.52 and 2.62 respectively. This suggests that transactional leadership style is existing more than transformational leadership style in private universities in Osun state. The grand mean score of 2.54 serves as the level of leadership styles existing private universities in Osun state. However, several of the respondents did not feel comfortable with some of the items on this leadership styles survey. For instance, the statement that says "My boss tells us how we should go about our jobs every now and then" garnered a mean score of 2.18 on the transformational leadership style, which is a low mean score. Many people disagreed with this assertion regarding this particular item as well. 48 out of the total respondents disagreed with this assertion, whilst 24 did. This implies that these respondents see their bosses as transactional leaders. This demonstrates the fact that many of the secretaries in private higher institutions in the state of Osun do leave challenging tasks for their subordinates to complete on their own without providing any kind of assistance.

It may also suggest that, despite the considerable effort put forth by secretaries in Osun state, departmental heads do not offer support. This is a key reason why the mean score for this particular question on the survey is low. The item that had a mean score of 2.50 for leadership style was transformational leadership style, which is another score that is about average. The line item is "My boss makes my colleague to have good impression about me." This may qualify the claim that departmental heads in Osun State's higher institutions are only interested in completing their tasks and are not necessarily thinking about the feelings of people who will

carry them out. In summing up this discussion on leadership style existing in private higher institutions in Osun state, the data in the above table has revealed that there happens to be more form of transactional leadership style in existence than transformational leadership style.

**4.2.3 Research Question 3:** What are the Communication Climates Existing among Secretaries in Private Universities in Osun State, Nigeria?

**Table 4.1.3: Communication Climates Existing among Secretaries in Private Universities in Osun State, Nigeria**

<b>Organizational Climate</b>	<b>SA (%)</b>	<b>A (%)</b>	<b>D (%)</b>	<b>SDA (%)</b>	<b>Std.</b>	<b>Mean</b>
<b>Trust Climate</b>						
I am certain that my immediate boss will not take any decision to tarnish the image of the university I am working for.	20 (27.8)	9 (12.5)	30 (41.7)	13 (18.1)	1.088	2.50
I can rely on the management to keep their promises.	5 (6.9)	21 (29.2)	27 (37.5)	19 (26.4)	.904	2.17
I feel secured in facing unknown new situations.	14 (19.4)	16 (22.2)	22 (30.6)	20 (27.8)	1.088	2.33
I feel comfortable sharing work challenges with my boss.	14 (19.4)	18 (25.0)	18 (25.0)	22 (30.6)	1.113	2.33
<b>Average Mean:</b>						<b>2.33</b>
<b>Willingness to Listen Climate</b>						
I tend to persist in airing my opinion when discussing issues with my colleagues.	26 (36.1)	14 (19.4)	15 (20.8)	17 (23.6)	1.098	2.43
I keep listening to my boss even though I am not interested in the discussion.	10 (13.9)	17 (23.6)	26 (36.1)	19 (26.4)	1.197	2.68
I try as much as possible not to interrupt when my boss is talking to me.	16 (22.2)	19 (26.4)	17 (23.6)	20 (27.8)	1.004	2.25

I do not usually engage in discussions unless I have something to say	20 (27.8)	21 (29.2)	14 (19.4)	17 (23.6)	1.124	2.43
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**Average Mean:** 2.44

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**Grand Mean:** 2.39

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**Key: Strongly Agree (SA) =4, Agree (A) = 3, Disagree (D) = 2, Strongly Disagree (SDA) = 1**  
**Decision Rule: 1.00 – 1.49 (Very low), 1.50 – 2.49 (Low), 2.50 – 3.49 (High), 3.50 – 4.00 (Very High)**

**Source: Field Survey, 2022**

The communication climate of private institutions in Osun state in the context of secretariaship is a bad one. This is evidenced from a mean score of 2.39 on a scale of 1 to 4. This shows that it is very low even below average. Factors responsible for this low climate will be discussed therein. Two indicators was used to measure organizational climate, they are trust climate and willingness to listen climate. Each of the indicators attracted a mean score of 2.33 and 2.44 respectively. Both of these indicators were at a low level of operation. Within the indicator of “trust climate” an item that says “I can rely on the management to keep their promises”. A total number of 46 of the total respondents reacted to this item negatively”. This means that the management of these institutions is not to be trusted. When this is the case, there is high level distrust among workers to the management. Also, many of the respondents also felt that they are not comfortable sharing their work challenges with their boss. This item attracted a mean score of 2.33 which also very much below average. The bosses of secretaries operating in private universities in Osun state are also very much too bossy to the liking of their secretaries. Within the indicator of “willingness to listen” secretaries in the state are saying that they just bear it not to interrupt their bosses when they are talking to them. This attracted a mean score of 2.25. This

could actually mean some form of overbearing attitude on the part of the employees. With these and some other items under organizational climate section of the survey, a grand mean score of 2.39 on a scale of 1 to 4 really shows that the organizational climate existing among secretaries in private universities in Osun state is not encouraging at all.

### 4.3 Test of Hypotheses

**H01:** There will be no significant influence of leadership style on employee commitment of Secretaries in private Universities in Osun State, Nigeria.

**Table: 4:3:1:** No Significant Influence of Leadership Style on Employee Commitment of Secretaries to Private Universities in Osun State, Nigeria

**Table 4.3.1 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.115 <sup>a</sup>	.013	-.001	.399

a. Predictors: (Constant) Leadership style

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.148	1	.148	.932	.338 <sup>b</sup>
	Residual	11.132	70	.159		
	Total	11.280	71			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Leadership style

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.618	.198		13.208	.000
	Leadership style	-.072	.075	-.115	-.965	.338

a. Dependent Variable: Employee Commitment

**Source: Field Survey, 2022**

The F-value (.932) and p-value (0.338), which are not statistically significant at a 95 percent

confidence interval, can be used to explain this.

The results showed that the leadership styles present in Osun State’s private higher institutions had little impact on the employee commitment of secretaries in private universities in Osun state. The results of the regression coefficients show that a change in leadership styles will result in an increase of .115 in the employee commitment of secretaries of private tertiary institutions in the state of Osun. This study accepts the first null hypothesis (H<sub>01</sub>), which claims that employee commitment of secretaries of private higher institutions in tertiary institutions in Osuna state will not be significantly impacted by leadership style ( $R^2 = .013$ ,  $F(1, 70) = .932$ ,  $p = 0.338$ ).

**H<sub>02</sub>:** There will be no significant influence of communication climate on employee commitment of Secretaries to private Universities in Osun State, Nigeria.

**Table 4:3:2:** No Significant Influence of Communication Climate on Employee Commitment of Secretaries to Private Universities in Osun State, Nigeria.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.028 <sup>a</sup>	.001	-.013	.401

- a. LI
- b. Predictors: (Constant), Communication climate

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.009	1	.009	.055	.815 <sup>b</sup>
	Residual	11.271	70	.161		
	Total	11.280	71			

- a. Dependent Variable: Employee Commitment
- b. Predictors: (Constant), Communication climate

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.370	.272		8.727	.000
	Communication climate	.025	.108	.028	.235	.815

- a. Dependent Variable: Employee Commitment

**Source: Field, Survey, 2022**

The findings of the regression analysis for the effect of communication climate on employee commitment are shown in Table 4.3.2. The study's model's capacity for prediction was evaluated using R. The findings in the table indicate that there is no statistically marginally significant link between communication climate and the expansion of the employee commitment ( $R = .28$ ), which is not relatively favorable. The employee commitment under consideration varied by 28%, and the remaining 72% was explained by an external variable other than communication climate, according to the coefficient of determination ( $R^2$ ) of .028. This finding indicates that communication climate had a regression test that used the ANOVA (overall model significance). This experiment looked at whether the communication climate affected employee commitment of secretaries in private Universities in Osun State significantly. The F-value (.055) and p-value (0.815), which is not

statistically significant at a 95 percent confidence interval, can be used to explain this. The results showed that the communication climate present in Osun State's private higher institutions had no impact on their employee commitment. The results of the regression coefficients show that a change in communication climate will result in an increase of .028 in the employee commitment. This study accepts the second null hypothesis (Ho2), which claims that employee commitment will not be significantly impacted by communication climate ( $R^2 = .001$ ,  $F(1,70) = .055$ ,  $p = 0.81$ ).

**H03:** There will be no significant combined influence of leadership styles and communication climate on employee commitment of Secretaries to private Universities in Osun State.

**Table 4:3:3: No Significant Combined Influence of Leadership Styles and Communication Climate on Employee Commitment of Secretaries to Private Universities in Osun State**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.176 <sup>a</sup>	.031	.003	.398

a. Predictors: (Constant), Communication climate, Leadership style

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.349	2	.174	1.100	.338 <sup>b</sup>
	Residual	10.931	69	.158		
	Total	11.280	71			

a. Dependent Variable: Employee Commitment

a. Predictors: (Constant), Communication climate, Leadership style

<b>Coefficients</b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.410	.271		8.902	.000

Leadership style	-.143	.098	-.227	-1.464	.148
Communication climate	.157	.140	.174	1.125	.265

a. Dependent Variable: Employee Commitment

**Source: Field, Survey, 2022**

The influence of leadership styles and communication climate on employee commitment of secretaries in private universities in Osun state is examined using multiple regression analysis in Table 4.3.3. A model summary that establishes how the model equation fits the data is presented in the table. The study's model's predictive ability was determined using the coefficient of determination  $R$ . According to the findings, employee commitment of secretaries in private universities in Osun state is lowly positively statistically significantly correlated with leadership style and communication climate ( $R = .176$ ). The Adj.  $R^2$  of .003 demonstrates that the combination of leadership style and communication climate explained .003% of the variation in employee commitment among the respondents under investigation, with the remaining 97% being explained by other exogenous variables other than the leadership style and communication climate under investigation. This finding implies that 97% of employee commitment of secretaries in private institutions in Osun state is influenced by leadership style and communication climate. The table also displays the results of a multiple regression test using the ANOVA (overall model summary), which showed that the commitment of secretaries in private Universities in Osun state is only significantly influenced by leadership style and not communication climate. The F-value (1.100), unstandardized coefficient values of -.143 and .157 as well as a t value of .948 can all be used to explain this. This suggests that attempting to achieve employee commitment by fusing leadership style and communication climate will not be the most successful.

#### 4.4 Discussion of Findings

The first research question of this study says “what is the level of employee commitment of secretaries in private universities in Osun state, Nigeria?”. This study found that the commitment level of secretaries in private universities in Osun state is low. The level of commitment going by the findings of this study is low. Many factors contributed to the low level commitment of these form of workforce. A scholar asserted that “Employee commitment is the sense of unity and loyalty they have for the company. This is typically centered on individual understandings with the organization's rules and practices as well as possible interactions that workers may have while acting as its representatives. Employees' perceptions and beliefs is that they contribute to the organization's productivity in some way. Employee attitudes toward the company are largely predicted by organizational commitment, which is also a key predictor of turnover behavior, a tendency to retreat, and organizational citizenship conduct <sup>1</sup>. This assertion negates one of the outcomes of this research question. In one of the items used to measure employee commitment which is under affective commitment which serves as one of the indicators used in measuring employee commitment. An item under this construct says “I am emotionally attached to my higher institution of learning”. Thirty-Six of the participants admitted that they totally disagree with this assertion. Another finding under this indicator is associated with an item that says “I feel that my value is greater in this university which makes me feel committed”.A total number of 47 respondents also disagreed with this assertion. All in all, studies have shown that dedication has an important effect on an organization's successful performance. This is due to the fact that a very committed employee will be part of the organization's goals and values, have a stronger desire to be a part of the organization, and be more willing to go above and beyond what is required of them in their daily activities. The committed human resources should be seen as a

competitive advantage in as much as human resources are considered to be an organization's greatest assets<sup>2</sup>. Therefore majority of the descriptive findings under the area of employee commitment in this study is totally on the negative side.

Another research question in this study says “what is the different leadership styles existing in private higher institutions in Osun state where secretaries are working”? The answer to this research question is that transactional leadership style is more in operation than transformational leadership style. Even though the mean scores of both leadership styles was just at the average level, one was more in existence than the other. Studies have shown that Transformational leaders demonstrate no controlling powers but motivate enablement and inspiration of the subordinates<sup>3</sup>. Transformational leaders is said to hold positive expectations for followers; it increases levels of motivation and morality. Transformational leadership is a system whereby a leader work in conjunction with subordinates to identify the needed change, create a vision to guide the change, and implement the change. A Transformational leader is set to transform his or her followers' needs and redirect their reasoning; it needs charismatic leadership with personalized reflection and intellectual stimulation. Going by the findings of this research question, this is in total contrast to the assertion above. Transactional form of leadership style has been found in scientific studies not to be an acceptable form of leadership in organizations. It is asserted that “a leader that practices transactional leadership encourages cooperation from their followers by using both rewards and penalties. Transactional leaders concentrate on maximizing the effectiveness of current processes and procedures; they care more about adhering to the law as it stands than on changing the organization. Using social behavior exchanges to their most potential at the lowest possible cost is known as transactional leadership<sup>4</sup>. The management leadership approach, also known as transactional leadership, emphasizes the importance of

organization, group performance, and supervision. The foundation of transactional leadership is the idea that leaders and followers should trade rewards”. In all, this research question shows that transactional leadership style is more in operation than transformational leadership styles in private Universities in Osun state. This must have also been the reason why the commitment level is low.

The third research question of this study says “what are the communication climate existing among secretaries in private Universities in Osun state, Nigeria? This study made use of two indicators to measure communication climate. They are” trust climate and willingness to listen climate. Both indicators going by the findings of this study show that they are below average. This implies that the communication climate existing in private universities in Osun state is not harmonious for the employees of these institutions. It has once been asserted that “supportive climate is defined as a setting where work is done within the parameters of provisionalism, empathy, equality, spontaneity, problem-orientation, and description, whereas the defensive climate is defined as a setting where evaluation, control, strategy, neutrality, superiority, and certainty are present. Numerous researchers agreed that Gibb's findings were crucial to understanding the supportive and defensive communication milieu. A communication study stressed that in the process of running an organization, communication is in charge of tying individuals together to achieve shared objectives. The success of any firm depends not only on qualified individuals but also on interactions between the staff and customers in a democratic workplace and focused communicative link between participatory decision making, openness, trust, and supportiveness <sup>5</sup>. This assertion counters the findings associated with this research question. Considering the fact that the two indicators of communication climate in this study

recorded a low level mean score, it indicates that this climate existing in private universities in Osun state is not favorable to secretaries working in these institutions.

The first null hypothesis of this study was about investigating if leadership style will significantly influence employee commitment of secretaries in private universities in Osun state. This null hypothesis was accepted because it was found that leadership styles existing in private universities in Osun state did not in any way influence the commitment of secretaries in private universities in Osun state. This finding of this null hypothesis contradicts the findings of a particular study where it was reported that that transformational form of leadership style was found to be a determinant of employee commitment <sup>6</sup>. In another study, it was found that leadership style do have a significant influence on organizational commitment <sup>7</sup>. Many studies have affirmed that to a large extent leadership style will definitely bring about employee commitment, however, some of these studies did not specify by saying which type of leadership style can bring about employee commitment. But all in all, leadership style will definitely bring about employee commitment <sup>47, 71</sup>. A second null hypothesis of this study says that “there will be no significant influence of communication climate on employee commitment of secretaries to private universities in Osun state. By the time this hypothesis was tested, it was accepted because it was found that communication climate did not significantly influence employee commitment of secretaries in private universities in Osun state. This is quite strange because many studies empirically reviewed in this study proved otherwise <sup>170, 171</sup>. The third null hypothesis of this study was a combined one, whereby, it was examined if leadership style and communication climate will significantly influence organizational commitment. The result of these testing shows that both variables did not influence employee commitment.

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## Chapter Five

### Conclusion

#### 5.1 Summary of Findings

This study examined the influence of leadership style and communication climate on employee commitment of secretaries in Osun state, Nigeria. Secretaries in private universities served as the

respondents for this study. There were about over seventy secretaries surveyed in this study. The following are the specific findings of this study:

1. Transactional leadership style was found to be a more prominent form of leadership style existing in private universities in Osun state than transformational leadership style.
2. Communication climate existing in private universities in Osun state is also nothing to write home about.
3. It was also found in this study that leadership style did not significantly influence employee commitment of secretaries in private universities in Osun state.
4. Communication climate was found to not significantly influence employee commitment of secretaries in private universities in Osun state.
5. From a combined perspective, leadership style and communication climate were both found not to significantly influence employee commitment of secretaries in private universities in Osun State

## **5.2 Conclusion**

This study has proven that a situation whereby transactional leadership style is a more dominant form of leadership style existing in organizations, to a large extent the workforce of that organization will remain less committed to the organization they are working for. Also, when employees fail to listen to their bosses or when there is low level of trust on the part of employees, this sums up to mean that communication climate, to a large extent, there will be low level of commitment in the context of affective, continuance and normative form of commitment by the workforce to the organization they are working for. The study has been able to establish that transformational leadership style is a more acceptable form of leadership style as well as a

harmonious communication climate in the context of willingness to listen and trust will go a long way in bringing about employee commitment.

### **5.3 Recommendations**

Based on the findings of this study, the following recommendations are hereby postulated.

- i. Leaders at any level in a Nigeria's educational institution should adopt transformational leadership skills. These skills should be extended to their subordinates as this will make their subordinates to be holistically committed to their organization.
- ii. The Management of the Institutions in Nigeria should understand that in as much as they can't do most of the work available in a higher institution, the secretaries are there to give a helping hand, then they should always give a listening ear all the time to their secretaries. When this is done, the secretaries will have a sense of belonging and also believe strongly in the organization they are working for.
- iii. The Management of the Institutions should always keep to any promise or policy they formulate in the place of work especially those made to secretaries. When this is done, secretaries will go any length to do any possible to give their best to the parent institution they are working for.
- iv. Organizational heads have got to promote to a large extent a trust climate in their organization. This will go a long way in reducing high level turnover among employees in organizations.
- v. For there to be high level commitment of secretaries to the organization they are working for, a mix of both transformational leadership style and the indicators of communication climate (willingness to listen and trust) have got to be displayed by management personnel of higher institutions in the country. A mix of these two variables will definitely make an employee to be perfectly committed to his or her organization.

#### **5.4. Contribution to Knowledge**

This study has shown that the transformational leadership style is the most effective form of leadership style that can be displayed by organizational heads in an organization. Apart from this, transformational leadership has elements of democratic tendencies embedded in it and this study has proven that committed employees do have soft spot for transformational leaders. Any organization that has more of a transactional leadership style in dominance, will have lesser committed employees. A suitable communication climate that has elements of communication climate in existence such as willingness to listen and trust will also make employees in such organizations remain committed to such organizations. In total, this study has shown that for organizations to perform optimally, a combination of both transformational leadership style and effective communication climate will definitely go a long way in making employees remain glued to the organization they are working for.

#### **5.5 Suggestions for Further Studies**

Below are areas in this study that can actually be expanded by other researchers.

1. The role by which transformational leadership style can bring about commitment of employees to their organization.
2. Comparative analysis from qualitative and quantitative perspectives as regards how it can influence organizational commitment and communication climate.
3. Influence of transactional leadership style on affective, continuance and normative forms of organizational commitment.
4. Application of demographic factors in influencing organizational commitment of secretaries in different parts of Nigeria.

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## Appendix I

**Lead City University**  
**Faculty of Communication and Information Sciences (FCIS)**  
**Department of Information Management**

Dear Respondent,

I am a Master's student of the above-named institution gathering data for the purpose of academic research on 'Leadership Styles, Communication Styles and Employee Commitment of Secretaries to Private Universities in Osun State, Nigeria'. To achieve this, your optimum cooperation is needed; there is no right or wrong answers. All your responses will be kept confidential and used for academic research purpose only.

Thank you.

### **Section A: Demographic Information**

1. Gender: Male (  ), Female (  )
2. Age: 20 – 25 (  ), 26 – 30 (  ), 31 – 35 (  ), 36 – 40 (  ), 41-45 (  ), 46 and above (  )
3. Educational Level: HND (  ) Bachelor's degree (  ) Master's degree (  ) Ph.D (  )
4. Years of Working Experience: 1 – 5 (  ); 6 – 10 (  ), 11 – 15 (  ), 16 – 20 (  ),  
21 – 25 (  ), 26 - 30 (  )

### **Section B: Level of Employee Commitment of Secretaries to Private Universities in Osun State, Nigeria**

The statement in this section concerns employee commitment as observed by the Private Universities in Osun State, Nigeria. Using the four-point Likert scale provided below: Please tick the appropriate choice that indicates your opinion on level of commitment in your institution.

Strongly Agree = SA, Agree = A, Disagree = D, Strongly Disagree = SD

S/N	Please indicate your level of agreement with the following	SA 4	A 3	D 2	SD 1
<b>Affective Commitment</b>					
1	I am emotional attached to this higher institution of learning				
2	My desire is to talk about my workplace with my acquaintance				
3	I sense that the emerging problems in my workplace are like my own problems				
4	I sense my supervisor will assist me if work becomes difficult.				
5	I get the support I need from my supervisor.				
<b>Continuance Commitment</b>					
1	I want to stay in my workplace because they provide me with various benefits.				
2	I sense my worth is greater in this University which makes me feel devoted.				
3	Exiting the University will be very much unbearable for me.				
4	I have a sense of belongingness between my contemporaries and the Institution I am working for.				
5	I experience care among my colleagues and the Institution I am working for as a whole.				
<b>Normative Commitment</b>					
1	I prefer to stay in the Institution due to the recognition and promotions I have received.				
2	I feel it is unprincipled for me to change jobs only for my personal gain.				
3	I prefer to stay loyal to the University because of the investment in me.				
4	I would be very happy to spend the rest of my career with this organization.				
5	My commitment to this organization has led me to being highly productive.				

### Section C: Leadership Styles existing in Private Universities in Osun State, Nigeria

The statement in this section is concerned with leadership styles as observed in Private Universities in Osun State, Nigeria. Using the four-point Likert scale provided below: Please tick the appropriate choice that indicates your opinion on organizational culture orientation of your Institutions.

Strongly Agree = SA, Agree = A, Disagree = D, Strongly Disagree = SD

S/N	Please indicate your level of agreement with the following	SA	A	D	SD
		4	3	2	1
<b>Transformational Leadership Style</b>					
1	My boss makes my colleague to have good impression about me				
2	My boss has complete faith in me				
3	My boss tells us how we should go about our jobs every now and then				
4	My boss provides solution on how to solve issues in our organization				
5	My boss is proud to be associated with me				
6	My boss always help my colleagues find meaning in their work				
<b>Transactional Leadership Style</b>					
1	My boss discuss with others on what they are to do if they want to be rewarded in their work				
2	My boss provides recognition/rewards when myself and colleagues reach our goal				
3	My boss calls attention to what I can get if I accomplish my goals.				
4	In as much as things are working fine, my boss sees no reason for changes in my organization.				
5	My boss fails to interface until the problem become serious				
6	My boss waits for things to go wrong before taking action on issues				

**Section D: Communication Climate of the Private Universities in Osun State, Nigeria.**

The statement in this section concerns communication climate of the secretaries of Private Universities in Osun State, Nigeria. Using the four-point Likert Scale provided below. Please tick the appropriate choice that indicates your opinion.

Strongly Agree = SA, Agree = A, Disagree = D, Strongly Disagree = SD

S/N	Please indicate your level of agreement with the following	SA	A	D	SD
		4	3	2	1
<b>Trust</b>					
1	I am certain that my immediate boss will not take any decision to tarnish the image of the University I am working for.				
2	I can rely on the management to keep their promises.				
3	I feel secured in facing unknown new situation.				
4	I feel comfortable sharing work challenges with my boss.				
<b>Willingness to Listen</b>					
1	I tend to persist in airing my opinion when discussing with my colleagues				
2	I keep listening to my boss even though I am not interested in the discussion.				
3	I try as much as possible not to interrupt when my boss is talking to me.				
4	I do not usually engage in discussion unless I have something to say				

## Biodata

### A. Personal Data

Full Name: **OYELADE Temitope Deborah**

Address: Block 2, Flat 4, Redeemer's University Staff Quarters,  
Redemption Camp, Mowe, Ogun State

Email: [oyeladet11@gmail.com](mailto:oyeladet11@gmail.com)

Phone No. 08028518614

Date and Place of Birth: 10<sup>th</sup> June, 1968. Ibadan, Oyo State

Sex: Female

Marital Status: Married

Nationality: Nigerian

Name and Address of Next of Kin Mr. Julius A. Oyelade. Same address as above.

### B. Schools Attended with Dates

- i. Lead City University, Ibadan - 2020 – 2022
- ii. Tai Solarin University of Education,  
Ijebu-Ode - 2007 – 2012
- iii. Lagos City Computer College, Lagos - 1993 - 1994
- iv. Dele Industrial Training Centre, Lagos - 1990 - 1992
- v. Our Lady of Apostles, Mary-Way,  
Odo-Ona, Ibadan - 1980 – 1985
- vi. IMG Primary School, Ibadan, Oyo State - 1974 – 1980

### **Academic Qualification with Dates**

i.	Result Awaiting University Senate Approval	-	2022
ii.	B.Sc(Ed) Secretarial Administration	-	2012
iii.	Certificate in Application Packages	-	1994
iv.	Diploma in Secretarial Studies	-	1992
v.	West African School Certificate	-	1985
vi.	First School Leaving Certificate	-	1980

### **C. Professional Membership**

Associate, Chartered Institute of Personnel Management of Nigeria  
ACIPM

### **D. Working Experience with Dates**

#### **• Copy Typist**

Brian Munro Limited, Oke-Bola, Ibadan - 1988 – 1990

#### **Shorthand Typist**

Brian Munro Limited, Apapa, Lagos - 1990 – 1993

#### **Shorthand Typist**

Institute of Personnel Management, Alausa, Ikeja - 1993

#### **Secretary/Computer Operator**

Igala Construction Co. (Nig). Limited, Oshodi - 1994

#### **Secretary/Computer Operator**

3-Wheeler, Ilupeju Industrial Estate - 2000 - 2001

**Secretary**

POP Press Limited, Abule-Egba - 2002 – 2003

**Secretary II**

Redeemer's University, Redemption Camp - 2005 – 2008

**Secretary I**

Redeemer's University, Redemption Camp - 2008 – 2011

**Senior Confidential Secretary**

Redeemer's University, Redemption Camp - 2011 – 2015

**Personal Secretary II**

Redeemer's University, Ede, Osun State - 2015 – 2021

**Administrative Officer**

The Redeemed Christian Church of God,  
Redemption Camp - 2021 – till date

**E. Conference/Workshop Attended**

- i) Chartered Institute of Personnel Management, 8<sup>th</sup> Annual Conference of Ogun State Branch.  
Theme: Combating Nepotism, Favoritism and Corruption in the Workplace: Role of People Managers, held in Redemption City, on 1<sup>st</sup> September, 2022.
- ii) Chartered Institute of Personnel Management, 54<sup>th</sup> International Conference and Exhibitions  
Theme: Leading People, Growing Nations, held at Port Harcourt between 17<sup>th</sup> and 21<sup>st</sup> October, 2022.

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SIGNATURE

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DATE

## University Compliance Certificate

This is to certify that this thesis written by Temitope Deborah OYELADE, matric number LCU/PG/001828 in the department of Information Management, Lead City University, Ibadan is in full compliance with the University format and style.

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**Signature**

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**Date**

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA