IMPACT OF LEADERSHIP STYLE ON OFFICE MANAGERS' MOTIVATION

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Abstract

This study investigated the impact of leadership style on office manager motivation. Two research questions guided the study. A descriptive survey research design was utilized. The target population of the study was 87 office managers in Lagos State University, LASU, Lagos State, Nigeria. Using purposive sampling technique, a total of 75 office managers in Lagos State University, LASU, Lagos State, Nigeria were selected as sample size of the study which represents 86.2% of the entire population of the study. Research self-developed instrument tittle: Leadership Style and Office Manager Motivation Questionnaire (LSOMQ) with 0.95 as reliability coefficient was used for data collection. Demographic characteristics of the respondents were analyses and presented using frequency count, percentage and bar-chart. Research questions were answered using descriptive statistics of mean and standard deviation. The findings of the study revealed that the level of office managers motivation in public organization was on average level. Out of all the leadership styles practices, transformational leadership with mean value of 3.94 has the highest mean value. The implication of this result was that larger numbers of the HOD of office managers adopted transformational leadership. The study recommended that government through universities authority should always provide training and re-training exercise for office managers to continue to motivate their job effectiveness. The leader or HOD should endeavor to include office manager in decision making progress in the department.

Keywords: Leadership Style, Office Manager, Motivation, Public Organization.

Introduction

An executive assistant who succeeds in office chores, displaying the ability to take on responsibility both with and without direction, shows initiative and sound judgement, and makes choices within the constraints of granted authority is known as an office manager (White & Alexandra, 2021). The capacity to boost engagement, increase productivity, raise

levels of creativity in terms of innovative idea generation, reduce absenteeism, and increase turnover are just a few of the advantages that motivating an employee like an office manager may bring to the company. The degree of dedication, zeal, and originality that office manager brings to work each day is referred to as motivation. Putting out the required impact and activity for work-related tasks is also a natural and internal desire. The secretary has to be contacted in order to be motivated, and in order to reach out, one must fully comprehend the nuances of the person's personality (Arisman, 2022). The goal of motivation should be to enhance organizational performance. But for it to work, it also has to be crafted such that the office manager can see its advantages. In reality, office managers may best motivate their staff when they can successfully merge their personal and professional goals. Office manager performance is impacted by motivation, and leaders often use financial incentives to promote motivation. Positive (incentive motivation) or negative (demotivation) effects may result from the motivational process. The level of office manager motivation is influenced by how strongly he is driven to achieve his objectives (Kumar &Misra, 2018). Office manager performance is impacted by motivation, and one aspect that impacts secretary motivation is remuneration (Obeidat, Mitchell, & Bray, 2019). Even while Ankomah, Kumah, and Karikari (2020) found that financial incentives did not improve office manager morale, they also found that non-financial incentives (i.e., the workplace environment) had a substantial impact in motivating office managers. Office manager motivation is a challenge that many organizations have, and a leader's interactions with office managers have an impact on the effectiveness of their organization (Jauhari, Singh, & Kumar, 2021).

The motivation of office managers' performance is greatly influenced by leadership style because actual changes are taking place in modern organizations as a result of the new realities of smaller staff, increased workloads, longer working hours, and a greater emphasis on performance, decision making, risk, and flexibility. Office manager communication is crucial to management's attempts to enlighten and inspire staff members who are more able to adjust to change or to re-direct those who are bewildered by it. In addition to the general need for communication, managing the organization's employee relations has unique communication needs. As a leader, communication is crucial. The sole necessary abilities for successful leadership, however, are not only communication skills. Some of the abilities that leaders use for successful organizational performances are these and communication skills. A society's objectives may be achieved in a variety of ways, and a leader's leadership style is a crucial component of that. The amount of contentment or discontent a given workforce experiences at work is determined by the leadership style choices made by the top management. Accordingly, the key element that separates a successful organization from one that is unsuccessful is leadership style (White & Alexandra, 2021).

The present paper was driving by dyadic leadership theory proposed by House, Wright, and Aditya (1997). The dyadic leadership theory is the foundation of this work. According to this idea, the interaction between a leader and a follower highlights how the influence of the leader affects a follower's capacity and drive to achieve a goal. The idea also makes it evident that a subordinate's behaviour, attitudes, and motivation are most strongly influenced by the behaviour of the leader. The importance of leadership style in all facets of life cannot be understated. The main characteristic that separates a successful organization from an unsuccessful one is leadership. Other characteristics include effective administration from

poor administration and successful company from failing business. Leadership is essential for giving the organization purpose and direction as it works to achieve its objectives. According to research, managers use a variety of leadership styles to allow them to provide appropriate direction to subordinates in order to achieve organizational objectives. As a result, some managers adopt and incorrectly apply leadership techniques, which makes the secretary's job harder by bridging the manager and clients or visitors. These are thought to be used separately based on the situation(s) that exist inside a company area.

Ayanleke, Oshin, Lawal, Olateju, and Agbera (2023) looked into how the perceived leadership style of a few Nigerian beverage manufacturing businesses affected employee motivation. The research found that in order to outcompete opponents, businesses must provide competent workers with competitive pay packages and a dynamic work environment. Among other recommendations, it suggests that businesses should provide employee rewards programmes and recreational facilities to increase commitment. The impact of motivation and leadership style on worker performance was investigated by Arisman (2022). They used content analysis. According to the research, a leader's effect on a subordinate's ability to accomplish their leadership duties is directly related to their leadership style and employee performance. Odusina, Dasaolu, and Agbonna (2022) looked at the perceived influence of secretarial skills and motivational tools as predictors of secretaries' job performance in private firms in Ogun State, Nigeria and found that the outcomes showed that interpersonal skills, innovation skills, self-improvement skills, interpersonal connection skills, and information and communication technology abilities were among the indications of a secretary's employment. Other indicators included interpersonal and communication skills, analytical and research skills, flexibility, adaptability, and the ability to manage multiple priorities, as well as planning, organizing, and result-driven skills. White and Alexandra (2021) looked at how leadership strategies affected secretaries' productivity. According to the dyadic relationship theory, the research examines the interaction between a leader and a person while keeping in mind that the impact of the leader affects a person's motivation and ability to achieve a goal. The research came to the conclusion that democratic leadership techniques encourage employees to actively participate in the administration of an organization. As a result, leaders must make sure that the needs of their subordinates come first.

Statement of the Problem
In every field, an organization's success can be linked back to the leadership's vision and determination. Therefore, having successful leadership styles is essential to the organization's existence if it wants to keep competent office managers. Effective leadership is essential for an organization's overall effectiveness and efficiency, as well as for the motivation of office managers in particular. Office manager performance is crucial for achieving organizational goals, and it can be accomplished through effective leadership. Therefore, it follows logically that leadership styles would have a substantial impact on office manager motivation, even if the form of this link varies across nations or organizations. This research thus sought to investigate the impact of leadership style on office manager motivation.

Objectives of the Study
The main objective of the study was to examine the impact of leadership style on office manager motivation. Specific objectives are:

1. Identify level of office manager motivation in public organization.
2. Ascertain categories of leadership styles practices for office manager motivation in public organization.

Research Questions

This study was led by the following research questions.:
1. To what level are office managers motivated in public organization?
2. What are the categories of leadership styles practices for office manager motivation in public organization?

Methodology

The present study sought to adopt a descriptive survey research design. The justification for the usage of this design was the it assisted the researcher to gather necessary information needed towards achieving aim and objectives of the study. The target population of the study was 87 office managers in Lagos State University, LASU, Lagos State, Nigeria as at August, 2023 (Establishment Office, LASU, Ojo, Lagos State). Using purposive sampling technique, a total of 75 office managers in Lagos State University, LASU, Lagos State, Nigeria were selected as sample size of the study which represents 86.2% of the entire population of the study. The questionnaire for data collection in this study was self-developed by the researcher tittle: Leadership Style and Office Manager Motivation Questionnaire (LSOMQ). This instrument (LSOMQ) was apportioned into two sections. Section 1 was based on demographic features of the respondents such as gender, age, religion, qualification and working experience. The second section which was section 2 focused on the items relating to level of office manager motivation and categories of leadership styles practices for office manager motivation. However, the instrument was based on four scales format such as Highly True (HT), True (T), Not True (NT) and Never True (NT). The study instrument (LSOMQ) was validated by expert, that is, the supervisor of the study carried out professional treatment on the study instrument by editing and perfecting the items on the issues raised towards answering research questions as well as testing the hypotheses. Before the instrument (LSOMQ) was subjected to sample size for data collection; the instrument was first subjected to reliability test. The instrument was subjected to 10 secretaries in Olabisi Onabanjo University for test-re-test strategy. The information's gathered were subjected to Pearson Product Moment Correlation (PPMC) formula and the resultant reliability for the instrument reported as 0.95. Primary method of data collection was adopted in this study through the aid of researcher developed questionnaire (LSOMQ). The researcher collected letter from the head of department summited to Lagos State University showing his interest and reasons for the study. The researcher with the help of three trained research assistants explained the contents of the instrument to the respondents. It took researcher three weeks for the completion of the instrument administration. However, a total of 75 copies of the instruments were distributed for administration, but only 72 copies were retrieved. Retrieval rate was 96% and this was adopted for data estimation. Demographic characteristics of the respondents were analyses and presented using bar-chart. Research questions were answered using descriptive statistics of mean and standard deviation.

Results and Discussion
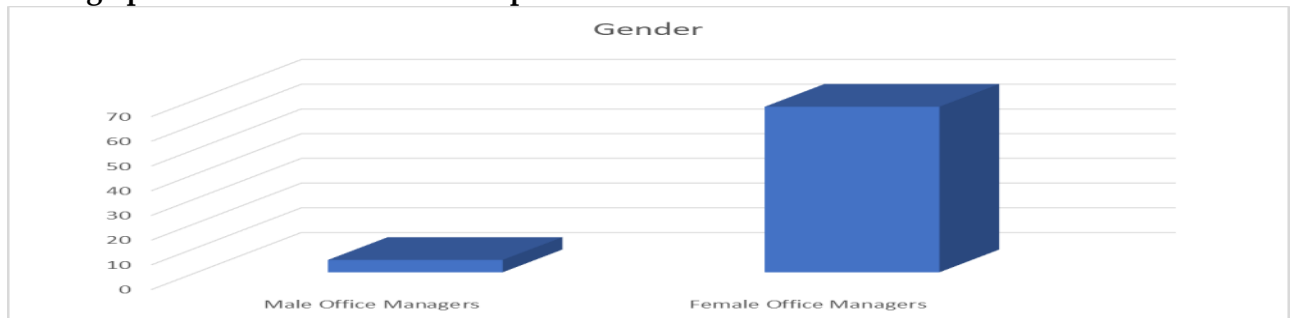### Demographic Characteristics of the Respondents

Figure 1: Bar-chart showing gender distribution of the respondents

Figure 1 showed that 93.05% of the sample size, or 5 respondents, were female and 6.944% were male. This suggested that more female office managers responded to the survey than male office managers.
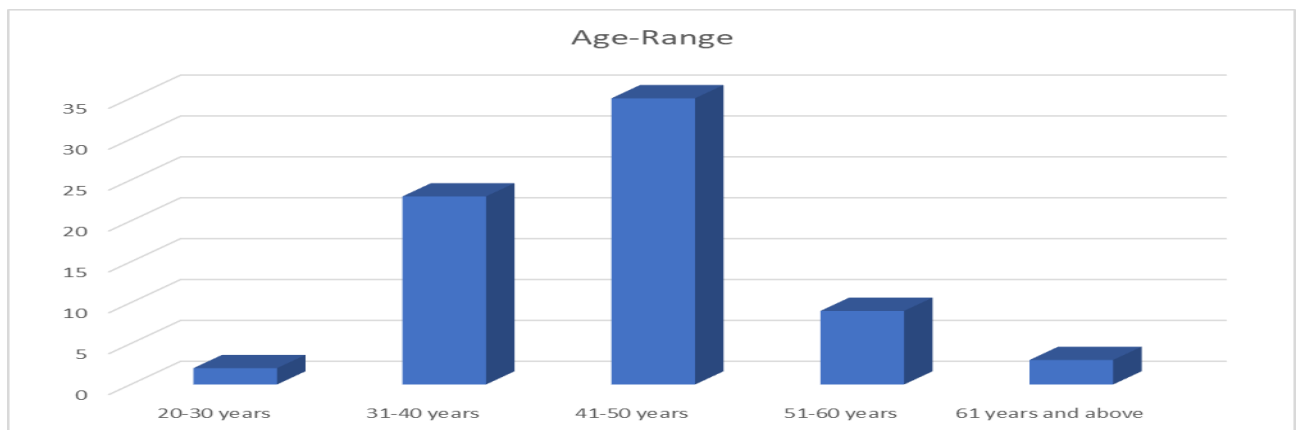

Figure 2: Bar-chart showing age-range of the respondents

According to figure 2, 2.777% of the sample size, or 2 respondents, were between the ages of 20 and 30; 3.94% were between the ages of 31 and 40; 48.61% were between the ages of 41 and 50; 12.50% were between the ages of 51 and 60; and 4.166% were between the ages of 61 and older.
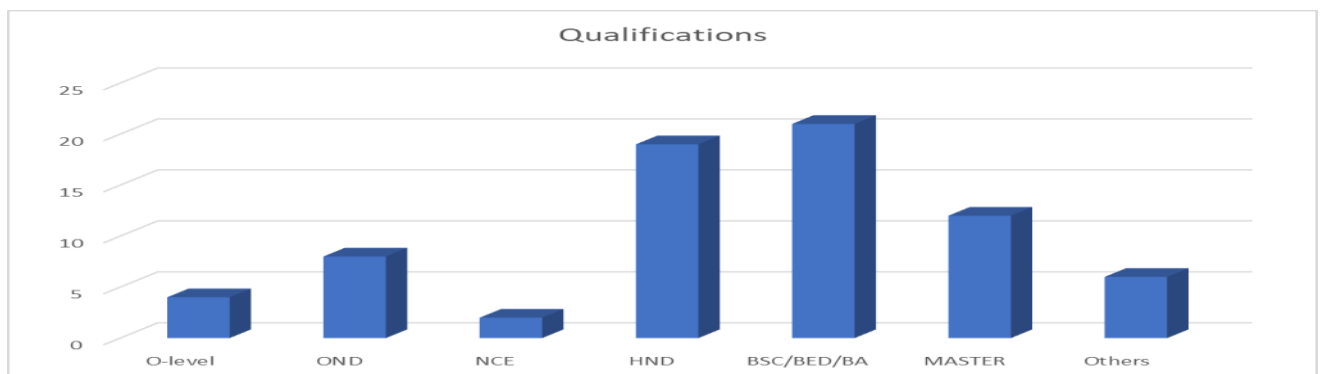

Figure 3: Bar-chart showing qualifications of the respondents

Table 3 revealed that 4 respondents, or 5.555% of the sample size, had O-levels, while 11.11% had ONDs, 2.777% had NCEs, 26.38% had HNDs, 29.17% had BSC/BED/BAs, 16.67% had master's

degrees, and 8.333% had other degrees that were not included in the study. This suggested that more respondents had earned their first degree.

Figure 4: Bar-chart showing working experiences of the respondents

Figure 4 showed that 8 respondents, or 11.11% of the sample size, were between the ages of 0 and 5, 12.50% were between the ages of 6 and 10, 47.22% were between the ages of 11 and 15, 16.67% were between the ages of 16 and 20, 5.555% were between the ages of 21 and 25, and 6.944% were between the ages of 26 and above. This finding indicated that the majority of respondents were seasoned office managers.

Descriptive Analysis of the Research Questions

Research Question 1: To what level are office managers motivated in public organization?
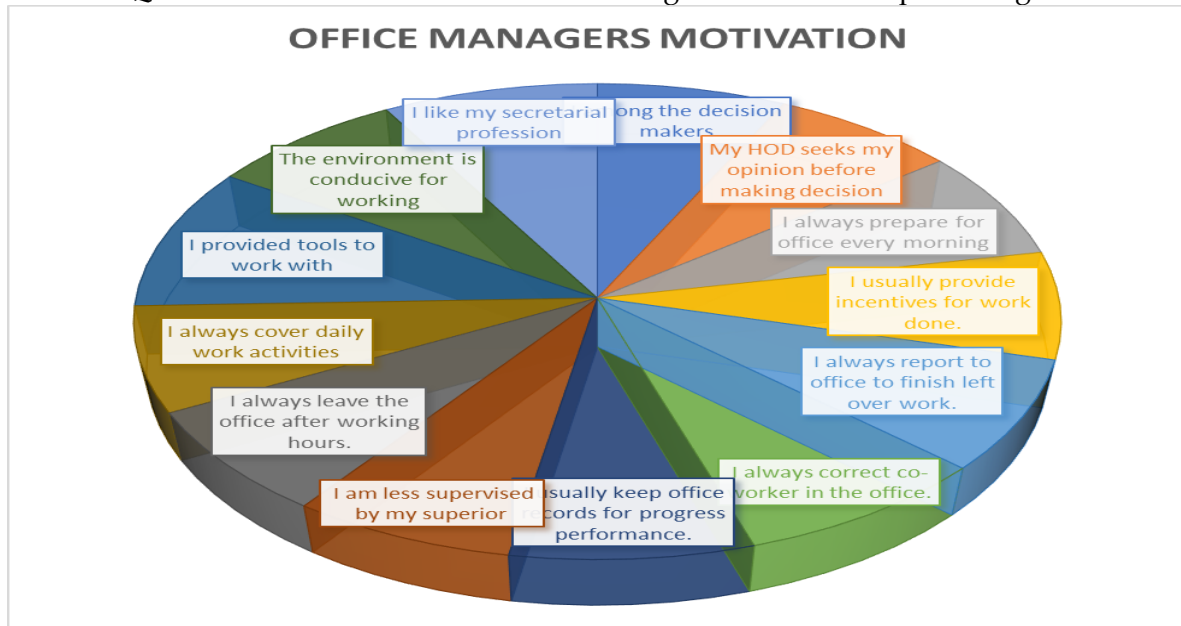

Figure 5: Pie-chart showing the level of office managers motivated in public organization

From figure 5, cluster mean was found to be 2.68 which greater than the bench mark of 2.50. The implication of this was that the level of office managers motivation in public organization was on average level.

Research Question 2: What are the categories of leadership styles practices for office manager motivation in public organization?

Figure 6: Pie-Chart showing the categories of leadership styles practices for office manager motivation in public organization

Figure 6 showed the categories of leadership styles practices for office manager motivation in public organization. Although, cluster mean was 3.42 which greater than 2.50. Even with that, out of all the leadership styles practices, transformational leadership with mean value of 3.94 has the highest mean value. The implication of this result was that larger numbers of the HOD of office managers adopted transformational leadership.

Discussion of Findings
The study's conclusions showed that office managers in public organizations were generally motivated. The HOD of office managers accepted transformational leadership in greater proportions. These results corroborated those of Ayanleke, Oshin, Lawal, Olateju, and Agbera (2023), who found that transformational leadership style has an impact on secretaries' training and development whereas transactional leadership style has an impact on the employee compensation system. According to Arisman (2022), a leader may have a big impact on how well a team member performs their leadership duties by using their leadership style. According to Odusina, Dasaolu, and Agbonna (2022), there is a strong correlation between secretarial abilities and secretaries' work performance in private organizations in Nigeria's Ogun State. The results also shown a strong correlation between secretaries' work performance in Ogun State, Nigeria, private organizations and motivating techniques. It was suggested that the wages/salaries and other fringe benefits of secretaries should be reviewed periodically upward via the process of collective bargaining. According to White and Alexandra's (2021) analysis, democratic leadership techniques encourage secretaries to actively participate in the administration of an organization; as a result, managers must make sure that the wellbeing of their staff comes first. Mohammed (2018) demonstrated that, when applied independently, the transformational leadership style predicted employee performance more accurately than the transactional and autocratic styles. According to Mensah, Addaquay, and Davis (2018), an authoritarian leadership style is not always associated with high absenteeism and turnover, poor productivity, and communication distortion.

Conclusion
Having examined the impact of leadership style on office manager motivation; the following conclusion were drawn based on the findings of the study that:
1. The level of office managers motivation in public organization was on average level.

2. Transformational leadership practices have the greatest mean value overall, with a mean value of 3.94. This finding had the inference that more HOD of office managers had accepted transformational leadership.

Recommendations

The following recommendations were provided from this study:

1. Government through universities authority should always provide training and re-training exercise for office managers to continue to motivate their job effectiveness.
2. The leader or HOD should endeavor to include office manager in decision making progress in the department.
3. There should be work-life balance between office manager work and home responsibilities.
4. Job security should be provided for the office managers.
5. Office environment should be made conducive as a way of motivating office manager job effectiveness.

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