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Organizational Communication, Leading and Motivation of Information Record Managers in a Nigerian University

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The study examined organizational communication, leading and motivation of information record managers in Babcock University, Nigeria. The following departments were examined: Library, registry, bursary, human resources and student development respectively. Workers who are motivated are exited to go extra miles to discharge their duties to improve organizational effectiveness. Incidentally, some organizations put unconcerned behaviours toward motivating their workers. Whereas, unmotivated workers apply negative attitudes on their job capable of yielding low productivity in the organization. The study employed descriptive survey design. The population is 178 record managers drawn from the units of the university. Total enumeration was used for sampling technique. A validated structured questionnaire was used to collect data from respondents. The retrieved data was analyzed using descriptive and inferential statistics. The findings of the study showed that to a high extent, information record managers in Nigeria Universities are motivated. It also showed that teamwork, participatory and coaching leadership styles were adopted by Babcock university to reach information record managers. It was equally discovered in the study that the university utilized both formal and informal methods of communication on the information record managers. The study indicated that there is a significant relationship between organizational communication, leading and motivation of information record managers. The study concluded that Babcock university should continue to motivate their information record managers hence their existence lies on the produced records.

Key Words: Babcock University, Leading, Motivation, Organizational communication, Record managers

INTRODUCTION

It has been observed that motivation is the medicine for workers improvement in their places of work. Without motivation, workers find it difficult to give their best at work which invariably results to organizational ineffectiveness. The situation is more critical in developing countries whose working condition seem unattractive. Workers go extra miles doing their best to boost the image of their organizations by trying to meet the organizations' objectives or goals. Being that the heart of organizations lie on their records, much effect is expected to creating, using, storing, retrieving and destroying (irrelevant) the records of the organizations. The university system depend holistically on records for quality decision making hence majority of job done in university system tilts toward record creation and keeping. Therefore, the record keepers (managers) whose responsibility is to manage records do a lot in creation and management of at their disposal. Any atom of records mismanagement is capable of destroying the organization or making them liable to be sued. As a result of this, record managers in Nigerian university system think outside their boxes in ensuring that their works are done accordingly and coupled to the fact that the future of the students lie in their hand with the records they keep, hence their reports are bench mark for decision making of the university management. With these cogent responsibilities, they need to be motivated. Frank (2023) opines that employee motivation is a critical aspect at the workplace which leads to the high performance of the individual,department and even the institution.

However, record managers in Babcock university are faced with different challenges including lack of motivation, lack of skill acquisition, lack of training, lack of adequate working environment, lack of necessary equipments, and lack of required work space. All these issues bring about workers dissatisfaction tantamount to poor attitude of workers in discharging their duties. Sasson (2019) explains that a lack of motivation refers to having a deficient level of passion and enthusiasm in doing a job. Furthermore, Shore (2017) equally mentions that a lack of motivation can be interpreted as an uncaring attitude toward what one supposed to do. Therefore, any organization who fails to motivate and improve the performance of people whom they manage are the root causes of motivational problems. Meanwhile, the study case study is Babcock University with record managers from registry, bursary, human resources, library and student development respectively.

Organizations are challenged to motivate employees to work towards helping the organizations achieve their goals. This could be achieved through intrinsic and extrinsic ways of motivation. The intrinsic motivation is a type of motivation in which an individual is being motivated by internal desires. It helps workers to achieve personal incentives which help them to work harder while extrinsic motivation is a type of motivation in which an individual is being motivated by external desires. It can take the form of recognition, cash, family welfare, accommodation, car, and the like. Tetteh (2017) stated that employee incentive programme goes a long way towards ensuring that employees feel appreciated, cared for, and deemed worthwhile. This is showcased through the means by which the incentives are communicated to record managers by the organization.

Communication is something human beings do every day in different ways and through different means. That is, the modern man communicates through different methods like speaking, using telephones, blogging, television, art, hand and body gestures and facial expressions. According to Fatimayin (2018), communication means speaking to or with some other person near or far away, either face-to-face through speech, telephone calls or text messages, body language, signs and so on. It serves major functions in either group, or organization in terms of motivation, control, emotional expression and information. Nigerian universities using veritable tool as communication on record managers will motivate them to do their best at work because they feel belonged to the system. Therefore, organizational communication takes a process in delivering messages. Ogunola and Akporaro (2015) stated that organization process connotes that the sender encodes the message and send it through one or more communication channels to the receiver who will decode the sent message, and sends feedback to the original sender. The respective methods of communication in organization include oral (face-to-face or telephone conversation), written (memos, letters, emails, reports etc), and non-verbal (facial expressions, gestures, body language etc). Organizational communication flow of information takes the upward, downward and horizontal flows in the organization.

Leading involves motivating workers and influencing their behaviour to achieve organizational goals. It focuses on how to manage people, such as individual employees, teams and groups rather than tasks. According to Malik and Azmat (2019), a leader is supposed to have the ability not just to manage or control the people, but also to inspire them; not only meeting goals and targets, but also able to create new goals and modify the existing ones according to the changing time, needs and challenges. A leader should have the ability to touch the people and create bonding with them beyond formal level.

Bateman and Snell (2013) defined leading as stimulating high performance by members of the organization. It could be seen as giving instructions, counselling, guiding, motivating and directing the staff in an organization to achieve organizational goals. Leading is only achievable through the leadership style adopted as there are different styles of leading. More so, there is slight difference between leading and managing an organization. Leaders inspire workers. Leading is done through "vision-casting" and "motivating teams" through praises, encouragement and inspiration. In

leading, leaders embrace vision/mission statement of organizations and instil them to the heart of workers. Managing/managers on the other hand, operate with less authority than leaders. They act as task focused beings and as facilitators of the vision as the actual evolution of the vision is left with the leaders (Patrick, 2021). The type of leadership style adopted by management will determine the outcome as Penn (2021) identified the following leadership styles: teamwork leadership style, autocratic leadership style, laissez-faire leadership style, participatory leadership style, and coaching leadership style respectively. Nigerian Universities management need to involve record managers in decision making or getting them involved in suggesting ways things on records could be done for better as well as motivate them to be their best. Unfortunately, these systems (leading and organizational communication) are skeletally applied on record managers activities in Nigerian universities. If these tools (organizational communication and leading/leadership style) are applied in the Nigerian universities, it will boost the motivation of record managers in the system.

Statement of the Problem

Performing organizations are known for the act of motivating their employees to achieve their organizational goal. University management globally, depends on the available information concerning the university in general through the record managers in decision making. This put information record managers on their toes to give their best. Nevertheless, studies have shown that record managers of diverse organizations suffer lack of motivation which affects their work. Leonard (2019) stated that the consequences of having unmotivated employees has a negative impact on the office; and lack of employee morale leads to lower productivity, an inability to overcome challenges, apathy and poor customer service. Penfil (2021) noticed that unmet needs of employees link to their de-motivation at place of work. But with good leadership style and proper organizational communication, the de-motivated information record managers will give their best in the Nigerian university system.

Considering the outcry of information record managers in Nigerian universities, the following questions are asked:

1. To what extent are information record managers in Babcock university motivated?
2. What is the observable leadership style in the Babcock university to boost information record managers motivation?
3. How are information record managers in Babcock university communicated?

Hypothesis

H01: There is no significant relationship among organizational communication, leading, and motivation of record managers in Babcock University, Nigeria.

Literature Review

Motivation and Information Record Managers Duties in Nigerian Universities

The level of dedication, fervour, vigour, and innovation that an organization's employees embrace and exhibit in their day-to-day interactions is known as motivation. Motivated workers perform better, which is good for the organization as a whole (Omale, Ojo, Ibrahim & Yusufu, 2023). According to Omale et al. (2022), motivation is the single most important factor in any organization, whether it is private or public that addresses number of issues that affect many individuals in the organization and through which an effective organizational structure could be developed. This is because motivated employees tend to feel more fulfilled and are more willing to support one another while also improving their own performance and productivity. To this effect, Uka and Prendi (2021) ascertained that increased pay, incentives, job progression, and gratitude all appeared to be very significant motivators for employees. It involves several elements that quickens, pilots, and maintains an individual's behaviour in a particular way. Motivation whether intrinsic or extrinsic is generally perceived as conditions that boost workers performance and directs their behaviour towards accomplishment of organizational goals. Motivation is regarded as the best strategy management can deploy to stimulate the interest of employees to do their best and perform most challenging jobs at acceptable level. Scott (2018) admitted that majority of employees need motivation to be the best in their jobs and to perform maximally. Some of them long for monetary motivation while others may require recognition and personal rewards more motivating.

Abdulrahaman (2015) described records as important historical and legal tools necessary for a smooth running of an organization which has an essential ingredients of administration which enables operational processes in the

organization. Gunasekara and Marasinghe (2023) emphasized that universities maintain various kinds of records, including minutes, correspondences, memorandums, policies and regulations, financial records such as invoices, vouchers, financial accounts, purchase orders etc. and all other information about official matters. Thus, adopting a standard method for the records management procedure is essential for effective retrieval whenever and wherever necessary, which can be considered as a measure of the service quality of the university. Adoption of proper records management practices is important in universities to effectively manage their information, fulfill their mandate, protect them from litigation, preserve their corporate memory, and foster accountability and good governance. (Seniwoliba et al., 2017). these are responsibilities of record managers in universities. Failure to develop such a method or procedure for managing the records ably maintained by record managers in universities could adversely affect service delivery in a university (Musembe, 2016).

Keeping of university records demand the services of professionals (well trained record keepers). Record managers' jobs are enormous in that any error in their work is tantamount to ridiculing the image of the university as well as rendering disappointment to the people concerned. Record managers in Nigerian universities have responsibilities to oversee the universities' records right from their creation through their disposition. The kept records must be accurate, authentic, reliable and current as well as retrievable to assist the University administrators in their decision making. They evaluate their existing records, develop, verify and maintain their stocks as well as establish new records management systems among other responsibilities. The universities' sensitive academic records such as educational certificates of students, records of physical planning, financial records, contractual agreement records, university's historical records and research findings breakthrough are also kept and managed by records managers. Despite these important roles of record managers in Nigerian universities, their working environment is hostile and working condition is appalling. Records are poorly stored with dilapidated equipment, department is poorly staffed. They lack modern and adequate ICT facilities to manage the high number of records they generate.   Above all, the emergence of ICT has magnified challenges of record managers in the universities. Jatto (2021) affirmed that the 21st century has witnessed and is still witnessing a lot of technological revolutions, and that revolution has caused a lot of changes to the traditional order of doing things in all works of life. Not only that, even the modern system of doing things need constant and timely evaluation for constant upgrade in order to stay relevant. ICT has caused a tremendous change in the way records are managed from creation, storage (preservation), retrieval, (utilization), and removal (disposition). All the elements of the life cycle of records management have undoubtedly been affected by ICT. Hence the records manager need for ICT compliance or else he/she become irrelevant in the 21st century.

The world at the beginning of 21st century that is heavily characterized by its technological innovations and inventions has undoubtedly caused radical changes in the profession called record management; the slow death of paper-based systems, an abundance of new sources of information, the rise of cloud storage solutions, electronic mail platforms in generating, storing records and the growing complexity in defining what record is and is not. The rapidly evolving technology space coupled with the lack of a standard method of keeping records in this day and age has posed some unique and complex challenges for 21st - century records managers in the business, legal, academic, and government sectors.Being that record managers' job is much demanding, they deserve motivation from the organization they work for (Nigerian Universities) to get their job done better.

Leading/Leadership Styles

Leading is the third management function after planning and organizing. It is considered as the most important and challenging of all managerial functions as the influence of leader matters a lot in the business of organization. Leading also is seen as creation of positive attitude towards the work and goals among the staff of the organization and this does not only ensure effectiveness and efficiency in the organization but it also facilitates changing the behaviour of the employees of the organization.

According to Mills (2005), leaders are to provide vision, initiate change, and make difficult decisions when necessary. In order for leaders to handle these demands, leaders must be able to be flexible and most importantly be able adapt to change. Having strong leadership skills and a sense of direction are part of the trades that successful businesses seek in a leader. Therefore, it is important for leaders to engage effectively with their subordinates in order to build commitment, in order to motivate and improve the quantity and quality of their work. Good leaders will find innovated ways to motivate their staff using a variety of skills whether it is through training or experience, which will help to accomplish a common goal. Being a leader is about the positivity people make, and what type of influence people can become to others. Leader change society and how they can see to make a betterment of the world. Leaders have influence for others in order for them to perceive their own leadership qualities. There always a leader that make a person have faith in something they have a connection with, but being a leader is about working hard to get to the goals. Leadership can be reviewed as being responsible but it can also be learned and practised throughout the organization (Mills, 2005).

Daft (2008) sees leading as using power of impact to motivate employees to achieve organizational goals by creating a shared culture and values, relating goals to employees throughout the organization and instilling the workers with the desire to perform at a high level. This means that leading comprises all necessary ingredients needed to fix the challenges of organizations. Nigerian university leaders can use the opportunity provided by leading to address the motivation of record managers in their domains so that they can always give their best. Leading is not achieved if directives or decisions are not well communicated across the channels of communication in the organization. A leader should not be seen to have ability to inspire people to perform at high level only but he should also encourage them to sustain their performance. A good leader should be more critical of his performance than anyone else and should be able to display the following characteristics:

1.   Strong leadership of lead and let others lead in their areas,
2.   Identify and face challenges to exploit possible areas of improvement,
3.   Decisive in identifying issues and resolving them as quickly as possible with due diligence,
4.   Take actions by acting on decisions and give feedback without delay,
5.   Communicate as at when due to get people informed,
6.   Encourage climate that welcomes change and how to implement it,
7.   Identify key success factors and ensure they are working well,
8.   Set achievable objectives.

With a good leadership style, employees including the record managers in Nigerian Universities will surely be motivated to think outside the box. Leading is more of living by example to achieve organizational goals while leadership is the state or position of being a leader. Cohen (2016) posited that some may show great potentials for leadership and when applied to the leading they fail completely. Then, a person that has a strong vision and communicate it, establish clear goals, set objectives, determine and assign the tasks, set up time-line and prioritize it, follow up, check and measure can show leadership and actually lead.   Leading is about actions one takes and the way he takes it when there is need, whereas leadership is merely a position. Many leaders are in leadership position and cannot take action as many cannot influence and motivate the people to achieve organizational goals. Therefore, it is not enough to be in a leadership position but mandatory to be a leader. Achievement of desired goals require effective leading and strong leadership. The challenge of leading and de-motivation of staff in Nigerian universities have been identified as major reason why the institutions have not measured to the expectation of their clients. Simplilearn (2020) stated that if leaders want to lead successfully they must know how to manage their followers (record managers) who are the employees, peers and stakeholders so that they feel more inspired, empowered and engaged.

Leadership theories are what leaders apply with to run the business of the organization they lead.   We have many leadership theories but for the purpose of this study which centres on motivation of records managers, contingency and relationship or transformational leadership theory which concern people and their needs will be used. It strikes the right balance between the need, context, behaviour of people and the work. Cherry (2019), Hassan (2019) and Simplilearn (2020) in their different works agreed that leaders under contingency theory assess the needs of their followers, analyze the situations and tweak their behaviour before taking action accordingly.

Relational or Transformational leadership theory creates link with the employees, taking into cognizance their needs and aspiration in the scheme of the organizational activities and this boosts the morale of employees. Cherry (2019), Hassan (2019) and Simplilearn (2020) held that relational or transformational leaders inspire and motivate their followers, help them to see the significance of the task and the benefits involved in performing well.   The leaders give individual team members the required push to reach their potentials. The essence of this theory is to involve employees in management and to identify their feelings and thoughts with a view to resolving them.

Penn (2021) identified the following leadership styles:

a. **Teamwork leadership style:** This type of style enables team to work together to achieve results. It makes work easier and incorporates individual ideology.
b. **Autocratic leadership style:** The managers create and make all decisions and direct all to do a project. He commands obedience and never have room for questions from workers. Autocratic leadership renders wisdom and knowledge of subordinates useless as it would never count in work process.
c. **Free - rein leadership style:** This is called laissez-faire style where workers are capable of doing their task on their own. Workers take decisions and set up policies without the managers input. When workers are ably motivated and skilled, they can function effectively here. However, it is not the best system as the managerial skill of leaders are expected always in an organization.
d. **Participatory leadership style:** here the manager coordinates all efforts of other groups to achieve a task . He

motivates workers on how their efforts will be recognized in the system as they complete the task. Everyone has say in the process.

e. Coaching leadership style: This is otherwise called "management by walking around" where managers allow workers to do their work and comes to their aid when difficult situations arise.

Organizational Communication

Communication enables all people to understand themselves for quality output and better cooperation hence it helps the parties to be in tune with what each person does (Adesubomi**,** 2015**)**. Without communication, the flow of information in an organization either horizontally or vertically will be impossible. Studies have shown how relevant communication is to leading efficiently and effectively in the organization. For instance, Organizational success has a significant relationship with good communication that exists between leaders and employees (Åhlin, Strandberg, Norberg, Ternestedt, & Ericson-Lidman, 2017). Communication helps to share and transmit information among individuals to influence each other (Tomescu-Dumitrescu, 2016); while Miletic and Đurovic (2015) asserted that good communication brings organizational successes. Collectively, organizational communication is all channels of communication used in the organization in other to reach or gain the attention of the superiors, subordinates and co-workers to achieve an organizational goals.

No best manager can lead effectively if he or she does not communicate his ideas to all concerned. When workers are communicated in the rightful way with better understanding of the message, the tendency of performing well is ascertain as the opposite is the case. Communication in an organization has great impact in the lives of employees (Chaddha, 2016). Organizational communication of employees among themselves and with their immediate bosses and supervisors is considered absolutely important as it affects their job performance. In this innovative age, organizational communication stands as the pestle and rings that holds the engine of activities of every organization if they must achieve their goals. Organizational communication equally helps in motivating employees. This is illustrated as when any staff is appreciated for a job done by the management through any medium; such staff will definitely be impressed and willing to do more.

Ogunola and Akporaro (2015) indicated the different types of messages flow in an organization as upward, downward, and horizontal.

- On downward communication, information flows from one level of a group or organization to the next level below. This is messages from supervisors, or team leaders to those under them. The management uses this to disseminate goals and actions of the organization to the entire employees or the needed section or individual.
- Upward communication: This is information flow from the lower cadre to the higher level in the organization. It helps to relate feedbacks from lower workers to the higher level (management). it could equally be a performance report from managers, supervisors or team leaders to the management and/or any other vital information to the management.
- Horizontal Communication: This is the message flow among members of similar class or group, or among any horizontal equivalent personnel. It is important and efficient as it saves time and quickens coordination. It gives room to share news and information and builds interpersonal relationships.

Theories

Vroom Expectancy Theory

Vroom's theory of 1964 stated that "people will be motivated to pursue the achievement of a desired goal if: (i) they believe in the worth of the goal; and (ii) they believe that their actions will ensure the attainment of the goal".   In this regard, managers should try to communicate the way workers' goals,   as promotion, more pay, recognition, and the like, could be earned using the behavioural patterns the employees are known for. Failure to apply this, results to problem as workers will develop lack of trust in the policies of the organization, which may seem disastrous to the organization (Vroom, 1964).

Maslow's Needs Hierarchy Theory

The "Need hierarchy theory" was developed by Abraham Maslow in the 1940s. Maslow's theory is universally used though it suffers some critics. Maslow placed human needs into five main groups. Physiological needs comprising of food, air, water, shelter, which is the bottom of the hierarchy but the primary to all. Safety needs emphasis the need for security and stable environment as well as the absence of pain, threat, or illness. Next is Belongingness which

comprises of the need for love, affection, and interaction with others. Then self-esteem which involves personal achievement and social esteem which comes by recognition and respect from others. Lastly is self-actualization, which represents the need for self-fulfilment – where one feels compete for realizing all expected in life. The satisfaction grows from the primary base of physiological needs. A satisfaction of that prompts the need of the next level even if never satisfied (Maslow, 1943). University management should use these theories to boost the work of record mangers in their system.

Methodology

The study adopted descriptive survey design. The population of the study is 178 record managers from selected departments (registry, bursary, human resources, library and student development). the choice of these department is based on the fact that they are the ones directly in-charge of students records. Total enumeration was used as sampling technique. A validated questionnaire was used to collect data from respondents out of the study variables. The retrieved data was analyzed using descriptive and inferential statistics.

Result of the Study

Table 1: Demographic Information

Variables	Categories	Frequency	Percentage (%)	
Gender	Male	124	67.8	
	Female	54	32.2	
	Total	**178**	**100**	
Educational Level				
	BSC	75	41.0	
	MSC	60	32.8	
	PhD	43	26.2	
Work experience	≤10	120	67.4	
	11-20	49	27.6	
	21+	9	5.0	
Department	Bursary 37 20.7				
	Human Resources 13 7.4				
	Library 15 8.5				
	Student Development 21 11.8				
	Registry 92 51.6				

Source: Field survey, 2024

Table 2: The extent information Record Managers in Babcock University are Motivated

SN	The extent record managers in Nigerian Universities are motivated	5 VHE	4 HE	3 ME	2 LE	1 VLE	Mean	SD
1	To what extent are you aware of any motivation package or structure in the organization?	84(45.9)	87(47.5)	5(2.8)	-	2(1.1)	4.16	0.66

Table 2:continuation

2	To what extent have you been motivated since you were employed?	54(30.3)	102(57.4)	13(7.3)	-	9(5.0)	3.90	0.87
3	To what extent is your services been recognized and appreciated by the management?	46(25.8)	98(55.1)	21(11.8)	13(7.3)		3.88	0.99
4	To what extent have you undergone staff training and development?	54(30.3)	106(59.6)	18(10.1)	-	-	3.79	0.93
5	Since resumption of work in this organization, to what extent do you receive bonuses from the organization?	50(28.1)	91(51.2)	27(15.1)	-	10(5.6)	3.74	1.06
6	To what extent do your organization grant good and decent accommodation to record managers?	26(14.6)	104(58.5)	31(17.4)	17(9.5)	-	3.71	0.91
7	To what extent is the job of record managers secured in your organization?	28(15.8)	56(31.5)	41(23.0)	49(27.5)	4(2.2)	3.25	1.15

Table 3: The type of leadership Styles in Babcock University used on information Record Managers

SN	The types of leadership style in Babcock University on information record managers	5 - Strongly Agree	4 - Agree	3 - Moderately Agree	2 - Disagree	1- Strongly Disagree	Mean	SD
							3.79	3.99
8	Teamwork leadership style is effective in my university	84(47.2)	87(48.9)	5(2.8)	-	2(1.1)	4.37	0.69
9	Autocratic leadership style is felt in my university	-	-	27(15.2)	108(60.6)	43(24.2)	4.03	0.70
10	Laissez-faire leadership style is observed in my university	47(26.4)	24(13.5)	103(57.9)	2(1.1)	2(1.1)	4.02	0.80
11	Participatory leadership style is operational in my university	53(29.7)	85(47.8)	38(21.4)	2(1.1)	-	4.01	0.81
12	Coaching leadership style is observed in my university	44(24.7)	102(57.2)	23(13.0)	7(4.0)	2(1.1)	3.98	0.81

Table 4: Organizational Communication Methods used by Babcock University to reach information Record Managers

	Organizational Communication Methods used by Babcock University to reach Record Managers	5 SA	4 A	3 MA	2 D	1 SD	Mean	SD
							4.18	
13	Face-to-face communication method occurs in my work place	88(49.4)	84(47.2)	6(3.4)	-	-	4.42	0.61
14	My university operates informal communication in reaching record managers	88(49.4)	80(45.0)	9(5.1)	1(0.5)	-	4.39	0.65
15	Horizontal communication channel is effective in my university to reach record managers	68(38.2)	99(55.6)	11(6.2)	-	-	4.26	0.69
16	Upward communication channel is used in my university to transmit record managers' reports to management	62(34.8)	104(58.4)	12(6.8)	-	-	4.25	0.61
17	Downward communication channel is used in my university to pass information from administration to record managers	70(39.3)	86(48.4)	18(10.1)	4(2.2)	-	4.21	0.74
18	Verbal communication method is used to pass information to record managers in my university	48(27.0)	102(57.3)	28(15.7)	-	-	4.05	0.72
19	Non verbal communication method is used to pass information to record managers in my university	45(25.3)	102(57.3)	30(16.9)	1(0.5)	-	4.02	0.74
20	The way university communicates to record managers makes me feel important to the organization	39(21.8)	76(43.0)	55(30.8)	8(4.4)	-	3.80	0.82

Result of Table 1 indicated that on gender of respondents, male workers had the highest number of 124 (67.8%). Those with BSC on educational qualification had 75(41.0%). on work experience, respondents showed that those less than 10 years had the higher score of 120(67.4%); while the Registry department occupied the highest number of 92(51%) among other record managers in the institution.

Result of Table 2 on the extent record managers in Nigerian universities is motivated with a total mean of 4.16. It was revealed that 87(47.5%) of respondents agreed to high extent been aware of motivation packages in the university. Also, 102(57.4%) of respondents to a high extent agreed to been motivated in the university. 98(55.1%) in the same manner agreed to high extent their services been recognized or appreciated by management. Furthermore, result of Table 2 showed that 106(59.6%) of respondents undergoing staff training and development. It was discovered from table 2 result that 91(51.2%) of respondents received bonuses from the university; while 56(31.5%) of them to a high extent concurred to record managers job being secured.

Several studies are in affirmation of how well workers perform in their different jobs when motivated. The studies of Jain, Gupta and Bindal (2019) on a study of employee motivation in organization and Tetteh (2017), are in accordance with the result of this study which revealed that there is a relationship between motivation and performance and cameto a conclusion that management should put in great efforts to motivate members of staff to enhance their performance.

In Table 3, on the type of leadership style used on record managers had a total mean of 3.79. The result showed that 87(48.9%) of respondents agreed that teamwork leadership style is effective in their university. The result indicated that 108(60.6%) on autocratic type of leadership was disagreed to be practiced in the university. 85(47.8%) of respondents agreed to having participatory leadership style in their university. Supporting results of table 3 on the type of leadership style used on record managers in Nigerian universities, which showed that teamwork 87(48.9%), 85(47.8%) for participatory leadership and coaching leadership style were agreed to be used in attending to record managers in the Nigerian universities which equally help in sustaining their performances. The study of Pearce and Conger (2002)concurred with the findings of this study by agreeing that the action that lead employees in achieving its objectives or goals is called leadership (teamwork, participatory and coaching). It has been proven in several researches that leadership in an organization plays a significant role in employee's productivity and performance. Leaders are one of the people in an organization who can influence the behaviour of the employees in several ways. They motivate employees, set a clear vision for the team or for the management, build morale and guide their employees through the course of their work.

Table 4 result on organizational communication method used by Nigerian universities on record managers had a total mean of 4.18. The result showed that 88(49.4%) and 88(49.4%) of respondents strongly agreed to face-to-face and usage of informal methods of communication respectively. On horizontal, downward, upward, verbal and non-verbal communications, respondents agreed with 99(55.6%), 104(58.4%), 86(48.4%), 102(57.3%), and 102(57.3%) respectively that they are practiced to reach record managers in their universities. 76(43.0%) equally agreed that the way record managers are communicated make them feel important in the university.

Other researchers have shown some level of support to the findings of this study. Owusu-Boateng and Jeduah (2014) found that formal, top-down channel of communication, is predominantly used in the bank. Rajhans (2012) discovered in his study in line with the findings of this paper that if employees feel that communication from management (downward communication) is effective, it can lead to feelings of job satisfaction, commitment to the organisation and increased trust in the workplace. Furthermore, the of Nebo, Nwankwo, and Okonkwo (2015) asserts to the present findings that effective communication is the remedy to effective and efficient management performance of employees in an organization.

Table 5: Pearson Product Moment Correlation (PPMC)test of significant relationship among leading, organizational communication and motivation of record managers in the study areas **(N=178)**

Variables	R-Value	P-Value	Decision
leading	.158	.011	S
communication	0.013	.000	S

Source: Field survey, 2024
S = Significant, NS = Not Significant
P-value ≤ 0.05 (Significant), p-value > 0.05 (Not Significant)

This result showed that there is a significant relationship between leading, organizational communication and motivation of record managers in the university.It implies that for record managers to get motivated, good leadership style and organizational communication are exhibited properly in the institution. Other studies have supported the finding of this paper's hypothesis. For instance, the study of Semen (2017) confirmed that horizontal informal communication is statistically significant positively correlated to employee motivation. Other two hypotheses linked to formal communication and intrinsic and extrinsic motivated individuals, even though they were not statistically confirmed in this study, they were not rejected either, because several studies supports them. Also, Ramadanty and Martinus (2016) found that non-verbal communication, interpersonal communication leadership and communication climate have a significant role to form employee motivation. Non-verbal communication has slightly strong role in shaping the positive motivation to employee. The role includes body communication, facial communication and eye communication. Interpersonal communication leader is based on the satisfaction level of information between management and employees.

CONCLUSION

Record keeping or management is not a mean job as the existence of every organization hangs on the records kept by the institution. The information record managers ensure that students records, financial records, workers' records, and other serious records of universities are created and managed. These tasks enforce information record managers to be working beyond their scopes. They are therefore required to be motivated to feel happy doing their best at work. They can be motivated financially or through recognitions. Handling this effectively requires a good leader who understands what

leading is all about. This is showcased through the leadership style of the leader which could enable him meet goals of the organization. The leader as well, could establish a method of communicating the workers to have an effective management using formal and informal communications. The information record managers in Babcock University have identified that their university use teamwork, participatory and coaching leadership styles as well as formal and informal methods to communicate them while discharging their works. Thus, there is a significant relationship between leading , organizational communication and motivation of information record managers in Babcock university.

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