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## Perceived Organizational Support and Administrative Effectiveness of Secretaries In Public Universities In Lagos State, Nigeria

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### ABSTRACT

This paper discussed the Perceived Organizational Support (POS) and Administrative Effectiveness (AE) of secretaries in public universities in Lagos State, Nigeria. The study adopted a survey research using questionnaire as a research instrument in the study. The sample size of 245 respondents was used for the population. A regression analysis was carried out and the study found that there is significant influence of perceived organizational support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria and also a hierarchical analysis was carried out and it was found that there is significant impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. This shows that if the universities allow their secretaries to have access to enhancement by sponsoring it, then there is bound to be an administrative effectiveness by these secretaries. Based on the findings, the conclusion made was that for POS to be effective there should be organizational fairness, support from leaders, human resource practices and work conditions among others.. And the following recommendation was made that for an administrative effective among secretaries, the management of public universities in Lagos State, Nigeria should organize regular trainings, workshops and conferences.

**Keywords:** Perceived Organizational Support, Administrative Effectiveness, Public Universities, Lagos State, Secretaries.

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### I. INTRODUCTION

Perceived organizational support (POS) is the extent to which employees believe that their organization values their contributions, cares about their well-being, and is committed to meeting their needs. POS reflects the degree to which employees feel supported and valued by their organization, which can have a significant impact on their job satisfaction, motivation, and commitment. In the context of this study, perceived organization support focus on the perception of secretaries regarding the universities they work for.

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It measures the perception of the secretaries about the organizational fairness, support from leaders, human resource practices and work conditions in the institutions that employ them. Organizational fairness, support from leaders, and human resource practices and work conditions are all factors that contribute to employees' perception of organizational support. When employees believe that their organization is fair, supportive, and committed to meeting their needs, they are more likely to perceive high levels of organizational support, which can have a positive impact on their job satisfaction, engagement, and commitment. Organizational fairness refers to the extent to which secretaries perceive that their organization treats them fairly and equitably. This can include fair compensation, opportunities for career development and growth, and a culture of respect and inclusivity. When secretaries perceive that their organization is fair, they are more likely to feel supported and valued, which can contribute to their overall perception of organizational support Hale (2016).

Support from leaders is another important factor that contributes to employees' perception of organizational support. When employees have supportive relationships with their supervisors and feel that they are valued and respected, they are more likely to perceive high levels of organizational support. Supportive leaders can provide guidance, feedback, and recognition, which can help secretaries feel more connected to their organization and more motivated to perform at their best Hale (2016). Human resource practices and work conditions can also contribute to secretaries' perception of organizational support. When secretaries have access to resources and support, such as training and development opportunities, flexible work arrangements, and a safe and healthy work environment, they are more likely to perceive high levels of organizational support. These practices and conditions can help employees feel supported and valued, which can improve their overall job satisfaction and engagement.

Work conditions describe the environment in which employees work, which are the physical, social and psychological features of the workplace Bordeaux (2019). Work conditions include the condition that work is performed, as well as the performance of the employee. Work conditions are necessary in order to maintain a safe and healthy work environment, by having work conditions in place; it helps to ensure that employees are able to work in a safe and healthy environment. Work conditions also help to improve productivity and efficiency in the workplace. Employees may be classified as being productive, ineffective or overstressed; and these classifications may be based on a variety of factors, employees may be classified as having poor attitudes due to work conditions on their employer, Bordeaux (2019).

Poor work conditions can also induce stress among employees, which can produce negative work behaviors and reduce productivity. Work conditions may also affect employee productivity, behavior, morale and quality of work, Bordeaux (2019). Working conditions cover areas such as welfare facilities, ventilation, cleanliness, space, lighting and temperature. Your employer must ensure that your workplace complies with the workplace Health, Safety, and Welfare Regulations.

Your Union rep can help if your employer is not doing what they should do, Bordeaux (2019). When employees perceive high levels of support from their organization; they are more likely to

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experience positive outcomes such as increased job satisfaction, higher levels of engagement, improved mental and physical health, and lower rates of turnover and absenteeism.

On the other hand, when employees perceive low levels of support from their organization, they may experience negative outcomes such as reduced job satisfaction, lower levels of engagement, increased stress, and higher rates of turnover and absenteeism. Factors that contribute to employees' perception of organizational support may include fair compensation, opportunities for career development and growth, a positive work environment, supportive relationships with supervisors and colleagues, and recognition and rewards for good performance.

Organizations can improve perceived organizational support by establishing clear communication channels, providing opportunities for feedback and input, recognizing and rewarding good performance, and promoting a culture of respect and inclusivity. By fostering a supportive work environment, organizations can improve employee morale, engagement, and productivity, while also reducing turnover and absenteeism. Indeed, studies elsewhere has shown that perceived organizational support has a significant influence on organizational commitment, employee performance and overall organizational outcome: Onche, Tolupe and Mathew (2021), Romero-Perez and Sanchez-Lissen (2022) and Ile and Ojowhoh (2020).

The implication of all these is that when secretaries are well versed and have a positive perception of organizational support, it has the potential to enhance their administrative effectiveness. This means that they discharge their duties to the highest level attainable anywhere in the world. Lecturers, students, and relevant stakeholders can access the needed information and communicate with the university as necessary.

Administrative effectiveness can be defined to denote the ability of the administrator to achieve the goals and objectives of the organization<sup>1</sup>. An organization cannot operate effectively unless it is satisfying its objectives. The more objectives the organization can satisfy the more effective the organization is deemed to be. There should therefore be a mutual reinforcement of objectives whereby individuals and organizational objectives are accomplished together, Otamiri (2021). Administrative effectiveness also refers to the ability of an organization's administrative systems and processes to achieve their intended goals efficiently and effectively. It involves ensuring that the organization's resources, including personnel, budget, and technology, are utilized in the most efficient and effective manner to achieve the desired outcomes.

However, studies from Nonye (2013), Ohiwerei and Okosun (2021) and Oladeji and Afolabi (2021) have shown that secretaries in Nigerian universities are often deficient in discharging their duties leading to several administrative mishaps such as delay in service delivery, ineffective communication and damages to institutional image. While scholars around the world have examined of records management practices in tertiary institutions and perceived organizational support among various groups of employees, there is a dearth of studies on these variables as it relates to the administrative effectiveness of secretaries in Nigerian tertiary institutions. Secretaries need to be administratively effective in order to justify their employment in organizations and contribute to the achievement of the overall objectives of their employers.

However, due to the exigencies, even secretaries who are perceived as effective can become ineffective due to certain factors. One of the factors that can contribute to the administrative effectiveness of secretaries is perceived organizational support.

### **1.1 Statement of the Problem**

Regarding the difference in POS according to gender, this should be indicative of the dynamics between employees' individual characteristics (i.e. gender), perceived work environment (i. e. POS) and emotional labour process, Onche, Tolulope and Mathew (2021). Also, women need to perceive higher levels of support in their personal and professional environments and value emotional support more than men do, Chen and Eyoun (2021), Gordon (2020) and Griep and Bakins (2022).

However, a study evidence that male workers are more engaged at work when they have a strong perception of "Organizational Support" Garcia et al (2021), which can be explained by the fact that men place greater importance on their placement and importance in the organization, as well as being competitive and achievement oriented. It is in line with this background that this study seeks to investigate perceived organizational support and administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

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

The aim of the study is to investigate the influence of records management practices and administrative effectiveness of secretaries attached to public universities in Lagos State, Nigeria.

The objectives of the study are as follows:

- i. identify the level of perceived organizational support available to secretaries in public universities in Lagos State, Nigeria.
- ii. determine the influence of perceived organization support on the administrative effectiveness of secretaries in universities in Lagos State, Nigeria.
- iii. determine the moderating impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

### **1.3 Research Question**

The study was guided by the following research questions:

1. What is the level of perceived organizational support available to secretaries in public universities in Lagos State, Nigeria?

### **1.4 Research Hypotheses**

The following hypotheses were tested at 0.05 level of significance.

- H<sub>01</sub> There is no significant influence of perceived organization support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

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H<sub>0</sub>2 There is no significant impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

## 2. LITERATURE REVIEW

### Conceptual Frame work

#### Overview of Perceived Organizational Support

Perceived organizational support (POS) is the extent to which employees believe that their organization values their contributions and cares about their well-being. The concept of POS has received significant attention in the literature due to its potential to influence employee attitudes, behaviors, and outcomes. It is a concept derived from the organizational support theory and plays a crucial role in shaping employees' attitudes and behaviors within the workplace, Mindxing et al (2022). High perception of organizational support can increase employees' emotional commitment to the organization and enhance their positive efforts on behalf of the organization in essence, POS represents the extent to which employees feel that their organization is supportive and caring, ultimately affecting their motivation, performance, and commitment. The concept has been defined from different perspectives by various scholars.

One of the popular definitions of perceived organizational support describes the concept as "the extent to which employees believe that their organization values their contributions and is concerned about their well-being" Bantini (2012). This definition of perceived organizational support (POS) emphasizes the importance of employees' beliefs about their organization's values and concern for their well-being. According to this definition, when employees feel that their organization values their contributions and cares about their well-being, they are more likely to be committed to the organization, satisfied with their jobs, and willing to exert extra effort on behalf of the organization.

This definition of POS has been widely cited and used in research studies examining the relationship between POS and various employee attitudes and behaviors. For example, studies have found that higher levels of POS are associated with higher job satisfaction, organizational commitment, job performance, and lower turnover intentions. Additionally, research has shown that POS can serve as a buffer against the negative effects of stressors such as workload, role ambiguity, and conflict. One limitation of this definition is that it does not differentiate between the different sources of support that employees may receive from the organization, such as support from supervisors, colleagues, or the organization as a whole. Some studies have suggested that different sources of support may have different effects on employee outcomes.

This has led to a review of the definition to define POS as "the extent to which employees believe that their organization values them and cares about their well-being." While this definition of perceived organizational support (POS) is similar to the first cited, it explicitly mentions that employees' beliefs about the organization's concern for their well-being are also important. According to this definition, when employees believe that their organization values their



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contributions and cares about their well-being, they are more likely to experience positive outcomes such as job satisfaction, commitment, and engagement, Griepn and Bakins (2022).

This definition of POS has been widely used in research studies and has helped researchers understand the mechanisms through which organizational support affects employee outcomes. For example, studies have shown that when employees perceive high levels of support from their organization, they are more likely to reciprocate with positive attitudes and behaviors such as organizational citizenship behaviors and reduced turnover. One of the strengths of this definition is that it emphasizes the importance of both valuing employees' contributions and caring about their well-being. By acknowledging the importance of employees' well-being, this definition goes beyond a transactional view of organizational support and highlights the role of emotional support in employee outcomes.

However, one limitation of this definition is that it focuses primarily on employees' perceptions and beliefs about support, rather than on the actual support that organization provide. Thus, it is possible that employees may perceive high levels of support even when their organization does not actually provide adequate support. Some studies have suggested that it is important to measure both employees' perceptions of support and the actual support provided by the organization.

Employees' demands and desires should be prioritized in today's competitive climate. The goal of doing the same is to keep them and make them more profitable for the company. It is vital for any organization to have programs and policies that are appealing and appealing to personnel, GST 2021. In recent years, organizations have become more aware of this issue and are making an effort to establish a supportive environment for their employees in order to retain them for a longer amount of time, Taub (2022) Also, the function of human resources in an organization is the most essential factor for gaining a competitive edge<sup>63</sup>.Ekowati and Handriana (2021).

Researchers have observed that the concept of perceived organizational support is based on the ideals encapsulated by social exchange theory” and the norms of “reciprocity” respectively. They say that when an organization acts in beneficial ways to its employee then he or she has an understood obligation to reciprocate in the same manner. This leads towards more dedication and commitment of employees in achieving organizational goals. Scholars posited that the extent to which the socio-emotional need is satisfied, individuals “incorporate organizational membership into their self-identity” Ekowati and Handriana (2021). This serves to support the social exchange relationship, which consequently leads to increased employee’s performance commitment. They become connected as required by their job which leads to the growth of positive attitudes in the organization.

### **2.1 Perceived Organizational Support and Administrative Effectiveness**

The role of perceived organizational support and its individual antecedents or employees in formal organizations have been a subject of interest to researchers across the world. In one of the studies, researchers in the United States of America conducted a study based on the premises that supervisor perceived organizational support (POS) would moderate the relationships between leader–member exchange (LMX), job satisfaction, and job performance.

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The study was hinged on the social exchange theory. The study adopted a survey research model. The population consists of employees of grocery stores in a US state. The sample is made up of 210 employees and 38 supervisors in a departmental store.

The data collected was analyzed using hierarchical linear modeling. The result showed that there is a positive relationship between leader-member exchange and job satisfaction especially when supervisors had high POS. Moreover, a positive perceived supervisor support was found to affect employee performance particularly when supervisors had high POS, Cropanzano et al (2022). Similar study was conducted in Nigeria in which scholars examined the relationship between leader-member exchange and employee performance in Port Harcourt manufacturing firms. A cross-sectional survey research design was utilized.

The population of the study comprised of one hundred twenty-nine (129) employees of four selected Port Harcourt manufacturing companies. A sample size of eighty (80) respondents was derived using a purposeful sampling technique. Following validation by three organizational behavior experts, a structured questionnaire was used to collect primary data from respondents. The results revealed a significant positive relationship between contribution and measures of employee performance such as productivity and quality of output of employees in manufacturing firms in Port Harcourt; and a significant positive relationship between loyalty and employee performance as measured by quality of output of employees in manufacturing firms in Port Harcourt. The study found that leader-member exchange substantially improves the performance of Port Harcourt manufacturing workers. The study recommended that superiors involve subordinates in crucial job responsibilities and develop rapport with them in order to boost their confidence at work Alamir et al (2019).

In the same vein, researchers in Indonesia examined the influence of perceived organizational support, work stress, and organizational culture on job performance among employees in the country. The study adopted a survey research methodology with the population of the study consisting of 482 employees of a water supply company in Semarang City, Indonesia. A total of 83 employees were selected using proportional random sampling technique. Research instruments adopted are interview schedule and a structured questionnaire. The data collected was analyzed using both descriptive and inferential statistics such as classic assumption test, multiple regression test, partial significance test (t test), simultaneous significance test (f test), and coefficient of determination test using SPSS program.

The findings showed that there was positive and significant effect of perceived organizational support and organizational culture on employee performance. And the results also showed that there is a simultaneous effect independent variables on dependent variable. The conclusion of this study is to increasing employee performance are employees must have a high level of perceived organizational support, good organizational culture, and low job stress levels, Lind (2019).

## 2.2 Theoretical Framework

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### Perceived Organizational Support Theory

The Organizational support theory (OST) was developed by Eisenberger, Huntington, Hutchinson, and Sowa in 1986. It was further refined by Rhoades and Eisenberger in 2002, Elsouk et al (2021). The theory posits that, while organizations are often seen as non-living entities, employees usually see the organizations that they work for as a living being, with clearly defined purposes and intentions. According to the theory, in order to address socio-emotional requirements and evaluate the rewards of increased work effort, employees build a broad perception of how much the organization values their contributions and cares about their well-being. This is supported by scholars who have observed that the personification of organizations is attributable to certain features organizations such as being responsible for the actions of its agents, being a continuous entity that has developed certain culture and norms, and due to the fact that organizations usually exert considerable amount of power, through their agents, over individual employees, Collins and Mossholder (2016).

Employees, who have felt the power of the organization over them, observe its culture and norms and how it takes responsibility for the action of its agents would make subjective judgments in for of perceived organizational support (POS). This is seen as a meaningful explanation for past perceived favorable or unfavorable treatment from the organization and to help predict future treatment. As an outcome of personification, POS meets employees' socio-emotional needs such as approval, affiliation, esteem, and emotional support. In addition, POS also indicates the potential benefits of exhibiting greater efforts on the organization's behalf, Park and Kim (2020). In the context of secretaries, the way they university they work for treat other employees, both in the same cadre and other categories, provides a prism through which they can evaluate the university. It has to do with how far they think the university has gone in creating an enabling environment for them to perform their administrative duties and accomplish all the tasks they are expected to fulfill. In addition to this, secretaries would also rate how well their jobs have helped them to live a respectable and comfortable live.

When this is adjudged positively, secretaries would feel obligation to help the university achieve its goals, become affectively attached to the organization, and expect that increased performance will be rewarded. All of these constitute what is regarded as perceived organizational support (POS). Increases in in-role and extra-role performance, as well as decreases in stress and withdrawal behaviors such as absenteeism and turnover, would be behavioral benefits of POS. Perceived organizational support is based on three antecedents, organizational fairness, supervisor support, human resources practice, and job/working condition.

### 2.3 Campbell Job Performance Model

The Campbell Job Performance Model, developed by James Campbell in 2012, is a widely recognized framework for understanding and assessing job performance. The model proposes that job performance consists of two primary dimensions: task performance and contextual performance, Zwiach (2021). Task performance refers to the activities and behaviors directly related to the core job responsibilities and job requirements. It includes the specific tasks, duties, and goals that an employee is expected to perform to fulfill their job role effectively.



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Task performance can be further divided into three components:

- Job-specific task proficiency refers to an employee's technical or professional competence in performing the specific tasks and responsibilities associated with their job role. It encompasses the knowledge, skills, and abilities required to carry out job-related functions effectively.
- Demonstrated effort involves the level of effort and energy an employee puts into their work. It reflects the motivation, diligence, and commitment an individual exhibits while performing their job tasks.
- Task-specific behaviors are the behaviors an employee engages in to accomplish their job tasks efficiently. These behaviors may include problem-solving, decision-making, planning, organizing, and following established procedures.

Contextual performance, also known as organizational citizenship behavior (OCB), refers to discretionary behaviors that are not part of an employee's formal job description but contribute to the overall functioning and effectiveness of the organization.

Contextual performance can be categorized into two components:

- Organizational citizenship behaviors towards individuals (OCB-I): OCB-I refers to behaviors that involve assisting, supporting, and cooperating with colleagues, peers, or other individuals within the organization. Examples include helping coworkers, offering guidance, and showing respect and consideration.
- Organizational citizenship behaviors towards the organization (OCB-O): OCB-O refers to behaviors that contribute to the smooth operation and well-being of the organization as a whole. This may involve behaviors such as advocating for the organization, representing it positively, and engaging in activities that promote its interests.

## 2.4 The Feminist Theory

Feminist theory is the extension of feminism into theoretical, fictional, or philosophical discourse. It aims to understand the nature of gender inequality. It examines women's and men's social roles, experiences, interests, chores, and feminist politics in a variety of fields, such as anthropology and sociology, communication, media studies, psychoanalysis, political theory, home economics, literature, education, and philosophy.

The standard model defines gender as a social understanding/ideology that defines what behaviors, actions, and appearances are normal for males and females. Studies into biological sex-determining systems also have begun working towards connecting certain gender conducts such as behaviors, actions, and desires with sex-determinism. There is the view that women are oppressed and/or disadvantaged by various social organizations. The goal of feminist theory is to draw attention to the societal difficulties and issues that women face. Discrimination based on sex and gender, objectification, economic inequality, power, gender roles, and stereotypes are a few of the main topics of concern, Evans (1995). This discrimination is not always overt but it exists in such that some jobs are seen as feminine while some are seen as masculine. Women's

experiences of gender subordination, the causes of women's oppression, how gender inequality is maintained, and various solutions to gender inequality are all examined by feminist theories, Eckenwiler (2023). Literature has outlined several schools of thought in feminisms, which are; Marxist and Socialist feminism, Psychoanalytic feminism, Liberal feminism, Radical feminism, Materialist feminism, Socialist feminism and Black feminism. Arising from the above view, one can see that the feminist theory is very broad, Adeosun and Owolabi (2021).

Feminist theory or feminism supports equality for women and men, even though all feminists seek to advance equality, broaden human choice, get rid of gender stratification, put an end to sexual violence, and advance social freedom in order to achieve gender equality. Society is typically defined from a male-world aspect or perspective, and that what has been carved out by society is the result of a male-dominated stamp that has had an impact, either negatively or pleasantly, Hirudayraj and Shields (2019). The feminist theory has earned a reputation as a significant theory that specifically addresses the social marginalization of women. Feminism has contended that sex-related gender disparities have been a secondary factor in men holding the most influential positions of power and decision-making in society. In general, feminist theory, which seeks to understand the nature of gender inequality and examines women's and men's social roles, experiences, interests, chores, and feminist politics in a variety of fields, is defined as the extension of feminism into theoretical, fictional, or philosophical discourse.

### 3. METHODOLOGY

The study would use questionnaire while the data obtained from the administered questionnaire will be coded and subjected to analysis. The data analysis will involve both descriptive and inferential statistics. The descriptive aspect will involve simple frequency counts, and percentages presented in tables and charts being used for the data presentation. The inferential statistics to be used will be linear regression for hypotheses one, hierarchical regression for hypothesis one.

The IBM SPSS software (Version 25) will be used for the data analysis.

1. **Research Question One:** What is the level of perceived organizational support available to secretaries in public universities in Lagos State, Nigeria?

**Table 1: Level of organizational support among secretaries in Public Universities in Lagos, Nigeria**

S/N	Organizational Fairness	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean ( $\bar{x}$ )	Std. Dev.
1	Performance evaluations and feedback processes are conducted in a fair and unbiased manner	100 (41%)	135 (55%)	10 (4%)	0	3.37	.562

2	Grievances and complaints are addressed promptly and fairly within the organization	71 (29%)	125 (51%)	45 (18%)	4 (2%)	3.07	.732
3	There Is equal opportunity for employees from diverse backgrounds to succeed in my institution	100 (41%)	100 (41%)	35 (14%)	10 (4%)	3.18	.827
4	Promotions and rewards are based on merit and performance	120 (49%)	100 (41%)	20 (8%)	5 (2%)	3.37	.721
5	Employees are treated fairly in terms of opportunities for growth and advancement	95 (39%)	120 (49%)	25 (10%)	5 (2%)	3.25	.718
	<b>Average</b>					<b>3.25</b>	<b>.674</b>
	<b>Support for Leaders</b>						
6	My boss is proud that I am a part of this organization	98 (40%)	140 (57%)	5 (2%)	2 (1%)	3.36	.568
7	My boss provides opportunities for professional development and growth	65 (27%)	170 (69%)	8 (3%)	2 (1%)	3.22	.534
8	My boss fosters genuine and trusting relationships with everyone in the office	40 (16%)	175 (72%)	28 (11%)	2 (1%)	3.03	.557
9	My boss helps me get the resources that I need to do my job.	120 (49%)	125 (51%)	0	0	3.49	.501
10	My boss rewards me in a manner that makes me feel valued	20 (8%)	189 (77%)	30 (12%)	6 (3%)	2.91	.543
	<b>Average</b>					<b>3.20</b>	<b>.268</b>
	<b>Human Resource Practices</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>		
11	If the organization earned a greater profit, it would consider increasing my salary.	100 (41%)	125 (51%)	15 (6%)	5 (2%)	3.31	.678

12	The organization is concerned about paying me what I deserve.	201 (82%)	40 (16%)	4 (2%)	0	3.80	.437
13	The organization would not ignore any complaint from me.	110 (45%)	130 (53%)	5 (2%)	0	3.43	.536
14	The organization considers my best interests when it makes decisions that affect me.	130 (53%)	103 (42%)	5 (2%)	7 (3%)	3.45	.680
15	This company provides fair compensation and benefits in return for my contribution to my organization.	130 (53%)	95 (39%)	20 (8%)	0	3.45	.642
<b>Average</b>						<b>3.49</b>	<b>.542</b>

#### Working Conditions

16	The organization gives room for staff enhancement by sponsoring it.	45 (18%)	170 (69%)	25 (10%)	5 (2%)	3.04	.606
17	The organization helps to boost the morale of workers by creating recreational centers for them.	18 (7%)	100 (41%)	125 (51%)	2 (1%)	2.55	.642
18	The organization would not ignore any complaint about my going on sick leave.	104 (43%)	121 (49%)	17 (7%)	3 (1%)	3.33	.660

S/N	Organizational Fairness	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean ( $\bar{x}$ )	Std. Dev.
19	The organization considers my best interests when buying office furniture for use in the office.	60 (25%)	170 (69%)	10 (4%)	5 (2%)	3.16	.585

20	The organization provides fair compensation and benefits like leave bonuses for staff.	100 (41%)	135 (55%)	10 (4%)	0	3.33	.683
	<b>Average</b>					<b>3.08</b>	<b>.336</b>

n = 245; Grand mean ( $\bar{x}$ =3.26); Grand SD=0.37

Key: SA = 4, A = 3, D = 2, SD = 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, 2023

Based on observation of the results in Table 1, it could be inferred that the level of organizational support among the secretaries in Lagos State is high with a precise mean ( $\bar{x}$ =3.26) in accordance with the criterion mean 2.50-3.49 indicating High Levels on a scale of 1 to 4. There are four basic indicators that measured the organizational support among the secretaries in public universities in Lagos State. The indicators were: organizational fairness, support for leaders, human resource practices, and working conditions.

All indicators of organizational support as contained in Table 4.7, suggests high levels having being well above the criterion mean ( $\bar{x}$ =2.50) on a scale of 1 to 4. For example, human resource practices yielded ( $\bar{x}$ =3.49). This suggests that secretaries in public universities in Lagos State engaged in human resource practices to a high extent. Similarly, organizational fairness recorded ( $\bar{x}$ =3.25). This implies that majority of the respondents demonstrated a high level of fairness in their organizations. In a similar vein, support for leaders yielded ( $\bar{x}$ =3.20). This means that the secretaries were highly supportive to their leaders. Meanwhile, working conditions also was highly appreciated with ( $\bar{x}$ =3.08), hence, it could be improved upon.

#### 4. RESULT

##### Hypothesis Testing

**H<sub>0</sub>1:** There is no significant influence of perceived organization support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

**Table 2: Influence of perceived organization support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria**



**Model Summary on influence of perceived organization support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.953 <sup>a</sup>	.908	.908	3.219

a. Predictors: (Constant), perceived organization support

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24869.640	1	24869.640	2399.356	.000 <sup>b</sup>
	Residual	2518.727	243	10.365		
	Total	27388.367	244			

a. Dependent Variable: administrative effectiveness

a. Predictors: (Constant), perceived organization support

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	3.453	1.836		1.881	.016
	Perceived organization support	1.373	.028	.953	48.983	.000

a. Dependent Variable: Administrative effectiveness

**Source:** Field Survey, 2023, **Note: significant at 0.05**

Table 2 shows the linear regression analysis result for the influence of perceived organization support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The independent variable (perceived organization support) was regressed against the dependent variable (administrative effectiveness) using linear regression analysis. The result show that perceived organization support ( $\beta=0.953$ ,  $t = 48.983$ ,  $F_{(1, 243)}=2399.356$ ,  $p<0.05$ ) has significant and positive influence on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The  $R^2 = 0.908$  of the regression model suggests that 90.8% of the variation in administrative effectiveness is explained by perceived organization support of secretaries in public universities in Lagos State, Nigeria.

Thus, any other variable that is not included in this model could have accounted for the remaining variance. Therefore, the null hypothesis which states that there will be no significant influence of perceived organization support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria is hereby rejected.

**H<sub>02</sub>:** There is no significant impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

**Table 3: impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria**

**Model Summary on impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria**

Administrative Effectiveness of Secretaries in Public Universities in Lagos State, Nigeria									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.953 <sup>a</sup>	.908	.908	3.219	.908	2399.356	1	243	.000
2	.957 <sup>b</sup>	.916	.916	3.078	.008	23.883	1	242	.000

a. Predictors: (Constant), perceived organization support

b. Predictors: (Constant), perceived organization support, gender

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24869.640	1	24869.640	2399.356	.000 <sup>b</sup>
	Residual	2518.727	243	10.365		
	Total	27388.367	244			
2	Regression	25095.886	2	12547.943	1324.592	.000 <sup>c</sup>
	Residual	2292.481	242	9.473		
	Total	27388.367	244			

a. Dependent Variable: Administrative effectiveness

b. Predictors: (Constant), Perceived organization support

b. Predictors: (Constant), Perceived organization support, Gender

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	3.453	1.836		1.881	.016
	Perceived organization support	1.373	.028	.953	48.983	.000
2	(Constant)	14.506	4.073		3.562	.000
	Perceived organization support	1.183	.047	.821	25.101	.000
	Gender	3.477	.711	.160	4.887	.000

a. Dependent Variable: Administrative effectiveness

**Source:** Field Survey, 2023, **Note: significant at 0.05**

Table 3 shows the hierarchical regression analysis result for the impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The mediating variable (gender) on independent variable (perceived organization support) was regressed against the dependent variable (administrative effectiveness) using hierarchical regression analysis. The result show that gender ( $\beta=0.160$ ,  $t = 4.887$ ,  $F_{(2, 242)}=1324.592$ ,  $p<0.05$ ) has significant and positive impact on influence of perceived organization support ( $\beta=0.821$ ,  $t = 25.101$ ,  $F_{(1, 243)}=2399.356$ ,  $p<0.05$ ) on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

The  $R^2 = 0.916$  of the regression model suggests that 91.6% of the variation in administrative effectiveness is explained by the impact of gender on influence of perceived organization support of secretaries in public universities in Lagos State, Nigeria. Thus, any other variable that is not included in this model could have accounted for the remaining variance. Therefore, the null hypothesis which states that there will be no significant impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria is hereby rejected.

## 5. DISCUSSION OF FINDINGS

The study's first null hypothesis stated that "there will be no significant influence of perceived organization support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The result show that perceived organization support has significant and positive influence on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The  $R^2 = 0.908$  of the regression model suggests that 90.8% of the variation in administrative effectiveness is explained by perceived organization support of secretaries in public universities in Lagos State, Nigeria. Thus, any other variable that is not included in this model could have accounted for the remaining variance. While the second null hypothesis stated that "There will be no significant impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria". The result shows that gender has significant and positive impact on influence of perceived organization support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The  $R^2 = 0.916$  of the regression model suggests that 91.6% of the variation in administrative effectiveness is explained by the impact of gender on influence of perceived organization support of secretaries in public universities in Lagos State, Nigeria. Thus, any other variable that is not included in this model could have accounted for the remaining variance.

## 6. CONCLUSION

This study has successfully investigated the perceived organizational support and administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The study emphasized that for POS to be effective there should be organizational fairness, support from leaders, human resource practices and work conditions among others.

## 7. RECOMMENDATIONS

- 1 In other to have an administrative effective among secretaries, the management of public universities in Lagos State, Nigeria should organize regular trainings, workshops and conferences.
- 2 The Universities management should make employees believe that their contributions are valued, take care of their well-being and is committed to meeting their needs.
- 3 The universities management should make sure that poor working conditions are reduced to the barest minimal.

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