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Workplace Leadership and Job Satisfaction: Imperative for Sustainable Productivity in Nigeria

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Abstract:
Leadership is critical in every organization and strategic for sustainable performance and development of any economy. On the other hand sustainable productivity will not only require good leadership but the human element as well. The objective of the paper is to explore the relationship between workplace leadership and employee job satisfaction; and how it affects organizational productivity in particular and the performance of the economy as a whole. To achieve this objective, the author reviewed some empirical studies on leadership and employee satisfaction in the workplace; and highlighted its implication on sustainable productivity. The paper further articulated ways by which employee job satisfaction can be enhanced through leadership. Existing empirical studies found that leadership is positively and significantly related to employee job satisfaction. Further finding reviewed that many factors are responsible for employee satisfaction and as a result leadership has the task of identifying the right motivating instrument in order to achieve the desired outcome and thereby improve performance. The paper concludes that for meaningful and sustainable development of the Nigerian economy, the leadership of the Nigerian private sector organizations and government agencies should work on improving the working conditions of the employees generally, while paying more attention to intrinsic motivators than extrinsic motivators. This will help in improving employee job satisfaction and thereby reducing the high migration rate of human capital being experienced in Nigeria.

Keywords: *Leadership, productivity, performance, satisfaction*

1. Introduction

In today's competitive world, organizations face turbulent environment while working to achieve their goals and objective. To remain relevant and improve productivity requires committed and highly motivated employees who are reasonably satisfied with their work. Human resource has been attributed as one of the factors affecting Nigeria's dwindling economy (Udeaja & Obi, 2015; Boldeanu & Constantinescu, 2015; Oyeyemi & Awujola, 2014). Nigeria's poor economic growth, no doubt has contributed to the migration of over 17 million of its population to other countries including the United States of America and United Kingdom (NOIPoll, 2015).

Most of these people leave in search of greener pastures and better living condition. Others leave as a result of low level of job satisfaction from previous places of work, while many may not really be satisfied with their jobs. This perturbing development demands a holistic approach, even as studies have shown that leadership plays a critical role in ensuring that organizations achieve sustainable growth (Torlak & Kuzey, 2019). More so, the high rate of migration poses a negative effect on the active population of the country and further decreases the performance of organizations (formal or informal) in Nigeria (Omonijo, Nnedum & Ezeokana, 2011); hence the need to examine the relationship between workplace leadership and job satisfaction and how it affect sustainable productivity in Nigeria.

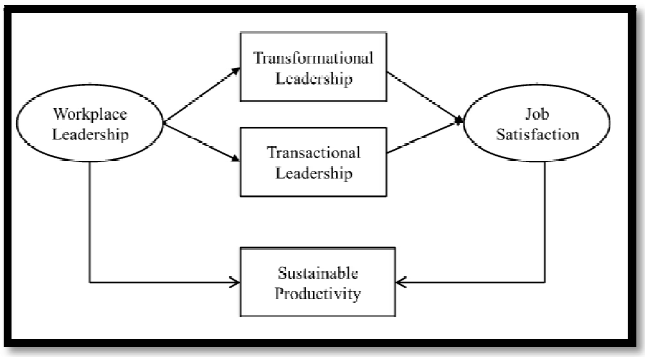

Figure 1: Conceptual Framework

2. Literature and Conceptual Review

2.1. Workplace Leadership

The words "leadership" origin dates back to the 1300s and 1800s respectively. As at 1974, review of over 3000 studies related to leadership shows there as many different definitions of leadership as there are individuals who have attempted to define the concept (Stogdill, 1974 in Fairholm, 2015). Corroborating this view, Winston and Patterson (2006) in trying to propose an integrative definition of leadership opine that the word "leadership" has as many definitions as there are many authors, with each giving a reductionist view of the concept. Others who lamented the poor definition of leadership are Bennis and Nanus (1985) and Rost (1991). The attempts to define leadership have been confusing, varied, disorganized, idiosyncratic, muddled, and quite unrewarding (Fairholm, 2015, p.1).

In this paper, we are not going to give a different or new definition of the concept "leadership" rather we shall highlight some of the definitions propounded by different authors. This is to provide a general understanding of the concept and then we shall conceptualize it in the workplace, in order to hypothesize the link between leadership and job satisfaction vis-à-vis productivity.

Nirenberg (1998) defined leadership as the act of getting things done with and through people, albeit in a kinder and gentler way. This definition views management and leadership as the same. As a result, a person occupying a management position is viewed as a leader. Others like Kouzes and Posner (1995) defined leadership as the art of mobilizing others to want to struggle for shared aspirations. Tannenbaum and his colleagues defined it as interpersonal influence, exercised in a situation, and directed through the communication process, toward the attainment of a specified goal or goals (Tannenbaum, Weschler & Massarik, 1961). Drucker views leadership as the lifting of a man's vision to higher sights, the raising of a man's performance to a higher standard, and the building of a man's personality beyond its normal limitations (Drucker, 1954).Kearns (2005) cited in Vasilescu (2018) defined "leadership as a purposeful relationship, which occurs episodically among participants, who use their individual skills in influence, to advocate transforming change" (p.171). It is a reciprocal relationship between those who aspire to lead and those who choose to follow (Kouzes & Posner, 1993).

Winston and Patterson (2006) having reviewed earlier definitions of leadership were of the view that the above definitions do not holistically represent the concept. Hence, they proposed an integrative definition of leadership as: "one or more people who selects, equips, trains, and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization's mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives" (Winston & Patterson, 2006, p.7).

From the various definitions, the leader or leadership should be able to influence followers (employees) towards achieving set goals and objectives through communication which the employees perceive as representing their own personal goals and objectives. Therefore, achieving organizational goals through people will require good leadership.

2.1.1. Classification of Leadership based on theories

University of Cambridge Institute for Sustainability Leadership generally classified leadership theories into four most influential ones (CISL, 2017) as follows:

Theory/School	Description
Great Man or Trait school	Celebrates outstanding individual leaders (in the heroic tradition) and studies their traits or characteristics to understand their accomplishments as leaders.
Behavioural or Styles school	Describes leadership in terms of people- and task- orientation, suggesting that different combinations of these produce different styles of leadership.
Situational or Context school	Emphasizes the importance of context in shaping leaders' responses to be more relationship or task motivated, or more authoritative or participative.
Transactional or Transformational school	Contrasts leadership as a negotiated cost-benefit exchange and as an appeal to self-transcendent values of pursuing shared goals for the common good.

Table 1: General Theories of Leadership
Source: CISL (2017)

In the recent times, the transactional or transformational leadership has attracted more attention than other types of leadership. As opined by Bass (2000) cited in Winston and Patterson (2006), transformational leaders move employees to go beyond their own self-interests for the good of their organization, community or country as a whole. This is achieved through influence and persuasion (Yukl, 1994). The primary focus of the leader is the achievement of the organisation's goals, which he must tie to the goals of the employees. By implication, it is the responsibility of the transformational leader to ensure that the success of the organisation guarantees the success of the individual employees. In that way, he is able to win the trust and loyalty of his followers. Transformational leader motivates its team to be effective and efficient through communication of goals and focusing on the final goal and desired outcome (Burns, 2007).

2.2. Workplace and Sustainable Leadership

Sustainable leadership reflects an "emerging purposeful consciousness among people who are choosing to live their lives and lead organizations in ways that account for their footprint on the earth, society and the health of a global economy" (Mccann & Holt, 2010, p.208). The workplace is basically a place where individuals and employees work for their employer. It ranges from government offices to large office building or factory. The workplace is one environment where sustainable leadership is extremely important as it remains the difference between success or failure for any organization, growth or loss for the business and satisfaction or otherwise for the employees (Cohen, 2012).

Effective and sustainable leadership is the force that is central in shaping the current paradigm shift towards a sustainable future for organizations and societies. The emphasis of the world's new organizational model is on the need to focus on the critical role of the employee as the living asset of the organization by separating it from the non-living assets (capital) of the organization. Accordingly, Hildebrandt (n.d) asserts that living assets are more important to the corporate world productivity, value creation, and long term success than non-living assets. He further states that leaders should know that human beingsare not controlled by external factors alone, but internal factors as well. As a result, leaders are encouraged to adopt a reflective mode – looking inwards as alternative to the concept that human beings are controlled by external factors alone. According to Hilderbrandt (n.d), leadership has two sides: the inner side, and the outer side. The inner side being the leader's mental, spiritual and emotional part; while the outer side includes the targets, goals, or results the leader aims and strives at. He opined that sustainable leadership cannot be practiced unless it is grounded on a profound anchorage in the self. This is because the sustainable emerge from an inner clarity and an awareness of what is important in recognition of the obvious connection between the leader as an individual and the actual decision making behaviour and decision execution.

2.3. Job Satisfaction

Job satisfaction is referred to as the level or extent of contentment employees feel with the workplace and the work they do (Torlak & Kuzey, 2019; Kreitner & Kinicki, 2013). Similarly, employee's job satisfaction is based on individual feeling or perception of satisfaction. As stated by Fisher (2000), job satisfaction is a kind of attitude and this attitude is of two levels: affective component (feeling and emotional) and cognitive component (judgment, comparison and belief). Different individuals have different expectations from the workplace, but generally, job satisfaction is influenced by personal needs, which drives or motivates a person to a particular action. There are many theories on how needs motivate individuals in the workplace. And employees exhibit certain behaviour on the assumption that through that action, that particular need will be met.

One of the early proponents of motivation theory, Abraham Maslow in trying to establish how needs induce individuals' performance and affects job satisfaction classified human needs into five in ascending order; with the most important need occupying the lower level – physiological needs, safety and security needs, social needs, self-esteem needs and self-actualization needs (Hee, Yan, Rizal, Kowang & Fei (2018); Beebe & Masterson (2015); and Marzuki, Permadi, & Sunaryo (2012). Maslow asserts that individual cannot move to the next higher level of need unless all needs at the lower level are satisfied or reasonable satisfied. According to this theory, a satisfied need ceases to be a motivator.

Similar to Maslow's needs motivation theory is that proposed by Herzberg known as Herzberg's two-factor theory. The two-factor theory classified human needs into two namely: motivators (satisfiers) and hygiene factor (dissatisfiers). Herzberg opines that satisfaction and dissatisfaction are two separate variables which are not part of a single continuum. According to him, "the opposite of job satisfaction is no job satisfaction and the opposite of job dissatisfaction is no job dissatisfaction" (Hee *et al*, 2018, p. 334). The hygiene factors are those basic biological needs, which if not covered in the work, the employee may not be willing to accept the job. However, the hygiene factors on their own do not lead to job satisfaction, but their absence in the job will lead to job dissatisfaction. The hygiene factors include salary, security, working condition, etc. Hygiene factors reduce dissatisfaction in the work. On the other hand, the motivators are those human needs to achieve and experience psychological growth which are related to the job such as recognition for achievement, awards, promotion, etc. (Hee *et al,* 2018).

Many studies have shown that job satisfaction is related to organizational performance and workplace productivity. Other factors related to job satisfaction are attitudes and behaviour and they include absenteeism, low moraleor turnover. Job dissatisfaction can lead to employee leaving the organization with its negative effect on productivity. While, on the other hand, employee job satisfaction leads to high productivity, low absenteeism and turnover (Hee *et* al, 2018).Hence, leadership is faced with the challenge and task of motivating employees in order to reduce job dissatisfaction thereby increasing productivity. This is because every individual is different, and what motivate one person may not motivate the other, but leaders constantly make the mistake of assuming that motivation is one size fits all (Cohen, 2012).

Improving job satisfaction requires identifying the causes of job dissatisfaction. Hantula (2015) referring to Thorndike (1917), one of the early investigations of job satisfaction, who investigated the decline in employee "satisfyingness" over time, explained that employees were most satisfied at the beginning of work but their satisfaction declined linearly over time until the end of the work period. Thorndike attributed this to the emotional state resulting from an employee's comparison of actual and desired job outcomes. This simply means that there is a huge gap between employee's expectation from the work and actual outcome. When this happens, the employee will try to fill the gap either by adjusting his input to balance with the income received or withdrawing from the job for other organizations where he feels his expectation will equal his outcome. This is one of the main reasons why Nigerians travel outside the shores of the country in search of greener pasture and more satisfying working environment (Omonijo, Nnedum & Ezeokana, 2011).

Other reasons why employees are dissatisfied with their job includes what the Marxist critics hold against the capitalist system, where work in the industrial world is inherently unpleasant as a result of the isolation of worker from the product of labour. This in behavioural terms is called lack of immediate consequences, which is positive reinforcement for work (Hantula, 2015). This implies that the worker does not have any other thing to look forward to other than his wage or salary. And going by Herzberg's two factor theory, salary is not one of the factors for employee job satisfaction. The employee expects more than salary to be satisfied on the job. In a similar vein, Skinner (1986) calls this "estrangement" from work -- a situation where the employee is separated from positive reinforcement for the work. Thus, the separation of a worker from the positive reinforcement that may accrue from work activities will make the work and workplace unpleasant. Furthermore, Hantula (2015, p. 85) asserts that lack of "positive reinforcement will necessarily lead to a system of aversive control" and wondered if such estrangement should continue in a postindustrial world.

2.4. Sustainable Productivity

Sustainability as a concept originated from Brundtland Report of 1987 and it represents a process of using resources in a way that does not lead to depletion or permanent damage, rather remains from generation to generation (Okechukwu, Ndukwe, and Ikechukwu, 2015; Emas, 2015; Cerin, 2006; Stoddart, 2011). Organizational sustainability has three key dimensions – economic, social and environmental which is geared towards productivity (Hourneaux, Galleli & Nunes (2017). Unfortunately, the human dimension of organizational sustainability has received limited attention compared to the other two – economic and environment (Li, Sajjad, Wang, Ali, Khaqan & Amina, 2019).

Productivity of an organization is based on ratio between input and output. Output may be evaluated as number of items or quantity produced; and input as a variety of resources employed in the production of the items -- machinery and equipment, labour, material, land and building, etc. (Kumar, Duhan &Haleem, 2015).In addition, productivity also may be defined as human efforts to manufacture more with lesser resources so that production benefits may be delivered to greatest number of people. On the other hand, European productivity council defined productivity as "an attitude of mind; a mentality of progress of the constant improvement of that which exists; the certainty of being able to do better than yesterday and continuously; and the continual effort to apply new techniques and methods; and the faith in human progress" (Salunke, Sirame, Mali, Rathod & Kulkarni, 2019, p.241).

From the foregoing, human factor is recognized as significant in enhancing productivity. Thus, managing people effectively and efficiently will ensure that the organization gain competitive advantage by thinking about with people and not by restricting them to a limited (Kumar, Duhan & Haleem, 2016). Hence, it was suggested that leadership should look forward to planning and implementing some corrective actions towards efficient and effective performance of individuals as team members (Kumar *et al*, 2016); and human resource should be recognized as assets (Pfeffer &Veiga, 1999). Furthermore, the leaders are encouraged to initiate behavioral and business undertakings, like job enrichment, transformational leadership, etc. to make the job attractive and satisfying.

3. Theoretical Framework

The underpinning theory for this paper is the transformational leadership model as conceptualized by Bass. Transformational leadership theory originated from James Gregor Burns' seminal publication in 1978 but was refined and expanded by Bass in 1985 (Eshetu, 2018; Givens, 2008; Bass, 1985; and Burns, 1978). However, the duo differed in their concepts of transactional and transformational leadership model. Burns believed that transactional and transformational leadership are opposite extremes on a continuum with a leader being one of the two, but Bass proposal was that transformational leadership enhances transactional leadership through their effects on follower motivation and creativity (Bass, 1985).

Bass conceptualized transformational leadership as a combination of four components: inspirational motivation, intellectual stimulation, individualized consideration and idealized influence (Bass & Riggio, 2006; Eshetu, 2018; Torlak & Kuzey, 2019).He further argued that transformational leadership saves the employee from feeling alienated at work by involving them into the process of decision making, which increases their level of job satisfaction.

Transformational leaders share the long term vision of the organisation with the employees, which get them inspired and committed to their work. Moreover, transformational leaders cater for the individual needs of their employees by aligning the goals of the individuals with those of the organization. They motivate their employees by appreciating and rewarding outstanding achievements. Corroborating the proposition of Bass, Li *et al* (2019) defined transformational leadership as "the leaders who develop their followers' potential for work through inspiration, intellectual stimulation, and empowerment, which might help develop innovative work behavior", p.2. Transformational leadership provides opportunities for personal and professional growth of individual employee and as a result leads to the success and sustainability of the organisation (Travis, 2018; Northouse, 2013; Northouse, 2016; Odumeru & Ifeanyi, 2013; Kabeyi, 2018 and Ingram, 2019).

4. Methodology

The objective of the paper is to investigate the relationship between workplace leadership and job satisfaction; and its effect on sustainable productivity. To achieve the objective, the author reviewed some empirical studies related to leadership and employees' job satisfaction in the workplace. The paper also highlighted its implication on sustainable productivity. The paper further articulated ways by which employees' job satisfaction can be enhanced through leadership.

5. Relationship between Leadership and Job Satisfaction

In order to examine the relationship between leadership and job satisfaction, the author reviewed the following empirical studies in table 2:

Researchers	Themes	Findings
Cakmak, Oztekin and Karadag (2015)	The Effect of Leadership on Job Satisfaction	Leadership has a medium-level positive effect on job satisfaction.
Smith (2016)	The Role of Leadership Style in Creating a Great School	Leadership has a great effect on both teach satisfaction and student learning
Rad and Yarmohammadian (2006)	A study of relationship between managers' leadership style and employees' job satisfaction	There was significant correlation between the use of leadership behaviors and employees and job satisfaction.
Mahdi, Mohd and Almsafir (2014)	Empirical Study on the Impact of Leadership Behavior On Organizational Commitment in Plantation Companies in Malaysia	There are significant impacts of the leadership behavior on organizational commitment.
Ali, Sidow and Guleid (2013)	Leadership Styles and Job Satisfaction: Empirical Evidence from Mogadishu Universities	There is a significant relationship between job satisfaction and transformational/transactional leadership style.
Basit, Sebastian and Hassan (2017)	Impact of Leadership Style on Employee Performance (A Case Study on a Private Organization in Malaysia)	Regression coefficient analysis shows that there is a significant and positive impact of democratic and laissez-faire leadership styles on employee performance.
Penger and Cerne (2014)	Authentic leadership, employees' job satisfaction, and work engagement: a hierarchical linear modelling approach	There is a positive relationship between authentic leadership, employees' job satisfaction, and work engagement.
Belias and Koustelios (2014)	Leadership and Job Satisfaction – A Review	Contemporary job-related phenomena like job satisfaction are related to employees' relations with colleagues and superiors
Ohunakin, Adeniji and Akintayo (2016)	Transactional Leadership Style and Employee Job Satisfaction among Universities' Guest Houses in South-West Nigeria	Contingent reward of transactional leadership style has weak positive relationship on the employee job satisfaction
Odunlami, Awosusi andAwolusi (2017)	The Influence of Leadership Styles on Employees' Performance: A Study of selected Private Universities in Ogun State, Nigeria	Transformational leadership styles has positive and significant influences on employees' performance
Idiegbeyanose (2018)	An Investigation on the Nexus Between Leadership Style and Job Satisfaction of Library Staff in Private University Libraries South-West, Nigeria	Leadership style contributed significantly to the low level of job satisfaction.
Kebede and Demeke (2017)	The Influence of Leadership Styles on Employees' Job Satisfaction in Ethiopian Public Universities	Transformational leadership influenced positively employees' job satisfaction.
Emu and Umeh (2014)	How Leadership Practices Impact Job Satisfaction of Customer Relationship Officers': An Empirical Study	Transformational and transactional leadership styles of the managers are positively correlated with employee job satisfaction.
Johnson and Nandy (2015)	Leadership Skills, Job Satisfaction, and Motivation in the Workplace: A Phenomenological Research Study	Leadership styles, qualities, knowledge, and skills are determinants in the relationship between the leader and the follower that impact motivation, leadership, and job satisfaction.

Table 2: Evidence of Relationship between Leadership and Job Satisfaction from Empirical Studies

6. Factors That Affect Employee Job Satisfaction

The following are the main factors that influence job satisfaction as outlined by Kapur (2018):

- Job Security: Employees want to be assured of their security in the workplace. It is very important for them to feel safe and secure with the work environment. Kapur outlined effective communication, good relationship between the superiors and subordinate, safe condition of machines, equipment and other working devices, safe working environment, availability of incentives and benefits and good salary in accordance with the performance of job duties as factors that affect job security in the workplace.
- Opportunities to Make Use of Skills and Abilities: Employees feel satisfied when they are provided the opportunities to make effective use of their skills. Certain training and skills have been acquired by the employees through training and education, and they look forward to opportunities to utilize these skills; hence they feel satisfied when the job avails them enables them to apply their knowledge, skills and abilities.
- People Management: People management is all about recognizing the employees (human resources) of the organisation as synonymous with the organisation. Kapur (2018) asserts that for any organisation to succeed, average employees are considered as primary source of productivity gains. Thus, capital is not the core foundation of the business but employees. Therefore, the leadership should create an environment of assurance and supports for its employees through human resources policies that facilitate employee satisfaction in the workplace.
- Compensation: Kapur (2018) defined compensation as the monetary benefit given to the employees by the company in return for the services that the employees render towards the company. According to Herzberg's two-factor theory, monetary compensation is one of the hygiene factors as it remains one of the considerations by a potential employee for a job. As a result, when the employees feel, their pay and benefits are sufficient enough to sustain their living, then they feel satisfied with their work. Besides, employees expect promotion and increase in compensation over time and when this happens, the employees feel a great satisfaction towards their jobs. Referring to Neog and Barua (2014), Kapur stated that compensation occupies the first rank in the determination of the job satisfaction as compared to other major determinants.
- Supervisor Support: Supervisor support is defined as the extent to which the leaders and managers make provision of care for the welfare of the employees and value their contributions (Kapur, 2018 citing Neog & Barua, 2014). Employees feel satisfied when they feel that they are receiving support, care and assistance from their supervisor and also appreciated and cared for.
- Working Environmental Conditions: It is a general expectation that the working environmental conditions should be comfortable for the employee to work. Where the necessary office equipment, chairs, furniture, etc. are not in place or are not comfortable, the employee will not feel satisfied with the job and this will affect productivity.
- Job Characteristics: Kapur (2018) notes that there are certain job characteristics that should be taken into consideration, such as skill variety, task identity, task significance, autonomy and feedback. He opined that these job characteristics have an influence upon the three critical psychological states of the employee, which are experienced meaningfulness, experienced responsibility for outcomes and knowledge for the actual results. Thus, he noted that the possession of knowledge and information by the employees about these characteristics will contribute in enhancing efficiency and influence job satisfaction.
- Relationship with the Co-workers: It is the responsibility of the organization's leadership to create an atmosphere within the workplace, where co-workers are able to relate with each other in a congenial and relaxed manner. Kapur (2018) opines that besides the congenial relationships between colleagues, which enable them to perform their jobs, the manager or supervisor should also be able to provide to the employees some kind of explanation regarding their performance. A work environment that encourages cordial relationships positively affects job satisfaction and productivity.
- Job Duties: The extent to which job duties contribute to employee job satisfaction depends to a large extent the employee's knowledge, skills and abilities. Kupar (2018) of the view that employees with accurate and appropriate knowledge about how to perform their jobs get higher job satisfaction than those who are not experienced in the job.
- Flexibility to Balance Life and Work Issue: Employees feel satisfied with their jobs if the job allows them enough space and time to manage their other needs, like taking care of their family, attending to other personal matters, but where it is difficult to manage the job as well as the other personal issues, the employee will not be satisfied with the job. This is because they will always find themselves under pressure and invariable affect their productivity.
- Educational Qualifications: In mapping out tasks, leadership should ensure that educational qualifications are in line with task. Studies have shown that educational qualifications, skills and abilities determine their attitude towards their jobs. According Kupar, those who possess high levels of education do not feel satisfied with their jobs if the job requires only performing repetitive tasks without the challenging component that will be able to bring out the qualifications, knowledge, skills and abilities they have acquired from education.

7. Ways of Improving Employees' Job Satisfaction through Leadership

Motivation is the incentives or conditions which will cause a person to perform a desired behaviour. Motivation can be caused by external factors or internal factors. Studies have shown that the best type of motivation is caused by

internal factors – intrinsically-motivating activities which a person partakes for no reward other than the enjoyment that the activity brings to them (Cohen, 2012).

Cohen (2012) went further to outline many ways in which leaders can motivate their subordinates or employees. These include:

- Motivating through competition – this is because people always have urge to compare performances with others and they derive some joy and satisfaction when it is fair and favourable. It is important to note that not all persons have the same level of competitiveness and failure arising from competition could be a de-motivating factor. Hence, it is important to know when to use competition as a motivating instrument to improve performance.
- Motivating through recognition – Recognition for achievements through positive feedback is acclaimed to be one of the most effective ways that managers can motivate employee in the workplace. Recognition is much more effective than de-motivating factors like punishment for wrong doing or mistakes.
- Motivating through challenge – People like challenging tasks as it is directed towards achieving personally meaningful goal. For challenge to serve as a motivating factor, it tasks must be increasingly difficult by still achievable.
- Motivating through cooperation – the feeling of cooperating with others is a strong motivating factor for staff members. This is because they derive a feeling of satisfaction from team working and helping others. It also gives them a felling of membership in the organization.
- Motivating through curiosity – Individuals can also be motivated when they are stimulated to learn more. Thus, by providing something in their work environment which arouses their curiosity and present promises to take their present skills or knowledge to a higher and more desirable level, they will be motivated.
- Motivating through control – People do enjoy feeling in control and more especially their own destiny. The urge of feeling in control can be very motivating, especially when members are made to believe that their contributions does make a big difference.

8. Conclusion and Recommendation

Following the evidences from reviewed empirical studies showing that leadership is strongly and positively related to employee job satisfaction; this paper concludes that for meaningful and sustainable development of the Nigerian economy, serious attention must be paid to the informal sector with a view of revitalizing the sector. This paper therefore, recommends that the leadership of the private sector organizations, Nigerian manufacturing firms and informal sector should work on improving the working conditions of their employees. It is further recommended that more attention should be paid to intrinsic motivators than extrinsic motivators. Similarly, the government should ensure that good policies aimed towards repositioning Nigeria's informal and private sector organizations are in place. This will help in improving the employees' job satisfaction and thereby reducing the high migration rate of human capital being experienced in Nigeria.

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