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Leadership Style and Multigenerational Workforce: A Call for Workplace Agility in Nigerian Public Organizations

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Abstract
In today's work organization, leaders are faced with the task of harmonizing workplace friction occasioned by multi-generation workforce, each with different perspectives and traits toward achieving organizational goal and objectives. Consequently, public organizations around the world and Nigeria inclusive comprised of four different generations of employees i.e. Traditionalist, Baby Boomers, Generation X and Generation Y otherwise known as Millennials – who can bring out the best or worst of the organization depending on how well the leader can manage the talent mix. Thus, it become imperative for leaders to develop knowledge on how to address the differences in motivations, working styles, communication pattern and technological preferences of multigenerational workforce. This task cannot be ignored by organization that aimed to achieve harmonious working environment and progress in the current global economy. In light of this reality, the paper examined leadership and multi-generational workforce in Nigerian public organizations through extensive review of literatures on concept of leadership, dynamics of multigenerational workforce and the strategies on how to integrate the multigenerational differences to bring about many benefits such as workplace productivity, creativity and innovation, talent attraction, reduced turnover and increased competitive advantage as well as to reduce tension in Nigerian public organizations.
Keywords: Workforce, Multi-generation, Integration, Creativity, Organizational Productivity

Introduction

Organization depicts the social entity comprising of individuals whose efforts are consciously coordinated and managed to meet a need or to pursue collective goals. Hence, every organization has a management structure that regulates relationships between employees and work activities, subdivides and assigned roles as well as responsibilities and authority to carry out different task.

In Nigeria, public organizations are organizations that are set up, financed and controlled by the government (i.e. Federal, State or Local) charged with the goal of providing essential services to the members of the public. Public organizations such as River Basin Authorities, Nigerian Railway Corporation, Nigerian Telecommunications, and Nigerian Electrical Power Agency were primarily and originally established by the Nigerian government as job providing ventures and rendering of social services rather than profit making enterprises. Those who work in public organizations are referred to as civil servants – government workers whose primary aim is to serve the public interest in an engaging way, good work life, balance, and opportunity to develop professionally.

However, in recent times these organizations are faced with numerous challenges (i.e. corruption, decaying facilities, improper use of resources and waste, nepotism, abuse and misuse of power and authority, etc.) which led to operational inefficiency that push the government to go into privatizing some of the public organizations. This paper argues that the problems that encapsulate Nigerian public organizations arise from poor leadership. This shows a failed attempt on the part of the leaders to associate hard work with success and to commensurate people's efforts with the quality of work life they enjoy whilst committing their energies – physical, psychological and mental – to the development of such enterprise or institution they work for. This is because leaders can make the difference between success and failure. A leader directs the affairs of any organization and in most times is able to see a prospective vision that others within the organization can barely see or even see at all. Therefore, this study examines leadership and multi-generational workforce in Nigerian public organizations.

The role of a good leader is indispensable in organization that involves defining and directing of team towards corporate vision and communicating it to people as well as motivating, inspiring and empowering them to contribute to achieving organizational success. Leadership in work organization requires being strategically focused and applying behavioural techniques to build commitment and attain the best performance from the workforce. It also requires specialized skills that take time to learn or to be skilled at competitive corporate environment.

Within organizational setting, leadership roles are complex ranging from planning, organizing, leading, controlling, motivating, delegating to mention few; which demands high degree of a leader's capabilities and maturity to accomplish successfully. This is so important in dealing with different generations of employees i.e. Traditionalist, Baby Boomers, Generation X and Generation Y otherwise known as Millennial – that coexisted in contemporary workplaces and can bring out the best or worst of the organization depending on how well a leader

can effectively manage the talent mix. Correspondingly, Glass (2007) noted that one outstanding challenge in today corporate organization is the management of a workforce that has notable variations in perspective and goals due to generational differences. Additionally, Hughes (2011) observed that a multigenerational workforce is essential to the growth of an organization however; the generational differences must be addressed in an effort to recruit, retain, motivate and build work teams containing best talent in an organization. The objective of the study is to:

i. Examine the relationship between leadership styles and the multigenerational workforce within Nigerian public organizations.
ii. Investigate strategies on how to integrate multigenerational differences to bring about many benefits in Nigerian public organizations

Rationale for the Study

Leadership is not a rank, it is a responsibility. It is the lifting of employees' vision to higher sights of the raising of employees' performance to a higher standard. It is the building of employees' personality beyond its normal limitations. A leader must set strict principles of conduct and responsibility, high standards of performance. It is difficult to get leaders to develop leadership styles that are opposite their preferred styles. The key to success is for leaders to have the range of skills that allow them to use the appropriate leadership styles according to the situation or assign tasks to the leaders based upon their preferred styles.

In the world of business, leaders of corporations, such as chief executive officers, general managers and senior managers, often faced with many challenges and problems, i.e. poor planning, difficult people, lack of teamwork, poor work quality and etc (Ford, 2009). According to Shaw (2005), the primary problems faced by many leaders are insufficient of time, unwillingness to communicate, inadequate and or poor communication skills and the style of leadership. Similarly, Weber, et al., (2001) cited that leadership failure in organizations occurs more frequently than one might imagine for a variety of reasons, such as poor selection process, lack of leadership vision.

Nigerian public organizations are equally experiencing the changing landscape of work as workplace demographics now span four generations, meaning that 20-year-old new hires can find themselves working side-by-side with colleagues who are older than they are by 50 years (or even more) which has posed serious challenge for government managers. Also, the differences of the new multigenerational workforce have frustrated many organizational leaders. Consequently, managers cannot use single (mono) leadership style for workers with different generations, perspectives and traits. Otherwise it will result in intergenerational conflict that may leads to workplace friction, counter-productive behaviour and low productivity. Therefore, it is important to examine the strategies on how to integrate multigenerational differences to bring about many benefits in Nigerian public organizations.

More so, it has been argued that Nigerian public organizations are filled with a lot of ageing workers who periodically falsify their age and still protest for government to raise the retirement age from 65 to 70 in order to remain in the workforce longer than expected and yet there is a growing shortage of skilled talent. There is a growing concern that in public organizations in Nigeria, people are retiring from service almost on a daily basis and yet there are no new jobs being created. A simple mathematical explanation can be brought in here that as there are spaces at the top for people to move into as older people retire, there should be an equal number of spaces at the bottom for fresh talents to occupy and start a budding government career. It is also noteworthy to say here that in recent times, majority of the government agencies and parastatals do not place adverts for new employments yet people are retiring. Thus, it is imperative to find out the consequences of aging and declining workforce in Nigerian public organizations and how these organizations in recent times are almost not having fresh talents in their workforce mix any longer.

Concept of Leadership

Academic review of literature revealed that the term leadership has always been crucial subject in organizational psychology and management studies. This is so because leading is a crucial role in every human endeavor whether in family setting, organization or society. Therefore, there is distinction in the definition and meaning of leadership among scholars as well as general public. Substantive literature validates that definition of leadership distinct in terms of leader abilities, personality traits, cognitive, behaviour, emotional orientation, influence relationship and appeal to self-versus collective interests (DenHartog and Koopman, 2011). Leadership is an integral part of work and social life. In fact in any given situation where a group of people want to accomplish a common goal, a leader may be required. Leadership behaviour occurs in almost all formal and informal social situations. However, Chemers (1997) leadership is a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task. Also, House and Shamir (1993) defined leadership as the ability of an individual to motivate others to forego self interest in the interest of a collective vision, and to contribute actively to the attainment of that vision. From the definitions provided here, leadership

can be seen as call to duty, willingly with significant self-sacrifices and ability to cope with change necessary for organizational survival.

Characteristics of Leaders

Studies have shown that leaders shape patterns of organizational and structural behavior in accordance with their personal characteristics and in keeping with their style of leading the organization. Therefore, the following characteristics of leaders can be proposed:

i. **Vision:** A leader who is visionary is the one who has a long-term perspective, who is externally oriented and has a broad interest in industry, economy, regulations, and politics. His tasks include forming a mission statement, vision and values. He is supposed to transform and structure the organization to ensure survival and growth. Example of visionary leader can be a director, senior executive, chair and head of school, senior partner etc.

ii. **Integration:** An integration leader is the one who has medium-term perspective. He has an inside out orientation where his main focus is on his own organization. His main function is to develop organization's systems and processes. He reconciles conflicting interests. He develops and champions a strong culture. He ensures effective running of whole organization by using and innovating corporate knowledge and recruiting and retaining talent.

iii. **Fulfillment:** A fulfillment-enabled leader is the one who has a short-term perspective. He is a knowledge expert who is result oriented and who has customer service thinking. He pleases the customer by delivering results on time. He makes continuous improvement by unlocking individual potential and optimum usage of resources. He is continually driven by the desire to fulfill a particular objective or target.

iv. **Transaction:** A leader who is transactional is the one who take the initiative in offering some form of need satisfaction in return for something valued by the employees, such as pay, promotion, improved job satisfaction or recognition. The leader sets clear goals, and is adept at understanding the needs of employees and selects appropriate, motivating rewards.

v. **Transformation:** A transformational leader is involved in the process of engaging the commitment of the employees in the context of the shared values and the shared vision. It is particularly relevant in the context of managing change. It involves relationship of mutual trust between the leaders and the followers, of having a clear vision and a sense of purpose, and paying attention to the needs and potential for development of individual followers.

vi. **Charisma**: Charisma, as defined by Max Weber, is "a certain quality of an individual personality, by virtue of which he or she is set apart from ordinary people and treated as endowed with supernatural, superhuman, or at least specifically exceptional powers or qualities. The charismatic leaders have the ability to carry the masses. They have a great deal of emotional appeal from their followers who feel in a way that they have an obligation to follow the leader based on the uncommon characteristics or the kind of aura such a leader possesses that makes him command such followership.

Leadership Styles

Every manager in today's competitive business environment has his/her own style of managing workers which could either motivate or discourage employees (Ogunola, Kalejaiye and Abifor, 2013). Leaders must have the skill to diagnose, adapt, and communicate (Weiss, 2005). The effectiveness of the leaders is being measured by the way they allocate and deploy resources and measure outcomes against set behaviors. For example, an effective leader can demonstrate their effectiveness through their actions and behavior in an organization. Many leadership styles are available to leaders, no particular style is better, as argued by Van Wart (2006). However, the style and behavior of the leader have a strong association with the skills of the leader (Van Wart, 2006). No leader uses a particular style exclusively on all situations, tasks, and circumstances. The style a leader adopts therefore is dependent on the following characteristics: (a) the nature of the task to be accomplished, (b) the nature of the employees and (c) the personality, attitudes and behaviours of the leader. However, there is often a predominant style of leadership in classical management studies. The predominant leadership styles most commonly discussed are as follows:

Autocratic Leadership

This style of leadership is both directive and controlling. The leader will make all decisions without consulting employees and will also dictate employee roles. Micromanaging is a form of autocratic leadership in which upper management controls even the smallest tasks undertaken by subordinates. Employees are expected to obey orders without receiving any explanations. The motivation environment is produced by creating a structured set of rewards and punishments.

Managers using autocratic management style (1) rely on threats and punishments to influence

employees; (2) do not trust employees and (3) do not allow for employee input. This style is most effective to use in situations like (a) having new untrained employees who do not know which tasks to perform or which procedures to follow; (b) when employees do not respond to other leadership styles; (c) if there are high-volume production needs on a daily basis; (d) when a manager's power is challenged by an employee; (e) if the area was poorly managed and lastly (f) when work needs to be coordinated with another department or organization.

Democratic Leadership

This style of management is centered on employee participation and involves decision making by consensus and consultation. The leader will involve employees in the decision-making process and they will be encouraged to give input and delegate assignments. Democratic leadership often leads to empowerment of employees because it gives them a sense of responsibility for the decisions made by management. This can also be a very effective form of management when employees offer a different perspective than the manager, due to their daily involvement with work. A successful leader will know when to be a teacher and when to be a student.

Democratic leadership may best be used when working with highly skilled and experienced employees. It is most useful for implementing organizational changes, for resolving group problems, and when the leader is uncertain about which direction to take and therefore requires input from knowledgeable employees, the leader wants to keep employees informed about matters that affect them, when the leader wants employees to share in decision-making and problem-solving duties. It is also used when the leader wants to provide opportunities for employees to develop a high sense of personal growth and job satisfaction, when there is a large or complex problem that requires lots of inputs to solve. Also, when changes must be made or problems solved that affect employees or group of employees and when the manager wants to encourage team building and participation, the democratic style is used.

Laissez-Faire Leadership

This free-rein form of leadership, if it is to be successful, requires extensive communication by management with employees. It is the style of leadership that makes employees responsible for most of the decisions that are made, and in which they are minimally supervised. Employees are responsible for motivating and managing themselves on a daily basis under this leadership style.

Laissez-faire leadership may best be used when employees are educated, knowledgeable, and self-motivated. Employees must have the drive and ambition to achieve goals on their own for this style to be most effective. Laissez-faire leadership is not a good idea in situations where employees feel insecure about the manager's lack of availability or the manager is using the employees to cover for his or her inability to carry out his or her own work. This type of situation can create resentment and result in an unhealthy work environment.

Transformational Leadership

Leaders who have a clear vision and are able to articulate it effectively to others often characterize this style of leadership. Transformational leaders look beyond themselves in order to work for the greater good of everyone. This type of leader will bring others into the decision-making process and will allow those around them opportunity to learn and grow as individuals. They seek out different perspectives when trying to solve a problem and are able to instill pride into those who work under them. Transformational leaders spend time coaching their employees and learning from them as well.

Transactional Leadership

This leadership style is characterized by centralized control over employees. The transactional leader will control outcomes and strive for behavioral compliance. Employees under a transactional leader are motivated by the transactional leader's praise, reward, and promise. They may also be corrected by the leader's negative feedback, threats, or disciplinary action.

The most effective leadership style is using a combination of styles. Leaders should know when it is best to be autocratic and when to be democratic. They can also be transformational and transactional at the same time; these are not mutually exclusive styles and in fact can complement one another extremely well. At this juncture, it is important to also examine the concept of multi-generational workforce.

Defining the Multi-generations

The term generation signifies the grouping of people within similar age groups, born in the same time of history and culture (Palese, Patantali and Saiani, 2006). Although there can be no absolute beginning or end to the generational distinctions, they typically span 15–20 years (Weingarten 2009). According to Lancaster and Still-man (2002) there are currently four generations in the workplace (Veterans, Baby Boomers, Generation X and Generation Y).

Types of Multigenerational Workforce in the Nigerian workspace

Veterans

Veterans (or Traditionalists) include people born in or before 1945 (often referred to as matures). They make up few if any of the current civil servant workforces in Nigeria. Some remain in leadership positions and they generally have a life time of working experience. They believe in life-time employment, generally with one employer and value hierarchies (Stanley, 2010). The veterans worked hard and believe that hard work will produce rewards. They tended to be uncomfortable with change and tend to favour command and control management/leadership styles. Their core values are law and order, respect for authority, duty, honour, dedication and sacrifice (Calhoun & Strasser 2005). While this group is not fully represented in the current civil servant workforce the legacy of their influence is still evident through policies and customs practiced within the public organizations (Irvine 2010).

Baby Boomers

Baby Boomers (live to work) were born after the Second World War (between 1946 and 1964) and were raised in an era of relative optimism, opportunity and progress. Boomers generally grew up in a time where people had secure jobs, access to good education and postwar prosperity. They questioned the status quo, embraced the big picture and interpersonal communication. Their core values are optimism, personal growth, health and wellness and involvement (Duchscher & Cowan 2004, Weingarten 2009). Baby Boomers are evident across the spectrum of the civil servant workforce, with many approaching retirement. A significant feature of the Baby Boomers is that work has been central to their lives and their work ethic is strong. These groups of people are currently at the helm of affairs, the top management level of agencies, parastatals and departments in the current workforce. They are the current heads of departments, permanent secretaries, executive secretaries, chief executive officers, etc of their various organizations in Nigerian public organizations.

Generation X

Generation X (work to live) appear after the Baby Boomers, being born between 1965 and 1980 into a time of rapid change, with changing social and economic factors impacting on their education and development. They grew up into an environment of two career families, rising divorce rates, downsizing and the dawn of the age of rapid developments in technology and communication. Generation X focused on personal growth, aggressively questioning the status quo and authority and they recognized that job security was a thing of the past. Their core values focused on thinking globally, balance, technological literacy, having fun, travel, independence, diversity and informality (Gursory, Maier and Chi, 2008; Weingarten 2009). Generation X do not place so much emphasis on work and feel work should not be too serious or formal; in fact, work should be fun (Irvine 2010).

Generation Y

Generation Y is also known as the nexters or internet Gen and Millennials. They have grown up in a world with massive amounts of information at their fingertips and were born between 1981 and 1999. They are generally technology savvy and masters of mobile phones, the internet and video games. They prefer to be tech-savvy, employ multitasking and are keen to participate or collaborate in decisions as much as possible. Their core values are optimism, civic duty, confidence, team-work, modesty, achievement, morality, street smart and diversity (Duchscher & Cowan 2004, Calhoun & Strasser 2005). They are a product of their times, they are more numerous, more affluent, better educated and more ethnically diverse than any of the previous generational groups and according to Weingarten (2009) older generations are commonly surprised at the range of positive social habits they exhibit. Significantly, Generation Y is so wedded to the notion of belonging to a group that employers who neglect this feature find little success in motivating them (Irvine 2010).

Generation Z

There is already talk of the imminent arrival of Generation Z, but they are not a factor in the labour employment market yet. Furthermore, the four generations characteristic is diagrammatically represented below:

Generation	Values, Beliefs & perceptions
Matures (born 1928 to 1948, ages 62+)	• Dedication, sacrifice & hard work • Conformity • Duty & patience • Respect for authority/adherence to rules • Duty before pleasure • Conservative spenders • Believe in logic, not magic • Detail-orientated • Uncomfortable with conflict • Hard working • Knowledgeable
Baby Boomers (born 1949 to 1965, ages 43-61)	• Defined by their jobs —workaholics • Team oriented • Optimistic • "Me" Generation: value personal gratification and personal growth • Success is visible: values quality, titles, trophies, plaques, money, rewards • Hard working • Relationship builders • Competitive • View change as inevitable • Question authority
Generation Characteristics Gen X (born 1965 to 1979)	• Indifferent to authority • Loyal to people, not the company • Risk takers & entrepreneurial • Latch key kids; self-reliant • Skeptical • Seeks challenge • Independent, difficulty with teams • Portable careers • Work/life balance is very important • Techno literate • Not loyal to the company • Impatient • Cynical
Millennials (born 1980 to 2000)	• Optimistic and confident • Well looked after, protected, sheltered • "Adultolescents" with helicopter parents • Ambitious goals/high expectations • Strong sense of self • Have "hero" mentality • Accustomed to being part of decision making process • Diversity • Sense of civic duty • Sociability • Wants constant feedback

Source: Managing a Multi-generational Workforce Marks. CSC Women in Leadership, Shannon. Linkage Women in Leadership Summit.

Having examined what makes each generation's distinct and talent tick, we can therefore concur that there is need for leaders to optimize multi-generational workplace to attain agility in Nigerian public organizations.

Leadership and Multigenerational Workforce in Public Organizations

Studies revealed that to meet the demands of a rapidly changing competitive business environment, associated with an ageing population and skills shortage, it is vital that public organizations are able to attract, retain and motivate workers of all generations (Hatcher, Bleich, Connolly, Davis, ONeil-Hewlett and Stokley-Hill, 2006; Kogan 2007). Therefore, leaders are drive to establish a climate that would encourage workers retention in countering the staffing crisis in public services and an issue that occupies many a leader or manager's in public organization. However, in spite of significant efforts to keep staff in place, national and international trends show a retention crisis remains evident both in developed and developing countries (Bureau of Labour Statistics, 2011).

Thus, it is suggested that when dealing with multiple generations a range of solutions could be employed to face the challenge of retaining workers in the workforce. This is because each generational group has their own unique experiences, values, gender issues, tensions, problems and approaches to team working (Gursory et al. 2008). As such, it may be useful to consider strategies that recognize and address issues of retention and attraction for all generations within an organization.

With different generations in the workforce at all organizational levels it is important for leaders to understand the generational differences and their similarities, to tap into their diversity, creativity and energy. While having a mix of generations in the workplace is nothing new, traditionally the different age groups were separated by a clear chain of command with the older workers as supervisors and managers, while the younger workers were apprentices and juniors. The new reality is one of a flatter organizational structure where teams of diverse ages work together and where younger apprentices are less afraid to argue their point, make demands and voice their opinions (Weston 2001).

The impact of a variety of multigenerational groups working together is that misunderstandings regarding values, work ethics, communication styles and approaches to problem solving may be common and lead to conflict (Ulrich 2001, Calhoun & Strasser 2005), disharmony or an unproductive workforce. The result of these misunderstandings and work ethic differences are likely to be costly to organizations as they can result in increased absenteeism, interpersonal conflict, low quality patient care (Weingarten 2009), communication breakdown and a lack of staff motivation.

It is suggested that when generational groups collide, staff satisfaction and customer care plummets (Weingarten 2009). With this reality leaders and managers within contemporary organizational environments need to apply leadership insights and management strategies to support and foster an understanding of different generational needs.

Theoretical Framework

Theoretical exposition is of great essence in studies of leadership. This is due to the fact that theories attempt to explain how leaders are able to achieve maximum level of follower motivation, loyalty, commitment, integration and performance. Therefore, this study is guided by contingency and path-goal theories of leadership. The consideration for the theories is that they focus more on how follower needs and conditions determine leader behaviour which is central to the present study.

Contingency/Situational Theory

In 1967, Fred Fiedler, a well-known theorist and founder of contingency or situational theory of leadership postulates that there are three important situational dimensions to influence the leader's effectiveness in work organization. This implies that certain leader behaviours will be effective in some situations but not in others. These three (3) dimensions are:

i. **Leadership member relations**: the degree of confidence the subordinates have in the leader. It also includes the loyalty shown to the leader and the leader's attractiveness.
ii. **Task Structure**: the degree to which the follower's jobs are routine as contrasted with non-routine.
iii. **Position power**: the power inherent in the leadership position. It includes the rewards and punishments typically associated with the position, the leader's formal authority (based on ranking in the managerial hierarchy), and the support that leader receives from supervisors and the overall organization.

Path-Goal Theory

The path-goal theory postulates that the most successful leaders are those who increase subordinate motivation by charting out and clarifying the paths to high performance. According to Robert House's (1971) path-goal theory assume that leaders will be effective to compliment the environment in which their subordinates expect they can attain work goals and to extent that subordinate develop intrinsic satisfaction and receive rewards as a direct result of attaining those work goals (Den Hartog and Koopman, 2011). Therefore, path-goal theory is based on the following leadership roles that a leader should:

i. Motivate followers to achieve group and organizational goals
ii. Ensure that they have control over outcomes their subordinates desire

iii. Reward subordinates for performing at a high level or achieving their work goals by giving them desired outcomes.
iv. Raise subordinates beliefs about their ability to achieve their work goals and perform at a high level
v. Take into account subordinates characteristics and the type of work they do

Theoretical Perspective of the Link between Leadership Style and Multigenerational Workforce

From the theoretical view point, there is a link between the leadership style and commitment, motivation and collaboration among multi-generations. Thus, it is postulated that an appropriate leadership approach will facilitate greater effectiveness when dealing with generational issues. In the present study it is proposed that leaders should adopt contingency and path-goal theories of leadership because it encourage matching of actions with their values and beliefs when dealing with workers from different generations. This approach to leadership rests on the leader's values and beliefs being demonstrated and on their role modeling of their personal or organizational values (Stanley, 2008). Followers with the same or similar values support and follow these leaders because their own values align. While some values differ between the generational groups, their core values are likely to offer significant common ground for this leadership approach to be employed successfully.

It is also proposed that each employee should be held to equal employment expectations, organizational goals, policies and procedures. This in a way each employee is valued equally, regardless of their generational group and level. This sets ground rules and allows for common, organizational understanding. Individual or generational differences can be fostered, but only once these common issues are agreed. Employers may also benefit from opening a forum for dialogue with all employees, but in particular those from newer generations who are seeking to express their voice within the organization. Generation X and Y are both keen to play a part, take the lead and make a difference. By encouraging their active participation or vocal engagement leaders will help them feel they belong to the organization (Raines 1997). Belonging, in this sense is about fostering their choice to belong and it is important that it is not seen as the same thing as being loyal. People are often loyal in spite of how they are dealt with or treated, but these employees will only feel they belong as long as they feel welcomed and engaged. Treat them poorly and they will take to their heels feeling they are no longer wanted or that they no longer belong.

More so, organizations hoping to retain newer generational workers need to be flexible and approachable. Indeed this approach will lead to general staff satisfaction and so to greater retention across the board. Employees who feel they can influence operational decisions and organizational performance also feel more satisfied and again retention may be positively affected. Therefore, to engage more effectively with the people in their teams it may be instructive for managers and leaders to focus more on individuals. This approach negates the generational issues altogether and allows leaders and managers to recognize what shapes or drives each person's values. It allows a more personal approach to leadership and management and supports employees' personal growth and career advancement. Deals (2007) view that it is the individual and not their generational group that matters. In addition, having observed the theoretical position, one would strongly agree that leadership styles play a pivotal role in integrating and enhancing performance of a multigenerational workforce toward accomplishing the set organizational goals and objectives.

Methodology

This study employed the use of exploratory research design in the review of literature to explain the place of leadership in managing multi-generational workforce in contemporary work organizations. The focus was to identify the links between the leadership styles that abound in various organizations and in particular respects in the leaders that direct the affairs of these multi-faceted levels of employees who have been specialized into generations. The study therefore intends to establish a positive link between the subject matters of the paper. This is done in line with the objectives of the study.

Exploring the Nexus between Leadership Styles and Multigenerational Workforce in Nigerian Public Organization

In light of the foregoing, there is need for us to examine the link between leadership style and multigenerational workforce in Nigerian public organization. Therefore, attempt is made here to examine the kind of leadership style that each generation of workforce can responds to or can work with effectively in Nigerian public organization.

Veterans

A veteran workforce is not likely to yield to an autocratic style because they feel that there are much of the same age with their leader and that; he cannot boss them around; they are not small boys that can be push. Hence, a leader of set of veterans might consider using democratic or laissez-faire leadership styles. In using democratic style, he wants to gather their own input on the current work procedure by increasing their decision making and

greater employee's participation. In some ways, such a leader sees them as equals; who have equally serve their time and paid their 'dues' on the job because such employees would have spent and be spent on their physical, psychological and mental energy. On the other hand, he uses laissez-faire by leaving them to take their own decisions on the job because of their high level of skill, experience and training over the years involve in career and personal growth and development.

Baby Boomers

Baby boomers, at this point their career they feel they have seen a lot on the job and as a result they had a lot of working experience; they also known that they are the next in line or very close to taking over leadership and management of positions. Of a truth, they have spent their lives on the job but here loyalty and commitment is brought to question particularly with respect to the leader that they have. In some ways, they are hard to control because they feel that they are not like slave to be tossed here and there. Therefore, leading such a group of people required high level of diplomacy because to get the job done they and the leader have to be on the same page for meaningful success to be achieved.

If not well manage decent could set in as employees we feel that rather than comply with the directives of the leaders they can as well make their own decision.

Generation X

For Gen X employee, they are currently middle class employees within the Nigerian workforce. This group of employees and concerned with sustaining their families that they have set out. At this stage of life most of the employees in this workforce have children in tertiary institutions or secondary schools and the focus of employees within this bracket is to keep the education of their children growing and to sustain the general wellbeing of their families. At this point, dedication and commitment to the job is of talk notch whether real or faked the reason for this is that these employees feel that thy can no longer afford to be changing jobs and cannot afford to throw themselves in to the labor market because age is no longer on their side, societal expectation of them is that they are supposed to be role models for younger would be employees.

A leader for such a set of employees has to understand the dynamics of good working conditions, quality of work life and proper direction. He has to institute framework that will keep the institution of employees at top level. Such a leader has to be able to combine effectively the requirements of the job and the characteristics of the employees and can use a combination of democratic and lassie-faire leadership styles. It's charisma as a leader goes a long was in influencing the expected wok outcomes. This will draw followers to his leading naturally because they will deal a high level of obligation to work together with the leader to ensure that positive results are generates in the interest of the organization. This means that his natural ability to command followership plays a vital role in achieving organizational goals.

Generation Y

For generation Y employees, democratic leadership style may not be formally used as employees within this generation think that they know what is expected on them and out of useful exorbitant may wish to be actively involve in decision making in the organization but in terms of achieving organization goals such employees may not be entrusted with responsibility of making business and organizational decision that has serious implications for the organization hence, to some degree they may be part under an autocratic leadership style in order to checkmate their excess and to ensure that their work is targeted at positive organization outcomes.

A combination of democratic and autocratic styles many be used on such group of workforce, they could be given the opportunity to express their potentials, participate in organization decision making contribute to work process but within stringent defined work procedures. A comical example can be painted here; "young children can be given opportunity to watch any kind of cartoon but within a specified time as instructed by the parents that is when bed time cartoon is over is. This shows that the parents are being democratic by given the children opportunity of choosing what to watch but being autocratic by choosing what time to stop watching the cartoon.

For any organization, the internet and bull in Information Communication Technology is vital resource that can never be overlooked. As such, most companies if not all actually desired these days to have internet presence. Thus, leading a group of people that are technology savvy requires that the leader must be as literate as the employees he led. So that his leadership quality will not be question. Again leading such a groups of people means that such employees could easily challenge the leader if he makes an organization move or procedure that is divergent to the one they have come across with on the internet particularly social network. Comments such as 'you are too old' 'you are not in town' 'that can't work ooo' might be paraded by this generation because they carry themselves with the impression that they know as much as the leader knows or even more. They tell him he uses outdated ideas, concept and terminological expect for a strict organizational procedure or a good condition of serious, loyalty and commitment is in distance as this generation of employees can afford to change jobs just

because their unfavourably disposed to a particular leader.

Strategies on Integrating Multigenerational Differences in Nigerian Public Organizations

The focus of this study was to emphasize that employees from different generations require different management strategies in order to manage them effectively for the efficiency of the organization. In light of this, the following strategies can be employed by leaders or managers to integrate multigenerational differences toward building sustainable and more engage employees who are happier, more willing to collaborate, better supported in completing their work and more effective in delivering on their mission.

1. **Investing on Multi-generation Workforce**

Government leaders or `managers should invest in developing generationally diverse talent pool to harvest the benefits of the multi-generational workforce. For example, the slower- than- expected exit of baby boomers and entrance of millennials (also known as Generation Y) presents an immense and urgent opportunity, which public organizations can leverage the best of both generations and what they bring to the table while they are in the workforce at the same time. Boomers, for instance, can contribute by providing institutional knowledge while benefiting from the innovation, energy, and technical aptitude of Generation Y.

2. **Promoting Integrated Workforce**

An integrated workforce also has the power to realize new efficiencies in the public organization. Collaborating and learning from and between generations can generate new ideas and create new solutions for solving mission challenges. Numerous companies, from manufacturing to servicing, are pairing upper management with younger employees, a practice known as "reverse mentoring". The younger employees are teaching their "mentees" about social media, technology, and workplace trends. The benefit is consensual: the senior leadership learns about new tools and the younger employees are engaged to the point where many companies have experienced reduced turnover. Public organizations in Nigeria could benefit from similar models and achieve comparable success.

3. **Career Development**

Leaders should allow intergenerational dialogue and collaboration as prerequisite for organizational success. This can be achieved by encouraging senior staff to develop younger employees, as well as employing effective means of preserving institutional knowledge. Also, managers should consider career development programs that will encourage formal forum for knowledge transfer between generations in Nigerian public organizations. This in effect will not only increase the likelihood of the transfer of valuable institutional knowledge across generations, but opportunities for Millennial to show older counterparts how to work differently, leveraging technology and collaboration at every turn.

4. **Talent Management Strategies**

Management strategies such as cross-generational talent development should be encouraged by rewarding team-based work, as well as making mentorship a performance expectation. This will also provide platform for effective performance management system so that managers and supervisors can actively groom their young people and help them to succeed.

5. **Enhancing Technological Know-how**

Technologies are becoming popular in every work organization as tool for fostering collaboration and generating knowledge sharing among workers. Evidences have revealed that basic technologies such as email, wikis and teleconferences are increasing in public organizations most especially at Federal organizations this can be used as tools to spur and integrate multigenerational differences. It is important to note that technologies that are offered to the workforce, rather than forced upon them, receive greater acceptance across generations.

6. **Effective Methods Of Evaluation**

To effectively manage a multigenerational workforce, an organization should assess and evaluate that workforce and how the organization supports its employees. By performing such evaluation, the organization can better understand the talent it possesses and its future needs so that it develops the right programs to support talent and deploy it more effectively. Additionally, in a changing workforce, the organization should constantly evaluate its workforce programs so that it can determine if the programs are effective and whether the cost of investment in those programs has a positive impact on the organization ability to accomplish its mission.

Conclusion

From the discussion so far, it can be deduced that in an organization where leaders have to do more with less and get the most out of their workforce, it is essential that all the generations existing in the workplace work together. Therefore, it become very important for managers to understand each generational group and differences in order to grasp what it is that drives or motivates each of the different generations to contribute effective to organizational success. It also important to note that to successfully deal with impending workers shortage and how to attract and retain skilled workers across generational spectrum in Nigerian public organizations, good leadership style should be exercised.

In addition, for leaders to transform multi-generational workforce into a more cohesive workforce, it is crucial to focus time and resources to the strategies which matter most. The strategies highlighted in this study i.e. investing on multi-generational workforce, promoting integrated workforce, career development, talent management strategies, enhancing technological know-how and effective methods of evaluation are key areas for leaders and managers in public organizations to focus on in order to reduce tension and harmonize differences in present multi-generational workforce.

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