



## INFLUENCE OF KNOWLEDGE SHARING AND LEADERSHIP STYLE AS DETERMINANTS OF JOB SATISFACTION AMONG IMMIGRATION OFFICERS IN NIGERIA.

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### Abstract

*This study examines the influence of knowledge sharing and leadership style as determinants of job satisfaction among officers of the Nigeria Immigration Service in Nigeria. The study utilised a survey design and considered one hundred (100) immigration officers, comprising 62 (62.0%) male and 38 (38.0%) female officers, using a simple random sampling technique (a sample was drawn among immigration officers in Makurdi, Benue State, Nigeria). Data was analysed using descriptive and inferential statistics, while a standardised structured self-report questionnaire with four sections was used for data collection. Four hypotheses were tested at the .05 level of significance. Results revealed a significant influence of knowledge sharing on job satisfaction among immigration officers in Makurdi [ $R = .430$  and  $R^2 = .185$ ;  $F(1, 98) = 22.220$ ;  $p < .001$ ]. Also, the results further show that knowledge sharing significantly accounted for 18.5% of the total variance observed in job satisfaction. Additionally, the result explains that there is a significant [ $r(98) = .378$ ;  $p < .001$ ] relationship between leadership style and job satisfaction among the study sample. Furthermore, the result discovered that there was no significant relationship between age [ $r(98) = .175$ ;  $p > .05$ ], religion [ $r(98) = -.014$ ;  $p > .05$ ], marital status [ $r(98) = -.119$ ;  $p > .05$ ], and job satisfaction. Lastly, the result implies that there was no significant gender difference (male and female) in job satisfaction among immigration officers in Nigeria [ $t(98) = 1.022$ ;  $p > .05$ ]. Given these results, the study concluded that knowledge sharing and leadership style are determinants of job satisfaction among officers of the Nigeria Immigration Service. Therefore, the study recommended the adoption of effective leadership styles and provision of knowledge-sharing mechanisms to yield commitment and lead to job satisfaction.*

**Keywords:** Knowledge Sharing, Leadership Styles, Job Satisfaction, Immigration Officers

### Introduction

There is growing interest in the study of job satisfaction among scholars especially the organizational and industrial psychologists as employee job satisfaction is crucial to the success of many organizations in Nigeria. Improvements of job satisfaction have positive effect on employees' motivation, performance, and productivity. These are important elements that an organization needs to maintain a competitive workforce in order to deal with challenges that arise from the competitive business environment (Marzuki et al., 2012).

Job satisfaction is defined as a happy emotional state or positive emotions that come from assessing one's work or work experience (Brayfield & Rothe, 1951). Furthermore, it is also suggested that job satisfaction is a person's reaction to work or organization (Robinson, Magnusen & Kim, 2019; Saleem, 2015; Jabid et al., 2020; Arilaha et al., 2020). A satisfied employee can encourage a positive attitude by prioritizing organizational interests rather than personal ones (Heriyadi et al., 2020). Hence, it will impact the level of growth and expansion of the organization (Al-Hosam et al., 2016).

Therefore, job satisfaction is assumed to be an antecedent of several organization relevant outcomes, some of which concern employee productivity and others that concern employee health and well-being. On the productivity side, job satisfaction has been linked to job performance, organizational citizenship behaviour (behaviours beyond required job tasks that help the organization), counterproductive work behaviour (behaviours that harm organizations), and withdrawal, including absence and turnover (Spector, 1997). On the health and well-being side, job satisfaction is related to burnout, physical and psychological health, and life satisfaction (Spector, 1997). Although it seems intuitively obvious that high job satisfaction should lead to better performance, less absence from work, and lower turnover. More concretely, Ostroff (1992) found that organizations with more satisfied employees tended to be more effective than organizations with dissatisfied employees.

On the other hand, leadership styles play a critical role in the overall goals of the organization; in fact, leadership cannot be overemphasized in the productivity of organizations, neither can the leadership styles of organizational leaders be taken out of context. In view of this, it is imperative to this research work that the influence of leadership styles be assessed to determine the job satisfaction among the study population.

Leadership styles refer to the behavioural approach employed by leaders to influence, motivate, and direct their followers. A leadership style determines how leaders implement plans and strategies to accomplish given objectives while accounting for stakeholder expectations and the wellbeing and soundness of their team. Leadership styles refer to the behavioural approach employed by leaders to influence, motivate, and direct their followers. A leadership style determines how leaders implement plans and strategies to accomplish given objectives while accounting for stakeholder expectations and the wellbeing and soundness of their team.

Many researchers and theorists have proclaimed, there is no single style of leadership that is appropriate in each and every circumstance (Bass & Avolio, 1990). However, leadership styles can vary across a broad spectrum of possibilities, from authoritarian dictatorial styles to an anything-goes laissez-faire style (Rajagopalan, 2009). A leader who is effective must hold a certain degree of control over the situation at hand, the dynamics of the team, and the actions of the team's subordinates. As a result, an effective manager will also possess some control over the outcomes of the business through the assertion of influence that falls somewhere within this broad range of leadership styles.

Knowledge is now being seen as the most important strategic resource in organizations, and the management of this knowledge is considered critical to organizational success. If organizations have to capitalize on the knowledge they possess, they have to understand how knowledge is created, shared, and used within the organization. Knowledge exists and is shared at different levels in organizations. In fact, knowledge is important as part and parcel of organizations but knowledge is not static. Effective sharing of knowledge has been seen to improve interpersonal relationship among employees, thus promoting healthy working environments which are critical to organizational growth and development.

Knowledge sharing is an activity through which knowledge is exchanged among people, friends, peers, families, communities, or within or between organizations. The importance of knowledge

sharing comes in helping members of the organization to connect, perform better, and become stronger as professionals. Some examples of advantages of knowledge sharing for organization are that the organization can save money on training, and capture and keep know-how, even if one day employees decide to work somewhere else.

## Statement of the Problem

In view of the above, hence this present study aims to investigate the influence of knowledge sharing and leadership styles as determinants of job satisfaction among Immigration officers in Nigeria.

The problem of most public sector organizations in Nigeria is how to satisfy their workers to enhance productivity and maximize profit. This is not strange in light of the Nigerian Immigration Service (NIS); low productivity, ineffectiveness, inefficiency, and lack of growth are visible issues in the service. This is as a result of low job satisfaction of the officers, insufficient pay, delay in promotion and other related factors.

In view of these problems, officers of the NIS demand for better work conditions have been met with frustration thus, resulting to poor dedication in the line of duty. Lack of internal democracy which allows for the free flow of information and knowledge sharing among the ranks is dominant in the service. This can be as a result of lack of job satisfaction and inappropriate leadership styles in specific commands and divisions across the country.

Recent studies have reported consistently low levels of job satisfaction among public sector workers in Nigeria, which is generally below 50% (Ofili et al., 2019; Berg, 2012; Bockerman & Ilmakunnas, 2012). Findings from other source has indicated approximately 78% to 82% of workers/employees recognized that a lack of job satisfaction was a critical challenge facing employee productivity in most organizations in Nigeria (Agwu, 2013; Ajayi & Abimbola, 2013). The specific business problem was that managers have limited knowledge of the relationship between employee category and facets of job satisfaction (general, intrinsic, and extrinsic job satisfaction). On this note, little is known about organizational factors and personal characteristics that predict job satisfaction in officers of the Nigeria Immigration Service. More so, no study either within or outside the shore of Nigeria has been carried out on this particular issue. Hence, the study aims to identify the influence of knowledge sharing and leadership styles as determinants of job satisfaction among Immigration officers in Nigeria.

## Objectives of the Study

In the light of the importance of the subject matter, the research the research objectives for this study are;

Thus, the fundamental objective of the study is to examine the influence of Knowledge sharing and Leadership styles as determinants of Job satisfaction among Immigration Officers in Nigeria. Specifically, the study aim to achieve the followings:

1. To identify the significant influence of Knowledge sharing on Job satisfaction among Immigration Officers in Nigeria.
2. To assess the significant relationship between Leadership styles and Job satisfaction among Immigration Officers in Nigeria.
3. To find out the significant combined and independent influence of demographic factors (gender, age, religion,

and marital status) on Job satisfaction among Immigration Officers in Nigeria.

4. To evaluate the significant influence of rank on job satisfaction among officers of NIS in Nigeria.

## Research Hypotheses

Given the review of several studies, the following hypotheses are formulated and tested at a 0.05 level of significance.

1. There will be a significant influence of Knowledge sharing on Job satisfaction among Immigration Officers in Nigeria.
2. There will be a significant relationship between Leadership styles and Job satisfaction among Immigration Officers in Nigeria.
3. There will be a significant combined and independent influence of demographic factors (gender, age, religion, and marital status) on Job satisfaction among Immigration Officers in Nigeria.
4. There will be a significant influence of rank on job satisfaction among officers of NIS in Nigeria.

## Literature Review

### Knowledge sharing

Knowledge sharing refers to an activity through which knowledge is exchanged among officers in an organization. The goal of knowledge sharing ranges from the exploration of new knowledge through renewed combination of existing knowledge (Appleyard 1996; Hargadon 2003; Uzzi & Lancaster, 2003) to exploitation of existing knowledge (Grant 1996; Szulanski 1996). In other words, the goal of knowledge sharing can be to either explore new knowledge or exploit existing knowledge.

Knowledge sharing goes on both in and across organizational boundaries, and involves different organizational settings such as supplier relations (Takeishi, 2002), customer support (Davenport and Klahr, 1998), informal inter-firm relations (Uzzi & Lancaster, 2003), communities of practices (Brown & Duguid, 2001), and product development teams (Hansen, 2002).

Knowledge sharing is considered to be an important process of social interaction in organizations (Lin 2007; Van den Hooff et al., 2012; Ardichvili et al., 2003) and occurs at individual, group or organizational levels. At the individual and group level, knowledge sharing comprises both knowledge 'donation' and knowledge 'collection' (Lin 2007; Van den Hooff et al., 2012). Knowledge donation involves the employees' motivation to actively communicate with colleagues, as well as consult with colleagues to learn from them (i.e. knowledge collection). At the organizational level, knowledge sharing may be defined as capturing, organizing, reusing, and transferring the experience based knowledge which resides within the organization and making that knowledge available to all employees (Lin, 2007). Knowledge sharing is designed to transform individual into organizational knowledge (Foss et al., 2010). Knowledge sharing involves leveraging both personal and collective knowledge, and the synergetic articulation of personal into collective knowledge.

### Leadership Style

Leadership style is the manner or approach employed by leaders to influence, motivate and direct the subordinates or followers in a given organization. Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals (Omolayo, 2007). A leader

can be defined as a person who delegates or influencing others to act so as to carry out specified objectives (Mullins, 2007). Effective leaders are needed in every organization to propel the organizational ship and drive initiative in the midst of complexities and changing nature of work all over the world. Relationships are also crucial for organizational development; a good outlook by the leader is capable of boosting employee confidence in the organization and security of their jobs. Hence, every leader must task his/her self with the need to adopt certain leadership styles that may be beneficial for the organization on the one hand and keep employees loyal on the other hand. Previous studies have found leadership styles to influence factors like salaries, job autonomy, job security and workplace flexibility. Leadership style is a leader's approach to providing direction, implementing plans, and motivating people. DuBrin, (2001) defined Leadership style as the relatively consistent pattern of behaviour that characterizes a leader. In 1939, psychologist Kurt Lewin and a team of researchers determined that there were three basic leadership styles: Authoritarian (Autocratic), Participative (Democratic) and Delegative (Laissez-Faire). More recent modification has been one to Lewin's work on leadership styles.

### Job Satisfaction

Job satisfaction is defined as employees' emotional state or positive emotion that comes from one's work. According to Spector (1997) Job satisfaction, also known as employee satisfaction or work satisfaction is a measure of workers' contentedness with their job, whether they like the job or individual aspects or facets of jobs, such as nature of work or supervision.

One of the most widely used definitions in organizational research is that of [Locke](#), (1976), who defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction can be measured in cognitive (evaluative), affective (or emotional), and behavioural components (Hulin et al., 2003). Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction) (Thompson & Phua, 2012), or cognitions about the job (cognitive job satisfaction). It is assessed at both the global level (whether the individual is satisfied with the job overall), or at the facet level (whether the individual is satisfied with different aspects of the job) Spector, (1997).

Spector, (1997) lists 14 common facets: appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security, and supervision.

### Theoretical framework

#### Theory of Planned Behaviour and Reasoned Action

This theory was developed by Ajzen and Fishbein (1975) as theory of reasoned action. An individual intention towards behaviour is determined by the attitude and subjective norm. In 1991, Ajzen had extended the theory of reasoned action into the theory of planned behaviour by introducing perceived behavioural control as the third independent variable. Perceived behavioural control explains the ability of a person to perform the behaviour in question. The use of the theory enables scholars to understand the behaviour of members to share depend on the personal attitude, perception of other people towards the behaviour (subjective norm), and the

perceived ability of the person to perform it. Studies that applied the theory of reasoned action were done by Shu and Chuang (2011) and Lin and Huang (2013), while Gang and Ravichandran (2015) integrated the theory with social exchange theory. Some studies integrated this theory with other relevant theories by incorporating social-related factors and extending the TPB model (Jeon et al., 2011; Cho et al., 2010; Tsai & Bagozzi 2014; Chang et al., 2015).

## Contingency Theory (Situational)

The theory of contingency recommends that no leadership style is precise as a stand-alone as the leadership style used is reliant upon the factors such as the quality, situation of the followers or a number of other variables. "According to this theory, there is no single right way to lead because the internal and external dimensions of the environment require the leader to adapt to that particular situation". In most cases, leaders do not change only the dynamics and environment, employees within the organization change. In a common sense, the theories of contingency are a category of behavioural theory that challenges that there is no one finest way of leading/organizing and that the style of leadership that is operative in some circumstances may not be effective in others (Greenleaf, 1977).

Contingency theorists assumed that the leader was the focus of leader-subordinate relationship; situational theorists opined that the subordinates played a pivotal role in defining the relationship. Though, the situational leadership stays to emphasis mostly upon the leader, it creates the significance of the focus into group dynamic. "These studies of the relationships between groups and their leaders have led to some of our modern theories of group dynamics and leadership". The theory of situational leadership proposes that style of leadership should be accorded with the maturity of the subordinates (Bass, 1997). The situational leadership model, first introduced in 1969, theorized that there was no unsurpassed way to lead and those leaders, to be effective, must be able to adapt to the situation and transform their leadership style between task-oriented and relationship oriented.

## Empirical Review

### Knowledge Sharing and Job satisfaction

A study by Usmanova et al., (2021), to understand the influence of knowledge-sharing behaviour (KSB) on the innovative work behaviour (IWB) and job satisfaction (JS) among employees considering the moderating role of motivating language (ML) of supervisors, The hypothesized relationships were examined applying modelling of structural equation and hierarchical multiple regression analysis. Data was collected from Chinese multinational companies in Kazakhstan with final sample of 322 respondents. The findings suggest that the link between KSB and JS is significantly positive with the moderating impact of ML, while KSB itself has significantly negative effect on JS. Moreover, ML buffers the insignificant effect of KSB on IWB.

### Leadership styles and Job satisfaction

The relationship between leadership styles and job satisfaction has been explored by different studies. For example, in a study that examined the effect of leadership style on employees' satisfaction in selected small and medium scale enterprises in Delta State, Nigeria, (Ahmmed, 2010) measured participants' response using the Multifactor Leadership Questionnaire (MLQ) which measures transactional and transformational leadership style and the Minnesota Satisfaction Questionnaire (MSQ) which measures

employee satisfaction. The results showed a positive and statistically significant relationship between employees' satisfaction and leadership style when independent samples were treated separately (simple regression). However, when multiple regression models were applied, both results report positive relationship, but transactional leadership style now becomes statistically insignificant. The researcher recommended that among other things that managing directors should select the right style of leadership that enhances their worker's productivity and motivation.

## Demographic factors and Job satisfaction

A large number of studies have been carried out regarding association between satisfaction with job and gender. (Patrick et al., 2006; Peccei and Lee, 2005; Hoonakker et al, 2004; Smith et al., 1998; Clark, 1996, 1997; Mason, 1995; Goh et al., 1991; Smith and Plant, 1982; Mottaz, 1986). Also, various numbers of researches has concluded that women have propensity to attach more significance to some segments of their assignment than their male co-workers do (Sangmook, 2005). On the other hand, the conclusions of various studies depicted contradictory results (Schuler, 1975). At the International Social Survey Program, Sousa-Poza (2000) concluded that in most cultures, women were indeed not as much satisfied as their male counterpart, while in America and British Cultures, the situation is vice versa. Hence, they found that gender and job-satisfaction disparity is not a global phenomenon but rather an Anglo-Saxon occurrence.

Besides that, some of the researches have concluded that there is no momentous association between workers' gender and satisfaction with job (Barbash, 1976; Arcy et al., 1984; Murray & Atkinson, 1981; smith et al., 1998 Oshagbemi, 2000). The study of Donohue and Heywood went unsuccessful in finding gender-based distinction in job satisfaction among immature British and American workers. The study titled: "Role of Gender Differences in Iranian Context" have also concluded there is no prominent dissimilarity between female and male respondents towards satisfaction with job (Sadegh Rast & Azadeh Tourani; 2012). There is no consistent evidence that women differ from men in job satisfaction. There is no enough information available to down even the most tentative conclusions with regards to the relationship between the sex of the worker and job satisfaction.

## Rank and Job satisfaction

Oshagbemi, (1997), investigated the effects of rank on the job satisfaction of UK academics. A questionnaire was designed including several demographic questions such as rank, gender and age. This was administered to 1,102 university teachers. A total of 554 responses were received, giving a response rate of 50.3 per cent. The results indicated that rank has a direct, positive and significant effect on the job satisfaction of university teachers, but not age or gender. Lecturers are least satisfied with their jobs followed by senior lecturers, readers and professors in that order. In addition, the interaction effect between rank and gender on job satisfaction is statistically significant. This means that although gender by itself is not significantly related to job satisfaction, it is significant when compared together with the rank of university teachers. Female academics at higher ranks, namely, senior lecturers, readers and professors, are more satisfied with their jobs than male academics of comparable ranks. Further analyses show that rank by itself and the interaction effect between rank and gender are significantly related to satisfaction with pay, promotions

and the physical conditions/working facilities which pertain to UK universities.

## Methods

### Research Design

The study adopted a cross-sectional survey research design. The reason being that, the study involves the use of questionnaires to sample the opinions of the respondents in line with the phenomenon of the study. Also, there was no manipulation of any sort regarding the variables of the study. The study independent variables are knowledge sharing and leadership styles, while job satisfaction stands as the dependent variable.

### Participants, Sample and Sampling Technique

The study make use of One hundred (100) Immigration Officers using non-probability sampling with convenience sampling technique, resulting in 62 (62.0%) male and 38 (38.0%) female officers as the sample based on the Slovin's formula sampling technique. Other demographic characteristics include: 47 (47.0%) were between 20 – 29 years, 25 (25.0%) were between 30 – 39 years, 18 (18.0%) were between 40 – 49 years while 10 (10.0%) were from 50 years and above. The result further shows that 45 (45.0%) had working experience of below 2 years, 43 (43.0%) were from 3 – 5 years while 12 (12.0%) were from 5 – 10 years. On their marital status, 39 (39.0%) were married, 46 (46.0%) were single, 10 (10.0%) were divorced while 5 (5.0%) were separated. The result also shows that 50 (50.0%) of the respondents had SSCE/Diploma, 39 (39.0%) had B.Sc/M.Sc while 11 (11.0%) had Ph.D. On their religious affiliations, 57 (57.0%) were Christians, 34 (34.0%) were Islam while 9 (9.0%) were from traditional religion.

### Instruments

The questionnaire method was adopted as the instrument for data collection for the study. The questionnaire was divided into the following sections: Section A: bio-data of respondents. Section B: job satisfaction. Section C: leadership styles. Section D: knowledge sharing

**Section A:** seeks to capture the bio-data of respondents; with items like gender, age, marital status, highest educational qualification, working experience, religion, and rank.

### Section B: Job Satisfaction Questionnaire (JSQ):

Job satisfaction, another independent variable, was measured using the Job Satisfaction Survey developed by (Spector, 1985). The Job Satisfaction Survey assesses overall job satisfaction, including the nine facets of job satisfaction (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of the work, and communication. Each facet has four items and their mean score will measure the facet. The JSS uses a six-choice summated rating scale ranging from 1 (strongly disagree) to 6 (strongly agree). The 28-item short form of the MSQ is a popular measure that is self-administered and frequently used in job satisfaction research. It has been used in assessing job satisfaction among health workers in Nigeria and elsewhere. The reliability of the entire FJS scale was reported as ( $\alpha=.915$ ).

### Section C: Leadership Style Scale

This is a Multi-Factor Leadership questionnaires (MLQ) developed by Avolio & Bass (1990) were used to measures transformational leadership style for this study on the basis of 5 point Likert format,

ranging from “1-not at all to 5-frequently”. The questionnaires comprised of 27 items in all, 18 questions measure the transformational leadership style and the rest 9 questions measured the laissez-faire leadership with a slight change in the arrangement. A sample items on the scale for transformational leadership are: “I let others work in the manner that they want”, “I get things done”, and “I ensure poor performance get corrected”. Sample items for laissez-faire leadership style are: “Do it as you like”. The reliability coefficient for transformational leadership style was found to be 0.83 and for laissez-faire was 0.65

### Section D: Knowledge Sharing Scale

Knowledge sharing comprises four items to measure and these items were adopted through (Spreitzer, 1995). It judges the employees about their ability, skills and expertise to share valuable knowledge that can provide solution to the problem and increase efficiency of organization. The scale contains 17- items structured on a 5-point Likert format of 1 = To No Extent (TNE): 2= To an Extent (TAE): 3= Undecided (U): 4= To a Fairly Extent (TFE): 5= To a Large Extent (TLE). The reliability coefficient for knowledge sharing was found to be 0.77.

## Procedure

For the data collection, consultation was held with the immigration authority which enable the researcher to collect data using the immigration officers. Thereafter, the researcher patiently describes the study objective to the prospective participants. This step was considered appropriate and essential because of the difficulty inherent in seeking co-operation from the participants. After this, the researcher seeks for participants' consent to participate in the study. Therefore, participants were conveniently selected.

## Statistical methods

In analyzing the collected data, the researcher utilized the descriptive statistics of simple frequency and percentage to describe the respondents' characteristics. For this study, three (3) hypotheses were tested. Hypothesis one is analyzed using simple linear multiple regression and hypothesis two and three was analyzed using Pearson product moment correlation. For hypothesis four, independent sample t-test was employed. All the hypotheses were tested at 0.05 level of significance.

**Table 1: Frequency table representing the demographic characteristics of the respondents.**

S/No	Items	Group	Frequency	Percentage
1	Sex	Male	62	62.0
		Female	38	38.0
		<b>Total</b>	<b>100</b>	<b>100.00</b>
2	Age	20 – 29	47	47.0
		30 – 39	25	25.0
		40 – 49	18	18.0
		50 and above	10	10.0
		<b>Total</b>	<b>100</b>	<b>100.00</b>
3	Work Experience	Below 2 years	45	45.0

		3 – 5 years	43	43.0
		5 – 10 years	12	12.0
		<b>Total</b>	<b>100</b>	<b>100.00</b>
4	Marital Status	Married	39	39.0
		Single	46	46.0
		Divorced	10	10.0
		Separated	5	5.0
		<b>Total</b>	<b>100</b>	<b>100.00</b>
5	Level of Education	SSCE/Diploma	50	50.0
		B.Sc/M.Sc	39	39.0
		Ph.D	11	11.0
		<b>Total</b>	<b>100</b>	<b>100.00</b>
6	Religion	Christianity	57	57.0
		Islam	34	34.0

		Traditional	9	9.0
		<b>Total</b>	<b>100</b>	<b>100.00</b>

Result in table 1 shows that all the participants comprising of 62 (62.0%) were male while 38 (38.0%) were female. Among the sampled participants, 47 (47.0%) were between 20 – 29 years, 25 (25.0%) were between 30 – 39 years, 18 (18.0%) were between 40 – 49 years while 10 (10.0%) were from 50 years and above. The result further shows that 45 (45.0%) had working experience of below 2 years, 43 (43.0%) were from 3 – 5 years while 12 (12.0%) were from 5 – 10 years. On their marital status, 39 (39.0%) were married, 46 (46.0%) were single, 10 (10.0%) were divorced while 5 (5.0%) were separated. The result also shows that 50 (50.0%) of the respondents had SSCE/Diploma, 39 (39.0%) had BSc/MSc while 11 (11.0%) had Ph.D. On their religious affiliations, 57 (57.0%) were Christians, 34 (34.0%) were Islam while 9 (9.0%) were from traditional religion.

## Results

### Hypothesis One

This hypothesis stated that there will be a significant and positive influence of knowledge sharing on job satisfaction amongst Immigration Officers in Makurdi, Nigeria. This hypothesis was tested using Multiple Regression and the result is presented in table 2.

**Table 2: Summary of simple linear regression analysis showing the influence of knowledge sharing on job satisfaction among Immigration Officers in Makurdi, Nigeria.**

DV	Predictors	R	R <sup>2</sup>	F	p	df	β	t	p
Job Satisfaction	Constant	.430	.185	22.220	<.001	1, 98		15.529	<.001
	Knowledge Sharing						.430	4.714	<.001

Table 2 shows the influence of knowledge sharing on job satisfaction among Immigration Officers in Makurdi. The result shows that there was a significant influence of knowledge sharing on job satisfaction among Immigration Officers in Makurdi [ $R = .430$  and  $R^2 = .185$ ;  $F(1, 98) = 22.220$ ;  $p < .001$ ]. The result further shows that knowledge sharing significantly accounted for 18.5% of the total variance observed in job satisfaction among Immigration Officers in Makurdi [ $R^2 = .185$ ]. The result further shows through the observation of beta weight [ $\beta = .430$ ,  $t = 4.714$ ;  $p < .001$ ] that knowledge sharing positively influenced job satisfaction among Immigration Officers in Makurdi, Nigeria. Based on this result, hypothesis one which stated that ‘there will be a significant and positive influence of knowledge sharing on job satisfaction amongst Immigration Officers in Makurdi, Nigeria’ was therefore accepted.

### Hypothesis Two

This hypothesis stated that there will be a significant and positive relationship between leadership styles and job satisfaction amongst Immigration Officers in Makurdi, Nigeria. This hypothesis was tested using Pearson’s Product Moment Correlation and the result is presented in table 3.

**Table 3: Summary of Pearson’s Product Moment Correlation showing the relationship between leadership styles and job satisfaction among Immigration Officers in Makurdi, Nigeria.**

Variables	N	Mean	SD	r	df	p
Leadership Styles	100	85.40	14.64			
				.378	98	<.001
Job Satisfaction	100	73.50	20.36			

Table 3 presents the result of the relationship between leadership styles and job satisfaction among Immigration Officers. The result shows that there is a significant relationship between leadership styles and job satisfaction among Immigration Officers in Makurdi, Nigeria [ $r(98) = .378$ ;  $p < .001$ ]. Based on this result, hypothesis two which stated that ‘there will be a significant and positive relationship between leadership styles and job satisfaction amongst Immigration Officers in Makurdi, Nigeria’ was therefore accepted.

### Hypothesis Three

This hypothesis stated that there will be a significant and positive relationship between age, religion, marital status and job satisfaction amongst Immigration Officers in Makurdi, Nigeria. This hypothesis was tested using Pearson's Product Moment Correlation and the result is presented in table 4.

**Table 4: Summary of Pearson's Product Moment correlation showing the relationship among age, religion, marital status and job satisfaction.**

Variable	Age	Religion	Marital Status	Job Satisfaction	Mean	SD
Age	-				1.91	1.03
Religion	.175	-			1.52	.659
Marital Status	-.009	.168	-		1.81	.813
Job Satisfaction	-.093	-.014	-.119	-	73.50	20.36

Table 4 shows the result on the relationship between age, religion, marital status and job satisfaction among Immigration Officers. The result shows that there was no significant relationship between age and job satisfaction [ $r(98) = .175$ ;  $p > .05$ ], no significant relationship between religion and job satisfaction [ $r(98) = -.014$ ;  $p > .05$ ] and no significant relationship between marital status [ $r(98) = -.119$ ;  $p > .05$ ]. Based on this result, hypothesis three which stated that 'there will be a significant and positive relationship between age, religion, marital status and job satisfaction amongst Immigration Officers in Makurdi, Nigeria' was therefore rejected.

#### Hypothesis Four

This hypothesis stated that there will be a significant and positive difference between male and female immigration Officers on job satisfaction in Makurdi, Nigeria. This hypothesis was tested using independent t-test and the result is presented in table 5.

**Table 5: Summary of independent t-test showing gender difference on job satisfaction among Immigration Officers in Makurdi**

DV	Gender	N	Mean	SD	SE	t	df	p
	Male	62	75.13	20.33	2.58			
Job Satisfaction						1.022	98	>.05
	Female	38	70.84	20.40	3.31			

Table 5 presents the result of gender difference on job satisfaction among Immigration Officers in Makurdi, Nigeria. The result shows that there was no significant gender difference (male and female) on job satisfaction among Immigration Officers in Makurdi, Nigeria [ $t(98) = 1.022$ ;  $p > .05$ ]. Based on this result, hypothesis four which stated that 'there will be a significant and positive difference between male and female immigration Officers on job satisfaction in Makurdi, Nigeria' was therefore rejected.

## Discussion

The study aims to empirically examine the influence of knowledge sharing and leadership styles as determinants of job satisfaction among Immigration Officers in Nigeria. As hypothesized that there will be significant influence of Knowledge sharing on job satisfaction among Immigration Officers in Nigeria, was accepted. The probable reason could be due to an enabling working environment among Immigration Officers and opportunities for knowledge sharing between the senior officers and the junior officers leading to more perception of acceptance, hence improving working behaviour that leads to satisfaction.

Hypothesis two that says that there will be a significant relationship between Leadership styles and Job satisfaction among Immigration Officers in Nigeria was supported. This confirmation could be as a result of an effective leadership style put in place by senior officers in the various commands of the Immigration service.

With respect to hypothesis three which states that there will be a significant combined and independent influence of demographic factors (gender, age, religion, and marital status) on job satisfaction among Immigration Officers in Nigeria was therefore rejected.

Reason behind this insignificant could be attributed to the fact that individuals' demographic characteristics are not a factor or important factor with respect to employees' job outcome like job satisfaction.

With respect to hypothesis four which states that there will be a significant influence of rank on job satisfaction among officers of NIS in Nigeria was therefore rejected. A likely reason would be that although a higher rank may suggest more opportunity to access better resources, the working condition is liable to frustrate the senior ranking officer in a given command thereby leading to lesser job satisfaction.

## Conclusion

The study aims to empirically examine the influence of knowledge sharing and leadership styles as determinants of job satisfaction among Immigration Officers in Nigeria. In this light, therefore, the study concluded thus: there is a significant and positive influence of knowledge sharing on job satisfaction amongst Immigration Officers in Nigeria. In addition, there is a significant and positive relationship between leadership styles and job satisfaction amongst Immigration Officers in Nigeria. More so, there was no significant and positive relationship between demographic factors (age, religion, and marital status) and job satisfaction amongst Immigration Officers in Nigeria. Lastly, there is no significant and positive difference between male and female immigration Officers on job satisfaction in Nigeria.

## Recommendations

In the light of the above conclusions, the following recommendations emerge:

1. More knowledge-sharing activities such as workshops, seminars, training, etc. should be organized in order to boost the confidence of officers to share knowledge. When officers have the right perception about the value of their knowledge, it will motivate them to share more and enhances their job satisfaction level.
2. There should be a sensitization of officers on the immigration's policy on knowledge sharing to serve as a wakeup call for them to share knowledge. The organization can achieve this by reiterating the importance of knowledge sharing during the various staff/department meetings and induction programs for newly employed officers.
3. A robust organisational mechanism should be put in place to provide help and support for Immigration Officers in Nigeria to promote mental health and wellbeing which correlates to better job satisfaction.
4. Immigration Officers in Nigeria should be more encouraged with incentives such as work leave, paid allowance for extra working hours, bonuses and promotion; this will bring about job satisfaction in personnel.
5. Senior officers in Nigeria Immigration Service should adopt transformational leadership style as it has been proven to yield commitment and lead to job satisfaction and organizational development.
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