Enhancing Workers' Productive Behaviour through the Show of Love by Leaders

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Abstract: *The purpose of this paper was to examine the relationship between leaders' love (as a dimension of leaders' workplace spirituality) and workers productive behavior (vis-à-vis employee ambidexterity, work happiness, job satisfaction, and employee commitment) of deposit money bank in South-south, Nigeria. We adopted the cross-sectional design as the research design method and the unit of analysis was at the individual level of employees in managerial and non-managerial cadre in the head offices of DMBs in the region. The study adopted questionnaire as the research instrument distributed to 367 respondents as the sample size from the study population of 7598 employees. Data collected was analyzed using Pearson Product Moment Correlation with 0.05 level of significance given the choice of the confidence interval of 95%. Our findings revealed that leaders love significantly and directly influence workers productive behavior vis-à-vis employee ambidexterity, work happiness, job satisfaction, and employee commitment respectively. We therefore recommended among others that leaders of DMBs should formulate and implement policies and practices such as a warm smile, a kind note that foster greater affection, caring, compassion, and tenderness among workers.*

Key words: *Leaders Love; Workers Productive Behavior; Employee Commitment; Ambidexterity; Work Happiness; Job Satisfaction*

Introduction

No organization in today's business world can operate effectively and efficiently except its employee exhibit productive behaviour towards the attainment of the organizations' goals. However, over the years employees have experienced dissatisfaction in the organization including DMBs in Nigeria that have affected their productive behaviour. Consequently, this dissatisfaction employees experienced in the organization have led to increase employee turnover and other related unproductive workers behaviour. In recent years, the DMBs just like other organizations have experienced important transformations in their internal organizational structure such as structural changes, downsizing, and layoffs which have created climate where employees experience low self-esteem and negative work behaviour such as increased turnover (Brandt, 1996; Driver, 2005). The cost an organization incurs due to employees turnover is numerous especially the knowledge lost with their exit (Choudhury & Giri, 2013; Ramlall, 2003). Given this reason, it is very essential to explore every means to making sure employees demonstrate productive behaviour where they work. Accordingly, it is in the benefit of the organization and mangers to inspire and enthuse workers to exhibit and sustain productive behaviour such as employee ambidexterity, work happiness, employee commitment and satisfaction in the firm. As all business enterprise globally need highly performing employees' productive behaviour to attain pre-set aim, deliver specialized products and attain and enhanced the general performance of the organization.

Employees need the will, power, and ability to create new norms and routines while also being able to carry out and improve on existing ones in order to display productive behaviour. This is where the show of love by leaders comes into play. Warmth, tenderness, and a sense of belonging are the foundations of love. Humans are born with a natural need to give and receive love, and this urge is innate in all humans. Loving others is a decision that every leader can make since it doesn't change through time, circumstance, or context (Nishant & Anil, 2018) as it plays a significant role on his or her moral character in terms of humility, appreciation, forgiveness and altruism. In order for a leader to be trusted, he or she must first be loved. This is due to the fact that when one is shown love, he or she feels peaceful, at ease, and joyful. In today's workplace, strong leaders build connections with their followers based on true and honest affection. Thus, Kouzes and Posner (2017) expressed that love is a valuable asset in leadership. The key to great leadership is that leaders are able to demonstrate to their followers and employees that they really care about them via their deeds rather than their words. Effective leaders, according to Buber and Kaufmann (1971), develop a personal connection between themselves and those they lead by showing a real affection for those they lead. Leaders express their devotion by sacrificing themselves for their followers' safety. As a leader, love is all about self-sacrifice and selfless service. A leader's ability to win others is based on his or her ability to give freely through love. Because love constantly look for the best in others, and it is devoted to helping them achieve their full potential (Fromm, 2000).

The affection of a leader is crucial in ensuring that an employee's potential is recognized and realized. When leaders show love, they are able to motivate their employees to grow and develop, according to Kouzes and Posner (1992). The negative feelings of fear, wrath, failure, and pride are extinguished when leaders concentrate on other ware fare which is centered on care and concern (Fry, 2003). Thus, the best ways to ensure that employees exhibit productive behaviour and become productive at work is for leaders to treat them as if they were members of their own family. The desire to serve others is a hallmark of a leader who really cares about the well-being of those under his or her care. As a result, leaders that demonstrate love to their followers are better able to impact their lives and offer value, which in turn improves their employees' productive behaviour. A leader who understands the importance of building connections with his or her workers in showing love to them has a unique chance to boost employee loyalty and commitment. As a result, Covey (1992) expressed that fostering a culture of love, trust, and compassion amongst workers may help them become more committed to the organization as a whole.

Our workplaces would become the same places we dread if the robots takes over if leadership were less about love (Peck, 2002). Because of the warm and welcoming atmosphere brought about by the show of love by leaders, workers are more likely to have a good view of their jobs and the organization as a whole. Thus, employees who are shown love by coworkers and bosses perform better. But this is a rare trait among bosses. Employees must be shown the virtue of care and concern if they are to display beneficial work habits like employee happiness, satisfaction and commitment. But despite the fact that love is so strong, natural and innate to all humans in this planet, many people have resisted the idea of a love-based leadership model despite the fact that love transcends all borders of race, religion, and geography (Dierendonck & Patterson, 2015). Thus, the aim of this study is to examine the role leaders' love play in enhancing workers productive behaviour of DMBs in the South- South Region of Nigeria.

Aim and Objectives of the Study

The aim of this study is to examine the relationship between love and worker productive behaviour of DMBs in South-South Region of Nigeria. More so, the specific objectives of the study are to:

v. Examine the relationship between love and employee ambidexterity of DMBs in South-South Region of Nigeria.

vi. Determine the relationship between love and work happiness of DMBs in South-South Region of Nigeria.

vii. Ascertain the relationship between love and job satisfaction of DMBs in South-South Region of Nigeria.

viii. Examine the relationship between love and employee commitment of DMBs in South-South Region of Nigeria.

Research Questions

v. What is the relationship between love and employee ambidexterity of DMBs in South-South Region of Nigeria?

vi. What is the relationship between love and work happiness of DMBs in South-South Region of Nigeria?

vii. What is the relationship between love and job satisfaction of DMBs in South-South Region of Nigeria?

viii. What is the relationship between love and employee commitment of DMBs in South-South Region of Nigeria?

Research Hypotheses

$H0_1$: There is no significant relationship between love and employee ambidexterity of DMBs in South-South Region of Nigeria.

$H0_2$: There is no significant relationship between love and work happiness of DMBs in South-South Region of Nigeria.

$H0_3$: There is no significant relationship between love and job satisfaction of DMBs in South-South Region of Nigeria.

$H0_4$: There is no significant relationship between love and employee commitment of DMBs in South-South Region of Nigeria.

Literature Review

Theoretical Framework

The underpinning theory used in this study is the expectancy theory postulated by Vroom in 1964. The main idea of this theory is that individuals join organizations having some expectations and if their expectations are met, they will remain with the organization. Vroom's inference showed that the choices made by people when they are faced with a situation are based duly on psychological events that may happen jointly with their behaviour (Niraj, 2009). The expectancy theory depends on knowing that individuals are motivated to behave in manners that produce wanted and esteemed results (Kreitner & Kinicki, 2007). Consequently, if employees see the exhibition of spiritual virtues or values such as the sincere show of love by their leaders as a path headed towards the accomplishment of their sets objectives, workers will begins to exhibit better positive work outcome, contrarily, if their superiors show awful behaviour that can

thwart the achievement of their objective, they are bound to display pessimistic work result. That is, workers can modify their conduct in the work setting based on expected fulfillment of esteemed objectives set by them.

The Concept of Love

Love is used as a dimension of leaders' workplace spirituality. Leaders' workplace spirituality empowers internal spiritual practices which assists the leader with establishing a climate that add esteems to peoples' life (Fry, 2005). These practices give a leader an expectation for endurance with respect, a dream to succeed throughout everyday life and philanthropic love for other people. Workplace spirituality therefore provides the powers, whether extrinsic or intrinsic to a leader, which stimulates excitement and tirelessness in order to attain a specific goal (Fry & Altman, 2013). It includes paying keen attention to helping others in order to complete a task as a team, no matter how enormous or little the task seems to be. Furthermore, like other concepts in organizational behavior, love has a wide range of meanings. Compassion, kindness, and affection are all qualities that may be shown via the expression of love. As a virtue or strength, it represents human compassion, kindness, and caring (Seligman, Steen, Park, & Peterson, 2005). In other words, love is an expression of genuine regard for another person, and it makes life worthwhile. Loving oneself or others is described by Kouzes and Posner (1992) as having a sense of care or profound regard for oneself and others, as well as believing in oneself and others enough to support them in becoming their best selves. Love is sacrifice and the ability to listen, respect, sympathize, and affirm which motivate people from all walks of life (Covey, 1989). Everywhere you look, you'll see the universal and timeless energy of love. For those who are really in love, life is worth living. Love recognizes that relationships with others are important and that establishing personal connections is a good approach to better relate to others, indicate to them that we are true and real, and motivate them to begin searching for the best in themselves.

It's rare to hear the word "love" used in the workplace, yet it has a significant impact on productivity and morale of employees. The happier and more content workers are, the more love they feel at work. It's possible to describe love as a great sense of self-satisfaction, harmony, and kindness that results from genuine care, concern, and appreciation towards oneself and others (Fry, 2003). For both leaders and members, the psychological and emotional advantages of unconditional love and care are enormous. Stress, anger, and fear may all be conquered by the love you have for one another. As a result, it fostered a sense of community among members, which serves as a source of inspiration and motivation for their work. Leaders and workers must work together to convey their care and concern for one another, to protect each other, and to exhibit empathy and compassion even in the most challenging of situations (Burns, 2010). Leaders are encouraged to actively seek out ways in which they may build and strengthen their employee connections. In the workplace, love is frequently discouraged, but it should be promoted. You don't have to be attracted to each other in order to exhibit love in the workplace. It's about kindness, caring and the expression of true concern. When leaders treat their people like human beings, they show their love for them.

Love is a modest and sincere show of concern, interest, and appreciation for oneself and others that is selfless, loyal, unconditional, and genuine (Fry, 2003). Giving and receiving unconditionally is part of unconditional love. Fear, wrath, failure, and pride all stem from the fear of losing something valuable or not getting what one deserves (Reave, 2005). This fear may either be an unconscious response or a deliberate choice, and it can be addressed by separating

want from need via true love. These feelings may be healed with love. The key to successful leadership has been revealed by Burns (2010), who said that love is the last ingredient. By their deeds, spiritual leaders show their followers that they really care about their well-being.

Workers Productive Behaviour

Workers' productive behaviour has to do with the attitude or conduct of the workers that is relevant to the realization of organizations goals and objectives (Kuvaas, 2006). It is an outcomes of activities performed by the workers in the organization. It clarifies the different behaviour a worker display in the workplace towards the accomplishment of the organizational goals. Positive worker productive behaviour is very significant in achieving and keeping a proficient and powerful organization. The fundamental source of success lies not in such a lot of innovation, however in devotion, quality, responsibility and the capacity of employees to exhibit positive behaviour in the workplace (Jafarnazhad & Shahaee, 2007). Accordingly, leaders have to ensure they empower their employees to exhibiting positive productive behaviour in the organization. In summary, worker productive behaviour involves the various possible ways an employee is likely to turn out in the workplace vis-à-vis the action or attitude display by workers that is needed for the attainment of organizations objectives such as employee ambidexterity, work happiness, job satisfaction and commitment. Employee ambidexterity, according to Kobarg, Wollersheim, Welpe and Sporrle (2015), refers to a person's willingness to engage in risky or unusual activities. It involves the capacity of an employee to engage and switch between paraxial tasks. An ambidextrous worker step up and look for opportunities outside the workplace, collaborate and team up with others, strive to build internal connections and do a variety of duties that will benefit the organization (Gibson & Birkinshaw, 2004). A person who is ambidextrous is someone who is always working to improve their talents, understanding, and aptitude. Additionally, an ambidextrous worker is exploratory and exploitative in nature. In other words, ambidextrous personnel are referred to as those who are capable of efficiently managing opportunities from the business environment. It is therefore an employee ability to switch between tasks in a given situation with ease at the individual level of their cognition (Good & Michel, 2013).

Furthermore, work happiness is a sense of excitement and inspiration about one's job that is essential to employee performance in the workplace (Diener & Biswas-Diener, 2008). An employee's capacity to focus on their job is boosted by positive emotions such as happiness. A person's mentality opens up when they are engaged and delighted with their work, allowing them to think more clearly. When a person is able to think clearly, a wide range of ideas will occur to them. Outrage and negative pondering may be alleviated by happiness, which enables an individual to think more creatively (Bowling, Eschleman & Wang, 2010). When a person's mind is occupied with happy thoughts, there is no room for negative thinking. Thus, if negative emotions like pity and depression are a recurrent presence, they should be promptly replaced with more positive ones. The reason for this is simple; individuals learn best when they are in a favorable mental state. An emotional state of mind that results from an assessment of one's job insight is described as satisfaction (Mathis & Jackson, 2002). That is to say, it is a feeling of well-being brought on by a person's gratitude for their vocation or previous work experiences (Nerkar, McGrath & Macmillan, 1996). Such an emotional state is the result of looking back on one's work history and seeing how rewarding and fulfilling it has been throughout time. This indicates that when workers' expectations are fulfilled, they will be more satisfied with their job, and vice versa. Worker satisfaction is seen as fulfilment employees experience about the various

components of their employment (Bowling *et al.* 2010). According to him, in addition to intrinsic satisfaction, which refers to how an employee feels about the work itself, employers should also consider extrinsic satisfaction, which refers to how an employee feels about aspects of the working environment that aren't part of the job description. More so, according to Beheshtifar and Hosseini (2013), employee commitment is how much an employee relates to the organization and its requirements in order to foster development by showing a strong interest in it. An organization's commitment to its employees is a sign that its employees are satisfied with the organization's policies. Organizations that successfully satisfy the expectations of their workers will see a rise in employee loyalty. Thus, the organization's commitment to its objectives comes from providing an environment that encourages workers to reach their full potential, which in turn allows the organization to decide on an incentive for its workers in order to increase the organization's ability to achieve its goals.

Methodology

The study was carried out in DMBs operating in the South-South States of Nigeria that included Edo, Delta, Bayelsa, Rivers, Akwa-Ibom and Cross River State. We adopted the cross-sectional research design as the research design method and the unit of analysis was at the individual level of employees in managerial and non-managerial cadre in the head offices of DMBs in the region. The study adopted questionnaire as the research instrument distributed to 367 respondents as the sample size from the study population of 7598 employees in the head offices of the 19 DMBs in South-South Region of Nigeria. The questionnaire was a five point Likert structured questionnaire which consist of four questions and 5 respond choices with point scales ranging from 1 to 5: 1-strongly disagree; 2- disagree; 3- indifference; 4- agree and; 5- strongly disagree for each of the variables covered in the study. Leaders' love (dimension of leader's workplace spirituality: Bouzari & Karatepe, 2017; Youssef & Luthans, 2007) was used as a one-dimensional variable as the predictor variable while workers productive behavior was operationalized using employee ambidexterity, work happiness, job satisfaction, and employee commitment (Delbecq, 1999). The validity of the research instrument was further tested using face and content validity. More so, Cronbach's Alpha was used in testing the reliability of the research instrument showing a Cronbach's Alpha greater than 0.7; leaders love has 0.826, employee ambidexterity has 0.914, work happiness has 0.922, job satisfaction has 0.974, and employee commitment has 0.927 Cronbach's Alpha value. Furthermore, a total of 319 retrieved questionnaire were useful which were used for data analysis using Pearson Product Moment Correlation with 0.05 level of significance given the choice of the confidence interval of 95%.

Data Analysis and Result

Relationship between Love and Employee Ambidexterity

The relationship between love and employee ambidexterity of DMBs in South-South Region of Nigeria is analyzed below:

Table 1: Relationship between Love and Employee Ambidexterity of DMBs in South-South Region of Nigeria

variables	n	r	df	crt.r	p-value	Remarks
Love	319	0.916	317	.1045	0.001	Significant
Employee Amb						

Table 1 revealed the relationship between love and employee ambidexterity of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between love and employee ambidexterity: r (317) = 0.916, crit.r = .1045, p = 0.001, (p < 0.05). It implies that a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders that demonstrate love reported high employee ambidexterity, hence, the hypothesis is rejected. Consequently, love significantly affects employee ambidexterity. Attached is the scattered graph.
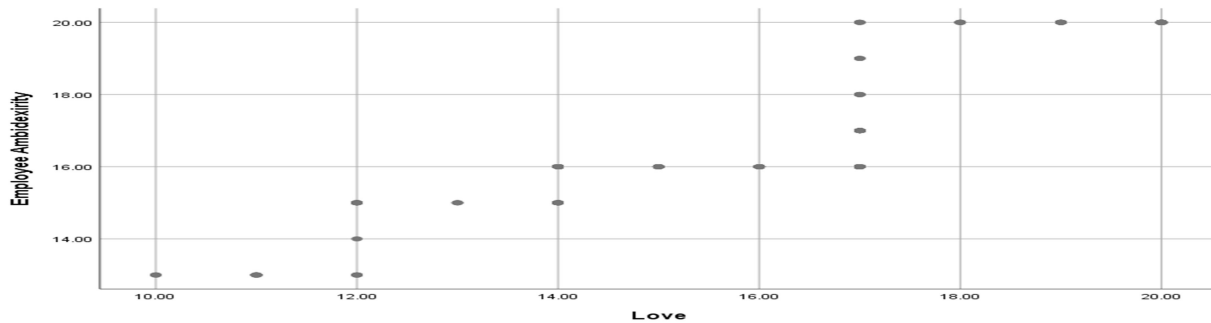

Figure 1: Scattered graph between leaders love and employee ambidexterity.

Relationship between Love and Work Happiness

The relationship between love and work happiness of DMBs in South-South Region of Nigeria is analyzed below:

Table 2: Relationship between Love and Work Happiness of DMBs in South-South Region of Nigeria

variables	n	r	df	crt.r	p-value	Remarks
Love	319	0.921	317	.1045	0.001	Significant
Work Happiness						

Table 2 revealed the relationship between love and work happiness of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between love and work happiness: r (317) = 0.921, crit.r = .1045, p = 0.001, (p < 0.05). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders with high love also reported high workers happiness, hence, the hypothesis is rejected. Consequently, love significantly affects employee work happiness. Attached is the scattered graph.
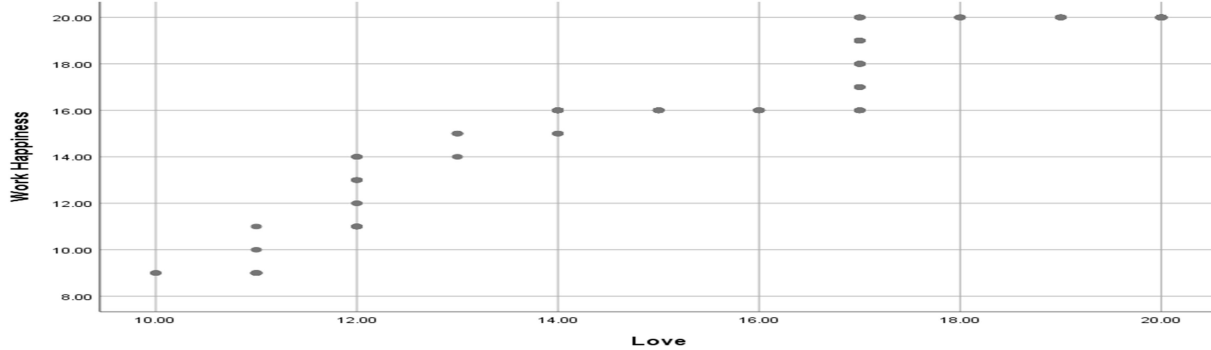
Figure: Scattered graph on leaders love and employee work happiness.

Relationship between Love and Job Satisfaction

The relationship between love and job satisfaction of DMBs in South-South Region of Nigeria is analyzed below:

Table 3: Relationship between Love and job satisfaction of DMBs in South-South Region of Nigeria

variables	n	r	df	crt.r	p-value	Remarks
Love	319	0.919	317	.1045	0.001	Significant

Job satisfaction

P< 0.05; significant at 0.05 level of significance
Source: Field Survey Data, 2021.

Table 3 revealed the relationship between love and job satisfaction of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between love and job satisfaction: r (317) = 0.919, crit.r = .1045, p = 0.001, (p < 0.05). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with the exhibition of love by leaders reported high job satisfaction, hence, the hypothesis is rejected. Consequently, love significantly affects job satisfaction. Attached is the scattered graph.
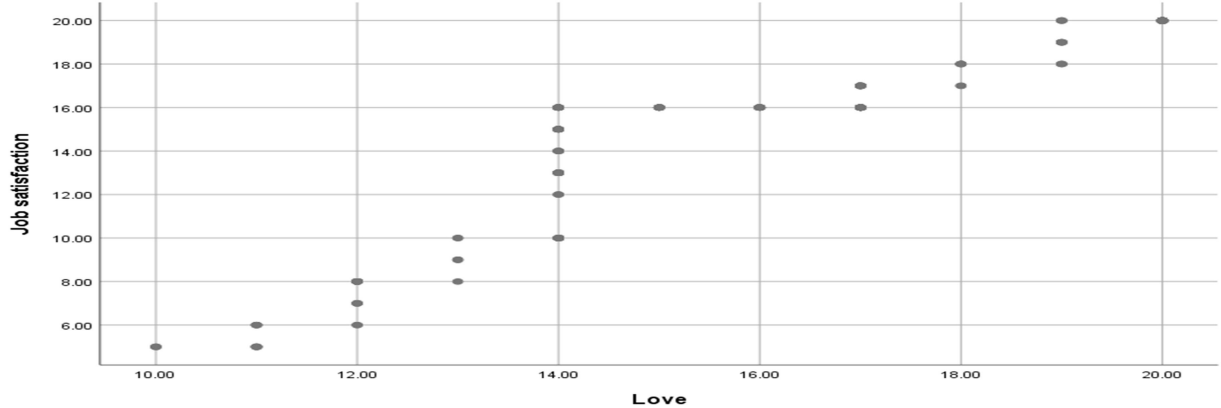
Figure 3: Scattered graph on leader's love and job satisfaction.

Relationship between Love and Employee Commitment

The relationship between love and employee commitment of DMBs in South-South Region of Nigeria is analyzed below:

Table 4: Relationship between Love and Employee Commitment of DMBs in South-South Region of Nigeria

variables	n	r	df	crt.r	p-value	Remarks
Love	319	0.908	317	.1045	0.001	Significant
employee commitment						

P< 0.05; significant at 0.05 level of significance
Source: Field Survey Data, 2021.

Table 4 revealed the relationship between love and employee commitment of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between love and employee commitment: r (317) = 0.908, crit.r = .1045, p = 0.001, (p < 0.05). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders showing love have high employee commitment, hence, the hypothesis is rejected. Consequently, leader's love significantly affects employee commitment. Attached is the scattered graph.
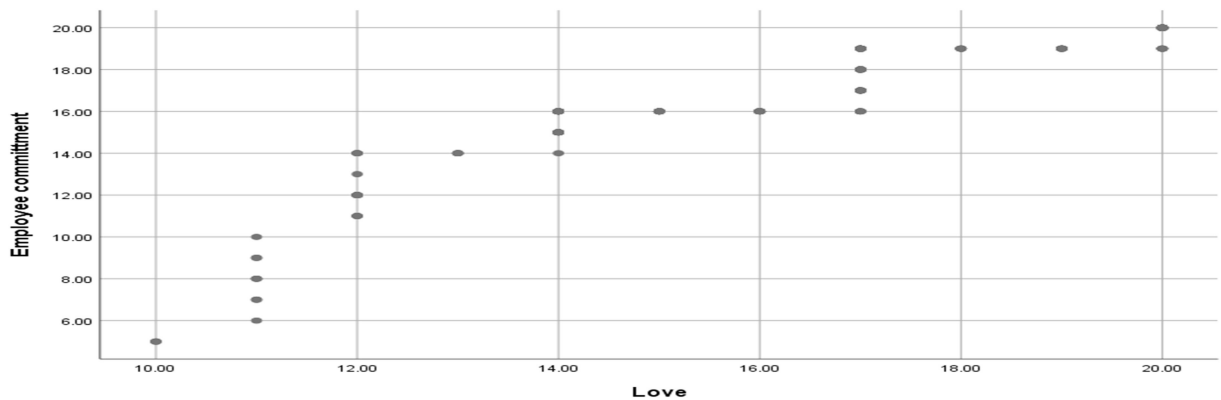
Figure 4: Scattered graph on leader's love and employee commitment.

Discussions of Findings

Based on the analysis of data in this study, employee ambidexterity, work happiness, job satisfaction and employee commitment of DMBs in the South-South region of Nigeria is significantly and directly affected by leaders' expressions of love to their workers. It does not matter the role leaders play in the organization, whether it's creating the mission statement, formulating policies, or devising workplace improvement strategies, the necessity to demonstrate and exhibit love boost employee behaviour by increasing employees' ability to switch between work and home modes. Those who are really great leaders have a deep and abiding love for others. Being open to others' perspectives is an important step in cultivating love, according to Downey (2007). Being open means having the capacity and willingness to take advantage of new opportunities that arise as a result of environmental shifts. That's why it's so important for a leader to show his employees that they are appreciated and loved which motivates the workers to think outside the box in order to ensure that they are able to maintain and sustain such love (McDonough, 2014). Additionally, Popper and Amit (2009) articulated that leaders with a deep desire for their employees' well-being provide them with creative advice, guidance, psychological support, as well as the necessary financial resources to motivate and encourage workers' creativeness, resourcefulness, and independence.

There is no greater gift that a leader can provide or better approach to lead than to demonstrate his or her love to followers. It is possible for leaders who demonstrate love to bring out the best in their employees to produce important work outcomes; leaders who demonstrate that service can take precedence over self-interest through acts of love cares and kindness generate high trust and individual commitment, which generates wealth and adds value to organizations as well as to their employees and the general public (Peck, 2002). If leaders want their employees to be happier and perform better, they must show their workers true concern via the expression of love. Employees who work in a culture where they experience love, tenderness, care, and compassion for one another, particularly from their leaders, are more satisfied, dedicated, and responsible for their performance, according to Kouzes and Posner (2017). Hernandez (2012) also said that employees who feel loved and cares showed up to work more often because they were more satisfied. In order to create a relationship with employees, leaders must go out of their way to communicate their love to them. There's no two way about it: if a leader cares about his followers, they'll care about him too. Workers flourish when their leaders foster a culture of growth and development by treating them with kindness and respect. This results in a more productive way of doing things. It is vital for leaders to show their workers that they care about

them, particularly if they trust and know that their leader really cares about them (Kouzes & Posner, 2017). Spiritual characteristics like love have an impact on workers' emotions, which improves job satisfaction when shown by a leader in a significant manner. For example, a leader's display of love has a direct impact on workers' emotions and thoughts, but it also influences their motivation-values; requirements; demands; desires-expectations (Burns, 2007). Employee morale and contentment are boosted by a leader's display of love, which is not only more enticing, but also essential (Caldwell, Hayes & Long, 2010). When employees realize that their boss cares about them on a personal level and invests in them via the display of affection, this may have a significant impact on their job contentment, according to Caldwell, Atwijuka, and Okpala (2018).

Worker's dedication and happiness are also influenced by leaders' awareness of shared feelings and their display of affection (Greenleaf, 2015). Workers' productivity rises as a result of leaders exhibiting love towards their staff (Kouzes & Posner, 2017). Workers that experience a high degree of love record have a lower rate of absenteeism and employee burnout, according to Caldwell, Long and Hayes (2010). As a consequence, Caldwell and Dixon (2010) expressed that leaders who show their staff love, compassion and forgiveness strengthen their loyalty and commitment. As a result, his or her workers respect and admire him or her. When a person shows love, he is able to better comprehend others, regardless of their differences. Employees will be more committed to their jobs as a result of a positive work environment. Our natural desire is to conceal our errors and mask our deficiencies, yet no one is an expert at everything. Our shortcomings are readily apparent to one another when we are interacting with others on a friendly level. When we embrace ourselves despite our flaws, we become more patient with the faults of others and more willing to love and forgive them. At work, it's no different. To lead with love, one must cultivate an environment where colleagues feel secure to express their feelings. We search for vulnerability in others, but we don't want to reveal it in ourselves. Workers must know whether they can turn to their bosses for help in times of difficulty or need, which has a significant impact on their level of dedication (Hamdia & Phadett, 2011). Workers' devotion to the organization will rise if the organization's management try to address their demands via the show of love.

Conclusion

From the findings of this study, there is positive and significance relationship between leaders' expression of love and workers productive behaviour vis-à-vis employee ambidexterity, work happiness, satisfaction, and commitment of employees of DMBs in the South-South, Nigeria. In other words, when leaders' show of love is poor, organizations like the DMBs would report low levels of worker productive behaviour. The connection between a leader and a follower should be both loving and caring. As a result, leaders should be completely dedicated to serving the interests of their subordinates, as this is the primary goal of real love. In order for leaders to assist their subordinates reach their full potential, they must have the spiritual attribute of love. Leaders that lead with love do so by acknowledging the importance of their followers' contributions. Hence, a leader may develop love by reaffirming that the organization is committed to the individual ambitions of workers. Leaders may demonstrate their affection for their employees by developing a personal connection with them, whether it's by seeing new family photographs on cubicle walls and asking about them, or by remembering a memorable occasion and sending a handwritten message. In order to achieve any leadership goal, love must be applied, comprehended, and put into action so as to reach a worthwhile goal. In today's

business environment, leaders must express and demonstrate more love in order to foster better decision-making, complicated issue solving, and alignment. Workers are more excited when their bosses, adore them, since they no longer see them as a danger or a possible issue because employees are not only logical beings, but also emotional beings. So leaders must lead through these feelings by displaying and demonstrating love. When it comes to interacting with people, love recognizes the need of building trust and establishing a personal connection, which is the only way one can effectively reach others, show to them that one is trustworthy and authentic, and motivate them to be their best.

Recommendations

The following are our recommendations:

1. Leaders of DMBs should formulate and implement policies and practices such as a warm smile, a kind note etc that foster greater affection, caring, compassion, and tenderness among workers.
2. The exhibition of love by leaders is essential to workers productive behaviour, thus, it must be encouraged within DMBs in the South-South Region of Nigeria.
3. It is easier to love employees, if leaders know something about them. Thus, DMBs leaders have responsibilities to ensure they know and care for their workers in the firm.
4. Leaders of DMBs should be responsible for any action taken by the organization knowing that not every time things always goes according to plan. Because, accepting responsibility for one's own errors shows he or she cares leading to productive behaviour of employees.

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