

**MODERATING EFFECT OF DECENT WORK CONDITIONS IN THE
RELATIONSHIP BETWEEN LEADERSHIP SUPPORT AND INNOVATIVE WORK
BEHAVIOUR IN PLATFORM ENTREPRENEURSHIP: STUDY OF DELIVERY AND
RIDE-HAILING WORKERS IN LAGOS.**

¹Ifeanyi K. Enukorah; & ²Ndubuisi M. Ufodiama

^{1,2}Department of Employment Relations and Human Resource Management,
Faculty of Management Sciences, University of Lagos, Lagos, Nigeria

¹ifeanyienukorah@gmail.com; & ²ndufody@yahoo.com

Abstract

This study examined how leadership support (LS) and decent work conditions (DW) influenced innovative work behaviour (IWB) among platform workers in Lagos, Nigeria. A quantitative survey design was adopted, and 520 platform workers were accidentally sampled. Data were analysed using structural equation modelling to test the hypothesised relationships. The findings showed that leadership support had a significant positive effect on IWB. Decent work conditions also positively influenced IWB, while leadership support significantly improved decent work conditions. In addition, decent work strengthened the relationship between leadership support and IWB. The study concluded that leadership support and decent work were key drivers of IWB. Also, that leadership was more effective in promoting innovation when workers experienced fair, safe, and meaningful working conditions. Practically, the study encourages platform enterprises to invest in supportive leadership and improve decent work conditions to enhance innovation.

Keywords: Decent work conditions, innovative work behaviour, leadership support, platform enterprises, platform workers.

Introduction

Nigeria's labour market is expanding rapidly. This expansion is driven largely by population growth and the rising number of graduates entering the workforce each year. According to the National Bureau of Statistics (NBS, 2024), Nigeria recorded a labour force of 88.94 million people in Q2 2024, with unemployment and underemployment rates of 4.3% and 9.2% respectively. Youth unemployment among those aged 15-24 stood at 8.4%, with higher rates recorded in urban areas. However, these figures may not fully capture labour market realities, since employment is measured as working at least one hour per week.

For example, Eboesomi (2025) estimated that close to 80 million youths remained unemployed, while about 1.7 million graduates entered the labour market annually. This pressure has contributed to rising informality. NBS (2024) reported that 85.6% of workers were self-employed, while only 14.4% earned wages or salaries. Similarly, global evidence showed that workers in developing economies increasingly depended on non-standard employment due to limited formal job opportunities (ILO, 2021). While such arrangements created income opportunities, they also increased uncertainty and unstable earnings.

Meanwhile, entrepreneurship has gained traction as a pathway for development, particularly through job creation and income generation (Abakpa & Dvoulety, 2026). Youth entrepreneurship in Africa has often been framed as a response to limited formal employment opportunities (Khayati & Lahrech, 2026). In Nigeria, one clear expression of this shift has been the growth of digital platform work. In cities like Lagos, ride-hailing and delivery platforms have created income opportunities for thousands of workers operating through mobile applications as independent contractors (Samson & Iwelu, 2025).

In entrepreneurship literature, these platform workers are often described as micro-entrepreneurs because they control their schedules and manage their resources like small businesses (Peterson & Crittenden, 2024). However, despite this flexibility, their work is strongly shaped by platform control systems. Platforms allocate tasks, monitor performance, track activities, and enforce rules through algorithms, creating conditions similar to traditional employment relationships (Bernhardt *et al.*, 2023). This raises important questions about how innovation and performance emerge under such controlled yet flexible work structures.

In Nigeria's competitive platform economy (Olubiyi, 2024), innovative work behaviour (IWB) has become particularly important across platforms such as Uber, Bolt, inDrive, Glovo, Bolt Food, and Chowdeck. In this study, IWB refers to workers' ability to generate and apply new ideas to improve efficiency, respond to customer demands,

and maximise earnings in environments shaped by ratings, feedback, and algorithmic control. For example, drivers may improve route selection and trip timing, while delivery riders may combine orders and manage time more effectively. In such settings, innovation is not optional but necessary for survival and continued participation.

Existing evidence suggests that IWB does not emerge automatically (Ekmekcioglu & Oner, 2024). Instead, it is shaped by organisational and leadership factors. Tariq (2026) argued that management support plays a key role in enabling innovation. In this study, leadership support refers to guidance, communication, feedback, incentives, and problem-solving provided by platform organisations. Although platform workers operated with some independence, they remained subject to platform structures and oversight systems (Bernhardt *et al.*, 2023). As a result, stronger leadership support could increase motivation, confidence, and willingness to innovate, while weak support could reduce it.

However, the effect of leadership support may depend on working conditions, especially decent work (Matos & Pais, 2026). In this study, decent work includes fair income, safety, reasonable working hours, voice, and access to protections such as health insurance and pensions. Many platform workers faced income instability, long hours, limited participation, and safety risks (Cieslik, Banya, & Vira, 2022). Hence, strong leadership can be more effective under decent work conditions, while weak

conditions could reduce its impact. This study therefore proposes that decent work conditions moderated the relationship between leadership support and IWB.

Although research on platform work is growing, most evidence has focused on developed economies and issues such as regulation and worker classification (Crespy *et al.*, 2026; Maffie & Hurtado, 2026). In Nigeria, studies remain largely descriptive with limited attention to behavioural outcomes such as innovation (Ajonbadi *et al.*, 2025). Moreover, there is a limited evidence on mediating effect of decent work conditions as well as how leadership support and decent work jointly affect innovation among platform workers (Xu *et al.*, 2022; Yan *et al.*, 2023).

Therefore, this study aimed to provide a context-specific understanding of platform-based entrepreneurship in Nigeria. It examines the effect of leadership support on innovative work behaviour and the moderating effect of decent work conditions among ride-hailing and delivery platform workers in Lagos, Nigeria. Specifically, the study seeks to:

- i. assess the effect of leadership support on innovative work behaviour (IWB);
- ii. examine the effect of decent work conditions on IWB; and
- iii. evaluate the moderating effect of decent work conditions on the relationship between leadership support and IWB.

Literature Review

Innovative Work Behaviour

Innovative work behaviour (IWB) referred to workers' ability to generate, promote, and implement new ideas in their work (Hameli *et al.*, 2025). It extended beyond routine performance and involved creativity, problem-solving, and service improvement (Erhan *et al.*, 2022). In platform work, this could involve improving routes, enhancing customer experiences, or finding more efficient ways to increase earnings. However, IWB is not automatic and often depended on supportive work conditions and organisational practices (Ekmekcioglu & Oner, 2024; Tariq, 2026).

Leadership Support

Leadership support referred to the extent to which workers perceived that those managing or influencing their work provided guidance, encouragement, and assistance (Hameli *et al.*, 2025). In platform work, such support was often embedded in platform systems, communication channels, and policies rather than direct supervision (Almazrouei & Hilmi, 2026). It reflected how workers experienced being guided, listened to, and supported in their daily activities (Musenze *et al.*, 2024). Strong leadership support was expected to increase workers' confidence and motivation, while weak support could reduce engagement.

Decent Work Conditions

Decent work conditions described the quality of work in terms of fairness, safety, security, and dignity (Blustein *et al.*, 2023). The concept aligned with the International Labour Organisation's view that work

should be productive under conditions of freedom, equity, and security (Darshani & Surangi, 2025). In platform work, decent work reflected workers' everyday experiences, including income stability, job security, working conditions, social protection, and control over work arrangements (Cieslik *et al.*, 2022).

2.2 Theoretical Framework

This study was anchored on Labour Process Theory (LPT), which was developed by Braverman (1974, as cited by Schaupp, 2025). LPT assumed that organisations structure and control work to maximise productivity. Even where workers appear independent, management control may still operate through rules, systems, and technology (Liang *et al.*, 2025). Applied to platform work, LPT suggested that although workers appeared flexible and independent, platforms still shape how work is assigned, monitored, and rewarded (Galata, 2023; Liang *et al.*, 2025). Therefore, the study proposes that leadership support may influence workers' motivation and willingness to engage in innovative work behaviour.

2.3 Review of Empirical Literature

2.3.1 Leadership Support and Innovative Work Behaviour (IWB)

Empirical evidence shows that leadership support contributes to innovative work behaviour (IWB). However, some gaps remain. For instance, studies by Musenze *et al.* (2024), Hameli *et al.* (2025), and Almazrouei and Hilmi (2026) established that supportive leadership practices such as empowerment, recognition, and

organisational support stimulate employees' innovative actions through mechanisms including innovation climate, confidence, and engagement. However, these studies mainly examined direct or mediated relationships and did not sufficiently explain the contextual conditions under which leadership support translates into innovation. Moreover, the studies were conducted in Uganda, Kosovo, and Oman, which a limited contextual applicability to African institutional settings.

2.3.2 Leadership Support and Decent Work Conditions

Concerning leadership support and decent work conditions, findings from Darshani and Surangi (2025), Othman *et al.* (2025), and Matos *et al.* (2026) showed that leadership enhances employee participation, fairness, inclusion, and meaningful work. Nonetheless, these mentioned evidence suggest that broader structural dimensions of decent work, particularly income security, workload management, and social protection, remain insufficiently addressed. Consequently, existing studies only provide a partial understanding of how leadership shapes decent work outcomes.

2.3.3 Decent Work Conditions and Innovative Work Behaviour (IWB)

In a related development, studies examining decent work conditions and IWB also suggest a positive relationship. For example, Sanhokwe *et al.* (2023), Yan *et al.* (2023), and Hassan *et al.* (2024) found that decent work promotes innovation through organisational learning, engagement, and self-efficacy. Despite these contributions,

the evidence largely treats decent work as an antecedent or mediating variable rather than examining whether it changes the strength of other organisational relationships.

2.3.4 Moderating Effect of Decent Work Conditions

Additionally, empirical studies on moderating effect of decent work conditions have shown that factors such as job autonomy, income security, meaningful work, psychological safety, trust, organisational support, and knowledge sharing strengthen leadership-driven innovation (AlMunthiri *et al.*, 2024; Hassi *et al.*, 2022; Shakil *et al.*, 2023; Xu *et al.*, 2022). However, these studies examined isolated work-related conditions rather than conceptualising decent work conditions as an integrated moderator.

In summary, the major empirical gap emanating from the empirical is that existing studies rarely integrate leadership support, decent work conditions, and IWB within a unified, analytical framework. There is also limited evidence from African contexts and inadequate attention to the moderating influence of decent work conditions. The current study therefore seeks to fill this theoretical, contextual, and methodological gap.

3. Methodology

This study adopts a cross-sectional survey design to examine the effect of leadership support on innovative work behaviour (IWB) and the moderating role of decent work conditions among ride-hailing and delivery platform workers in Lagos, Nigeria.

The design was appropriate because it allowed data to be collected at a single point in time while testing relationships among variables in a real work context (Cao *et al.*, 2025). Quantitative data were used to support objective hypothesis testing.

The study was carried out in Lagos State due to the rapid growth of platform work driven by digital services. The population consisted of active ride-hailing and delivery workers aged 18 years and above operating on platforms such as Uber, Bolt, inDrive, Glovo, Bolt Food, and Chowdeck. These workers were selected because their work is flexible, technology-driven, and shaped by varying levels of leadership support and working conditions.

Since there was no reliable sampling frame, the study used a questionnaire-item ratio to determine sample size. Following Gunawan *et al.* (2021), 20 respondents per item were adopted. Given that leadership support (7), IWB (6), and decent work (12) were made up of 25 items, the minimum sample size was 500 (25×20). This also aligned with structural equation modelling requirements for stable estimates (Memon *et al.*, 2020).

A multi-stage sampling approach was applied. First, purposive sampling identified major platform enterprises in Lagos. Second, stratified sampling ensured representation of ride-hailing drivers and delivery riders. Third, convenience and snowball sampling were used because platform workers are mobile and difficult to access. Initial respondents helped identify others within their networks. Data were

collected physically or via an online questionnaire link based on respondent preference. Participation was voluntary, informed consent was obtained, and no identifying information was collected. Data were securely stored and used only for academic purposes.

Data were collected using a structured questionnaire with three sections: consent, demographic data, and measurement items (see Table 1). Leadership support measured

perceived guidance, communication, and encouragement from platforms and supervisors, adapted from Eisenberger *et al.* (1986; 2002) and Rafferty and Griffin (2004). IWB measured idea generation, promotion, and implementation, adapted from Zhou and George (2001). Decent work conditions measured fair income, job security, safety, flexibility, and social protection, adapted from Duffy *et al.* (2017), Lyu *et al.* (2026), and the ILO (2013) framework.

Table 1: Measurement Constructs and Sources

Construct	Scale Source(s)	Underlying Dimensions
Leadership Support	Eisenberger <i>et al.</i> (1986; 2002); Rafferty & Griffin (2004); House (1971)	Organisational support, supervisor support, leadership communication, fairness/justice
Innovative Work Behaviour	Zhou & George (2001)	Idea generation, idea promotion, idea implementation
Decent Work Conditions	Duffy <i>et al.</i> (2017), International Labour Organisation (2013); Lyu <i>et al.</i> (2026).	Fair income, safe working conditions, job security, work-life balance, autonomy, social protection

Ten experts from the academia and industry reviewed the questionnaire for clarity, relevance, and contextual fit. Their feedback guided the refinement of the questionnaire items. A pilot study was also conducted outside the main sample. Validity and reliability tests conducted on the pilot study data confirmed the instrument’s adequacy. Data were analysed using covariance-based structural equation modelling (CB-SEM) to test direct and moderating relationships. Model fit was assessed using CFI, TLI, RMSEA, and SRMR.

4. Data Presentation, Analysis and Discussion of Findings

4.1 Profile of the Participants

A total of 520 ride-hailing and delivery workers in Lagos participated over 90 days. Most were male (75%) and mainly aged 26–35 years (37.5%), followed by 18–25 years (26.2%). Ride-hailing workers (55.8%) slightly outnumbered delivery riders (44.2%), with Bolt (25.0%) and Glovo (23.1%) being the most used platforms. Over half (55.2%) had 7 or more years of platform experience, but most (78.8%) worked 13+ hours daily. In summary, the sample reflected a male-dominated, youth-based workforce with high experience but

very long working hours, shaping their work conditions and behaviour.

Table 2: Respondents’ Demographic Profile

Variable	Category	Frequency (N = 520)	Percentage (%)
Gender	Male	390	75.0
	Female	130	25.0
Age	18–25 years	136	26.2
	26–35 years	195	37.5
	36–45 years	124	23.8
	46+ years	65	12.5
Type of Platform Work	Delivery	230	44.2
	Ride-hailing	290	55.8
Platform Used	Uber	102	19.6
	Bolt	130	25.0
	inDrive	65	12.5
	Chowdeck	103	19.8
	Glovo	120	23.1
Years of Experience	1–3 years	103	19.8
	4–6 years	130	25.0
	7+ years	287	55.2
Average Daily Working Hours	9–12 hours	110	21.2
	13+ hours	410	78.8

4.2 Measurement Model Evaluation (Exploratory and Confirmatory Factor Analysis)

The measurement model was assessed using EFA (exploratory factor analysis) and CFA (confirmatory factor analysis). EFA used Principal Axis Factoring with Varimax rotation. The KMO value was 0.914, indicating excellent sampling adequacy, while Bartlett’s Test was significant ($\chi^2 = 4215.63, p < .001$), confirming suitability for factor analysis. EFA extracted three factors, namely Leadership Support (LS), Innovative Work Behaviour (IWB), and Decent Work Conditions (DW), which explained 72.48% of total variance. All items loaded strongly (0.70-0.86). There was no cross-loadings, confirming clear construct structure. The CFA using covariance-based SEM confirmed good

model fit (CFI = 0.952; TLI = 0.944; RMSEA = 0.052; SRMR = 0.041). All loadings exceeded 0.70. Reliability was also confirmed. Particularly, Composite Reliability and Cronbach’s alpha values were above 0.70. Convergent validity was established with AVE (average variance extracted) values above 0.50. Discriminant validity was confirmed using the Fornell-Larcker criterion, as each construct’s AVE square root exceeded inter-construct correlations. In summary, the model was valid and reliable.

4.3 Structural Model and Hypotheses Testing

The structural model was evaluated to examine the direct and moderating effects of decent work conditions on the relationship between leadership support and innovative

work behaviour (IWB) [see table 3]. The results showed that leadership support (LS) had a significant positive effect on IWB ($\beta = 0.42, p < .001$). Leadership support also had a significant positive effect on decent work (DW) ($\beta = 0.36, p < .001$). In addition, decent work conditions had a significant positive effect on IWB ($\beta = 0.31, p < .001$).

The interaction effect between leadership support and decent work was positive and significant ($\beta = 0.18, p < .001$), indicating a

moderating effect. For the subdimensions, income security showed a significant moderating effect ($\beta = 0.15, p = .001$). Safe and supportive working conditions also moderated the relationship ($\beta = 0.12, p = .004$). Work flexibility and autonomy recorded the strongest moderating effect ($\beta = 0.20, p < .001$). Social protection also showed a significant but weaker moderating effect ($\beta = 0.11, p = .008$).

Table 3: Hypotheses Testing Results

Hypothesis	Path	B	t-value	p-value	Decision
H1	LS → IWB	0.42	8.76	< .001	Supported
H2	LS → DW	0.36	7.48	< .001	Supported
H3	DW → IWB	0.31	6.12	< .001	Supported
H4	LS × DW → IWB	0.18	3.95	< .001	Supported
H4a	LS × DW ₁ → IWB	0.15	3.21	0.001	Supported
H4b	LS × DW ₂ → IWB	0.12	2.88	0.004	Supported
H4c	LS × DW ₃ → IWB	0.20	4.35	< .001	Supported
H4d	LS × DW ₄ → IWB	0.11	2.67	0.008	Supported

Note:

Leadership Support (LS); Innovative Work Behaviour (IWB); Decent work conditions (DW); Income and earnings security (DW₁); Working conditions and safety (DW₂); Work flexibility and autonomy (DW₃); Social protection and security (DW₄)

Discussion of Findings

The first finding showed that leadership support had a significant positive effect on innovative work behaviour. This result was consistent with Musenze *et al.* (2024), who found that servant leadership improved innovative behaviour by creating a supportive environment that encouraged creativity. Hameli *et al.* (2025) also reported that perceived organisational support increased workers’ confidence and willingness to innovate. Almazrouei and Hilmi (2026) further showed that recognition, empowerment, and development opportunities improved

engagement and innovation outcomes. Overall, innovation increased when workers felt supported, valued, and empowered.

The second finding showed that leadership support had a significant positive effect on decent work conditions. This aligned with Darshani and Surangi (2025), who found that leadership improved decent work through employee participation, voice, and skill development. Othman *et al.* (2025) reported that supportive leadership strengthened work conditions and commitment, while Matos *et al.* (2026) linked ethical and empowering leadership to

fairness, inclusion, and meaningful work. This suggested that leadership shaped not only performance but also how workers experienced dignity, fairness, and support.

The third finding showed that decent work had a significant positive effect on innovative work behaviour. This supported Sanhokwe *et al.* (2023), who found that decent work improved engagement and organisational learning, which enhanced innovation. Yan *et al.* (2023) also reported that decent work increased engagement and innovative behaviour. Hassan *et al.* (2024) further showed that decent work improved self-efficacy and innovation outcomes. This indicated that workers were more innovative when they experienced fair income, safety, flexibility, and basic protections.

Fourth, leadership support interacted with decent work to influence innovative work behaviour. Hassi *et al.* (2022) and Shakil *et al.* (2023) showed that autonomy strengthened the leadership-innovation link. Xu *et al.* (2022) found that income security improved innovation through motivation and engagement. Almazrouei *et al.* (2023) showed that meaningful work strengthened leadership effects, while AlMunthiri *et al.* (2024) found that psychological safety encouraged idea sharing. Studies such as Wechtler and Suseno (2025), Sharif *et al.* (2024), and Zafar *et al.* (2024) also confirmed that trust, support, and social protection improved innovation outcomes. Overall, leadership support became more effective under strong decent work conditions.

Conclusion, Implications, and Recommendations

The study concluded that leadership support and decent work independently improved innovative work behaviour, while decent work also strengthened the effect of leadership support on innovation. Leadership support further improved decent work conditions, showing that leadership influenced both performance and work quality. A practical implication was that platform enterprises should begin by introducing social protection mechanisms such as health insurance and pension schemes.

Practically, leadership should be viewed not only as a motivational tool but also as a mechanism for improving work conditions. Platform enterprises should invest in leadership development that promotes supportive, empowering, and ethical leadership. Managers should also embed decent work principles such as fairness, job security, autonomy, safety, and meaningful work into daily operations. Policy-wise, labour regulators and public institutions should strengthen enforcement of decent work standards, including fair compensation, safe working conditions, job security, and employee participation. This would improve worker well-being and innovation capacity.

Based on the findings, the study recommended that:

- 1) Leadership capacity should be strengthened through continuous training on supportive and empowering behaviours.

- 2) Decent work principles should be institutionalised through fairness, safety, and employee voice in policies.
- 3) Participatory management practices should be encouraged to allow workers contribute ideas and decisions.
- 4) Job design should be improved to enhance autonomy, meaning, and engagement.
- 5) Workplace conditions should be regularly monitored to ensure compliance with decent work standards.

References

- Abakpa, A., & Dvouletý, O. (2026). Relationship between entrepreneurship and economic growth in Nigeria. *Journal of Global Entrepreneurship Research, 16*(1), 1-23.
- Ajonbadi, H. A., Adekoya, O. D., Mordi, C., Cronk, H., Islam, M. A., & Taofik, I. (2025). Exploring the voice and representation mechanisms of platform workers and implications for decent work in the Nigerian gig economy. *Journal of Industrial Relations, 1*, 1-29.
- Alhitmi, K. H., Shah, S. H. A., Kishwer, R., Aman, N., Fahlevi, M., Aljuaid, M., & Heidler, P. (2023). Marketing from leadership to innovation: A mediated moderation model investigating how transformational leadership impacts employees' innovative behaviour. *Sustainability, 15*(2), 1-22.
- Almazrouei, S., Bani-Melhem, S., & Mohd Shamsudin, F. (2023). How having job impact leads to employee innovative behavior: a moderated mediation model of servant leadership and work meaningfulness. *International Journal of Public Sector Management, 36*(4-5), 382-403.
- Almazrouei, S. A., & Hilmi, M. F. (2026). Leading the innovation: role of employee engagement as a mediator relating supervisor's practices and employee's innovative behaviour. *International Journal of Innovation Science, 18*(1), 205-223.
- AlMunthiri, O., Bani Melhem, S., Mohd Shamsudin, F., & Al-Naqbi, S. A. (2024). Does leading with inclusiveness promote innovative behaviours? Examining the role of work engagement and psychological safety. *International Journal of Organisational Analysis, 32*(10), 2468-2493.
- Bernhardt, A., Campos, C., Prohofsky, A., Ramesh, A., & Rothstein, J. (2023). Independent contracting, self-employment, and gig work: Evidence from California tax data. *Industrial and Labour Relations (ILR) Review, 76*(2), 357-386.
- Blustein, D. L., Lysova, E. I., & Duffy, R. D. (2023). Understanding decent work and meaningful work. *Annual Review of Organisational Psychology and*

- Organisational Behaviour*, 10(1), 289-314.
- Cao, X., Lin, Y. J., Zhang, J. H., Tang, Y. P., Zhang, M. P., & Gao, H. Y. (2025). Students' perceptions about the opportunities and challenges of ChatGPT in higher education: a cross-sectional survey based in China. *Education and Information Technologies*, 30(9), 12345-12364.
- Cieslik, K., Banya, R., & Vira, B. (2022). Offline contexts of online jobs: Platform drivers, decent work, and informality in Lagos, Nigeria. *Development Policy Review*, 40(4), 1-19.
- Crespy, A., Kenn, B., Marengo, M., & Spasova, S. (2026). The EU compromise machine and the politicisation of social policy: Lessons from the regulation of platform work. *Journal of European Social Policy*, 36(1), 18-33.
- Darshani, R. D., & Surangi, H. A. K. N. S. (2025). Decent work for economic growth through ambidextrous leadership: a case study. *Development and Learning in Organisations: An International Journal*, 1, 1-4.
- Duffy, R. D., Allan, B. A., England, J. W., Blustein, D. L., Autin, K. L., Douglass, R. P., Ferreira, J., & Santos, E. J. R. (2017). The development and initial validation of the Decent Work Scale. *Journal of Counseling Psychology*, 64(2), 206-221.
- Eboesomi, S. (2025). *80m Nigerian youth unemployed – Report*. Retrieved April 12, 2026 from <https://www.premiumtimesng.com/news/top-news/818817-80m-nigerian-youth-unemployed-report.html>
- Ekmekcioglu, E. B., & Oner, K. (2024). Servant leadership, innovative work behaviour and innovative organisational culture: the mediating role of perceived organisational support. *European Journal of Management and Business Economics*, 33(3), 272-288.
- Erhan, T., Uzunbacak, H. H., & Aydin, E. (2022). From conventional to digital leadership: exploring digitalisation of leadership and innovative work behaviour. *Management Research Review*, 45(11), 1524-1543.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organisational support. *Journal of Applied Psychology*, 71(3), 500-507.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organisational support and employee retention. *Journal of Applied Psychology*, 87(3), 565-573.
- Galata, P. V. (2023). Labour process and occupations: A critical journey into the sociology of work, class and status. *Journal of Critical Approaches to Social Divisions*, 2(1), 69-114.
- Gunawan, J., Marzilli, C., & Aunguroch, Y. (2021). Establishing appropriate sample size for developing and validating a questionnaire in nursing

- research. *Belitung Nursing Journal*, 7(5), 356-360.
- Hameli, K., Vehapi, A., & Tafili, E. (2025). Fostering innovative work behaviour: the role of organisational support and employee self-efficacy. *Corporate Communications: An International Journal*, 1, 1-15.
- Hassan, R. S., Amin, H. M., & Ghoneim, H. (2024). Decent work and innovative work behaviour of academic staff in higher education institutions: the mediating role of work engagement and job self-efficacy. *Humanities and Social Sciences Communications*, 11(1), 1-19.
- Hassi, A., Rohlfer, S., & Jebsen, S. (2022). Empowering leadership and innovative work behaviour: the mediating effects of climate for initiative and job autonomy in Moroccan SMEs. *EuroMed Journal of Business*, 17(4), 503-518.
- International Labour Organisation. (2013). *Decent work indicators: Guidelines for producers and users of statistical and legal framework indicators (2nd ed.)*. Geneva, Switzerland: International Labour Office.
- International Labour Organisation [ILO]. (2021). *World employment and social outlook 2021: The role of digital labour platforms in transforming the world of work*. Geneva, Switzerland: International Labour Office.
- Khayati, N., & Lahrech, A. (2026). Youth entrepreneurship in Africa: A catalyst for economic development. In *Critical Economic Implications of Global Demographic Changes* (pp. 267-302). Pennsylvania, USA: IGI Global Scientific Publishing.
- Liang, Y., Ahmad, A., & Teng, J. F. (2025). Recalibrating Labour Process Theory for algorithmic HRM: A semi-systematic review of gig work (2010–2025). *International Journal of Innovation and Business Strategy*, 20(2), 33-52.
- Lyu, T., Geng, Q., & Chen, H. (2026). Scale development of decent work among logistics digital gig workers. *International Journal of Physical Distribution & Logistics Management*, 56(2), 138-171.
- Maffie, M. D., & Hurtado, H. (2026). The enshittification of work: Platform decay and labour conditions in the gig economy. *British Journal of Industrial Relations*, 64(1), 5-20.
- Matos, H., dos Santos, N. R., Pais, L., & de Sousa, B. (2026). Exploring the relationship between leadership styles and decent work in higher education. *Occupational Health*, 1(5), 1-17.
- Matos, H., & Pais, L. (2026). Exploring the relationship between leadership styles and decent work in higher education. *Occupational Health*, 1(1), 1-17.
- Memon, M. A., Ting, H., Cheah, J. H., Thurasamy, R., Chuah, F., & Cham, T. H. (2020). Sample size for survey research: Review and recommendations. *Journal of applied structural equation modeling*, 4(2), 1-20.

- Mohammed, A. A., & AL-Abrow, H. (2023). The impact of empowering and transformational leadership on organisational performance and innovation: the mediating role of shared leadership and moderating role of organisational culture in the Iraqi healthcare sector. *International Journal of Organisational Analysis*, 31(7), 3532-3552.
- Musenze, I. A., Mayende, T. S., Wanyana, M., & Kasango, J. (2024). Servant leadership and innovative work behaviour: the role of innovation climate using evidence from the Ugandan local government sector. *Journal of Management Development*, 43(6), 896-919.
- National Bureau of Statistics [NBS]. (2024). *Nigeria Labour Force Survey (NLFS) Report Q2 2024*. <https://nigerianstat.gov.ng/elibrary/read/1241594>
- Olubiyi, T. O. (2024). Achieving Sustainable Development Goal Four (4) in Africa: Spotlighting the role of quality education and innovation orientation. *Economics, Management and Sustainability*, 9(1), 105-118.
- Othman, A. A., Farghaly-Abdelaliem, S. M., Mahran, H. M., & Ali, H. I. (2025). Leader's humility: Unveiling the mediating effect of decent work on the relation between humble leadership and nurses' grit. *Journal of Nursing Management*, 25, 1-10.
- Peterson, R. A., & Crittenden, V. (2024). Microentrepreneurs in the gig economy: Who they are, what they do, and why they do it. *Journal of Research in Marketing and Entrepreneurship*, 26(4), 565-587.
- Rafferty, A. E., & Griffin, M. A. (2004). Dimensions of transformational leadership: Conceptual and empirical extensions. *The Leadership Quarterly*, 15(3), 329-354.
- Samson, I. P., & Iwelu, M. O. (2025). Platformising informal motorcycle transport, youth livelihoods, and digital constraints: A case of ORide e-Hailing in Ibadan, Nigeria. *Transportation Development Research*, 3(2), 52-62.
- Sanhokwe, H., Chinyamurindi, W. T., & Muzurura, J. (2023). Decent work and innovative work behaviour: The mediating roles of organisational learning and work engagement. *International Journal of Innovation Management*, 27(3&4), 1-29.
- Schaupp, S. (2025). Climate change and the labour process: the case of construction work. *Industrielle Beziehungen*, 31(1), 63-84.
- Shakil, R. M., Memon, M. A., & Ting, H. (2023). Inclusive leadership and innovative work behaviour: the mediating role of job autonomy. *Quality & Quantity*, 57(Suppl 4), 707-721.
- Sharif, S., Tongkachok, K., Akbar, M., Iqbal, K., & Lodhi, R. N. (2024). Transformational leadership and innovative work behavior in three-star hotels:

- mediating role of leader-member exchange, knowledge sharing and voice behaviour. *VINE Journal of Information and Knowledge Management Systems*, 54(1), 1-21.
- Tariq, M. U. (2026). The influence of leadership styles on innovation: Driving change through effective leadership. *In The impact of innovation in leadership (pp. 249-274)*. Pennsylvania, US: IGI Global Scientific Publishing.
- Wechtler, H., & Suseno, Y. (2025). Unlocking innovative work behaviour during times of crisis: The role of leadership and vertical trust. *European Management Journal*, 43(5), 733-743.
- Xu, Y., Liu, D., & Tang, D. S. (2022). Decent work and innovative work behaviour: Mediating roles of work engagement, intrinsic motivation and job self-efficacy. *Creativity and Innovation Management*, 31(1), 49-63.
- Yan, Y., Deng, D., Geng, Y., Gao, J., & Lin, E. (2023). The dual influence path of decent work perception on employee innovative behaviour. *Frontiers in Psychology*, 14, 1-14.
- Zafar, S., Raziq, M. M., Igoe, J., Moazzam, M., & Ozturk, I. (2024). Inclusive leadership and innovative work behaviour: Roles of autonomous motivation and horizontal and vertical trust. *Current Psychology*, 43(14), 12680-12695.
- Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management Journal*, 44(4), 682-696.