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# **THE IMPACT OF LEADERSHIP STYLES ON ORGANISATIONAL PERFORMANCE AT THE DANGOTE GROUP: A FRAMEWORK OF AFRICAN BUSINESS LEADERSHIP**

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Submission Date: October 2022

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The accomplishment of this thesis resulted from various individuals having to sacrifice in one way or the other without their assistance, the thesis would not have been completed:

## ABSTRACT

In the last three decades there has been a surge in the importance attached to leadership development. This has gained significant cognisance and policymakers around the world have been interested in understanding the dynamics and effects of leadership development. There is the belief that if African businesses adopt Western management methods, there is the propensity for African businesses to grow, be more efficient and productive. This viewpoint has given intellectual validity to the never-ending stream of donor-funded management training programmes and organisational development treatments that Western consultants have offered to African organisations. However, the applicability of Western-inspired leader development approaches in Africa has been questioned. Against this backdrop, there is the research to ascertain character antecedents and behavioural patterns of Africans and the impact same has on an organisation's performance especially as it relates to leadership. This will be beneficial to African executives as it has the prospect of being a guide when making the decision on what tactics to adopt in the bid to attaining long term growth for their organisation.

This study explores the impact of leadership and management styles on the Dangote Group in Nigeria and develop guidelines that can help to improve African leadership and organisational performance. This study utilises a mixed technique (quantitative and qualitative) approach from a pragmatic standpoint to arrive at its findings. In conducting the study, this thesis firstly seeks insight on the financial indicators from the Dangote Group from 2016 to 2020. The study obtained conducted a survey by collecting data from 201 participants drawn from different companies of the Dangote Group. For the qualitative study, a convenience sample of 10 participants were selected from different companies within the Dangote Group. The participants were purposively selected because of their role in the company, the number of people the participants supervised, work location, and years of working experience within the Dangote Group. The focal objective is to get the importance and role leadership of key positions has played the Dangote Group's growth.

The secondary data revealed a positive performance outlook for the Dangote Group between 2016 and 2020, as determined by different performance indicators. Predictions were made, and all revealed a positive outlook for performance. Qualitative results revealed contextual understandings of leadership styles and organisational performance.

During the study, a concept that has not gained as much cognisance and was discovered in the findings of this study to be an essential factor is 'loyalty' which is at the heart of African leadership elements.

The study prescribes some guidelines that have the propensity to enhance African leadership practices because research has indicated that the leadership style adopted by an organisation influences the organisational growth path to an extent, however, this thesis submits that employing the appropriate leadership style must be understood from a given organisational context. This entails adapting leadership practices to align with the organisational context.

**Key Words:** Dangote; Leadership; Performance; Manufacturing

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# CHAPTER 1: INTRODUCTION

## 1.1 Background to the Research

Business leadership styles can vary significantly across different cultural contexts (Cho, Shin, Billing, and Bhagat, 2019; Budur, 2020). For instance, Western business leadership styles are characterized by individualism, autonomy, and a focus on short-term results. Leaders in Western cultures often prioritise clear communication, goal setting, and empowering their subordinates to make decisions independently (Hinds and Ludema, 2023). While this leadership style has been effective in many Western organisations, it may not be well-suited to other cultural contexts. In contrast, Eastern business leadership styles emphasise collectivism, harmony, and a long-term perspective (Cunningham, 2019). Leaders in Eastern cultures often prioritise relationship-building and cooperation, with a focus on group achievement over individual achievement (Cho *et al.*, 2019). This leadership style may be more effective in collectivist cultures, where group dynamics and relationships are highly valued. African business leadership styles, on the other hand, are characterised by a strong sense of community and a focus on social responsibility (Lerutla and Steyn, 2022). Leaders in African cultures often prioritise inclusivity, collaboration, and sustainability, with an emphasis on the well-being of the group (Lerutla and Steyn, 2022). This leadership style may be particularly effective in African cultures, where community and social responsibility are highly valued.

While each of these leadership styles has its strengths, there are also potential weaknesses to consider. For example, Western business leadership styles may prioritise individualism at the expense of inclusivity and collaboration, while Eastern business leadership styles may be slow to adapt to changing circumstances due to a focus on tradition and consensus. African business leadership styles, while emphasising community and social responsibility, may be less effective in environments that prioritise short-term results and competition. Therefore, understanding the cultural context is critical when considering business leadership styles. The literature suggests that leaders who can adapt their style to the needs and values of the culture they are working in are more likely to be successful (Xenikou, 2022).

Leadership is an essential component of organisational success, as it directly impacts day-to-day activities and overall productivity. As John Maxwell asserts, "the single best way to impact an organisation is to focus on leadership development" (Maxwell, 2008: 189). This thesis presents the argument that effective leadership is a catalyst for maximum productivity,

which ultimately leads to unprecedented growth in an organisation. In fact, the achievement of efficient leadership at the helm of an organisation requires adept management, navigation, and proficient resource allocation (Holness, 2019).

In essence, leadership is the process of influencing individuals or a group of individuals towards the attainment of a shared goal or vision (Maxwell, 2022). Effective leadership is characterised by strategic planning, clear communication, delegation of responsibilities, motivation, and mentoring (Heiss, 2023). Such a leadership approach fosters a positive work culture and encourages teamwork, innovation, and creativity. Consequently, it leads to increased productivity, efficiency, and profitability in an organisation. The importance of efficient leadership is further underscored by the need for organisations to navigate through dynamic business environments (Förster, Paparella, Duchek and Güttel, 2022). The ability to manage change, uncertainties, and risks is critical in ensuring organisational survival and growth. Effective leadership is fundamental to achieving these objectives by providing strategic direction, promoting resilience, and ensuring the optimal utilisation of resources.

The literature highlights the critical role that efficient leadership plays in an organisation's success (Floyd, 2022). It is believed that leadership is essential in promoting innovation, employee satisfaction, and trust, which ultimately results in increased productivity and organisational growth (Khattak, Zolin, and Muhammad, 2020). Despite this, studies have shown that many organisations struggle with effective leadership (Yavuz, 2020). Therefore, there is a need to examine the leadership styles that organisations adopt, particularly in the context of a specific organisation. The Dangote Group is one of the most prominent conglomerates in Africa, with a significant presence in industries such as cement, sugar, and flour. Despite its success, there is limited research on the leadership styles adopted within the organisation. This presents a gap in the literature that requires further investigation. Specifically, this thesis seeks to explore the leadership styles adopted within the Dangote Group and their impact on the organisation's productivity, employee satisfaction, and overall performance. Additionally, the Dangote Group operates in a dynamic business environment, characterised by political instability, economic uncertainties, and evolving consumer demands. Therefore, examining the leadership styles adopted within the organisation could provide insights into how effective leadership can help navigate such challenges and foster sustainable growth. While there is ample evidence on the importance of efficient leadership in organisational success, there is limited research on the leadership styles adopted within specific organisations. Therefore, this study seeks to contribute to the literature by examining the leadership styles adopted within the Dangote Group and their impact on the organisation's

productivity and overall performance. This will help to fill the existing gap in the literature and provide insights into effective leadership in a dynamic business environment.

The Dangote Group is a Nigerian multinational industrial conglomerate with different business entities. The group commenced its operation as a business entity in 1977. From its inception till date, the company has recorded immense growth, broken records and is internationally recognised. In 2020, the group through its cement business was enlisted as the largest firm trading on the Nigerian Stock Exchange with market capitalisation of NGN1.099,000,000 (One Trillion and Ninety-Nine Billion Nigerian Naira). The Group is internationally recognised and has operations in Cameroon, Congo, Ethiopia, Ghana, Senegal, Sierra Leone, South Africa, Tanzania, and Zambia.

Lagos, Nigeria, is home to the company's headquarters. It is important to highlight that this is an organisation born in Africa, managed by Africans, and its evolution has surprised many scholars (García Morales, Lloréns Montes, and Verd Jover, 2008; Zehir *et al.*, 2011; Michie and Zumitzavan, 2012; Noruzy *et al.*, 2013; Abbas, Ali, and Khalid, 2020). A question that is likely to linger in the mind of any reader at this stage is what and how did the Dangote Group attain such admirable heights? This study through its findings elucidate that the leadership models the group has explored in the preceding years is predominantly responsible for its growth.

Previous research indicate that various leadership philosophies and management skills are essential elements that can guide businesses in improving their performance as well as develop a market edge (García Morales, Lloréns Montes, and Verd Jover, 2008; Zehir *et al.*, 2011; Michie and Zumitzavan, 2012; Noruzy *et al.*, 2013; Abbas, Ali, and Khalid, 2020). Leadership is crucial in determining a company's success and it plays a large part in influencing individuals as well encourages collaborative effort towards attaining set goals (Pashiardis, Brauckmann and Muijs, 2011; Lin *et al.*, 2020). It assists in the improvement of a group's performance by regulating and directing the processes that drive performance and offer direction (Yukl 2012; Kia, Halvorsen, and Bartram, 2019; Griffin, 2013; Hopkins, 2015).

While the literature cited highlights the importance of leadership philosophies and management skills in guiding business performance and providing a market edge, it remains unclear how specific leadership practices and skills can be optimised for the benefit of businesses. Additionally, the literature cited is predominantly focused on the broad importance of leadership without explicitly identifying which leadership practices or skills are most effective for improving business performance. Furthermore, there is a lack of empirical research on how African business leadership and skills impact the collaborative effort of



employees towards achieving set goals. Therefore, there is a need for research that seeks to identify the specific African leadership styles and skills that are most effective for improving business performance and encouraging collaborative efforts towards achieving organisational goals. Additionally, such research can be informative about the mechanisms through which effective leadership practices and skills can impact employee behaviour and performance, and how they can be optimised to drive business success. By addressing these gaps, the current study can provide practical guidance to businesses seeking to improve their performance and gain a competitive edge in the marketplace. Whilst there appears to be a consensus on the role that leadership plays in an organisation towards achieving set goals, it is important to study the model/models adopted by the Dangote Group and understand whether these established theoretical understandings are of practical relevance to the Dangote context.

Before delving further, it is important to highlight that there is a consensus in literature that African managers have the intellectual capacity to understand the logic underlying Western management standards and procedures (Hyden, 2020). Research also shows that after participating in several training programmes, these managers revert to their pre-training behaviour, which according to these critics, highlight fundamental flaws in the Western management-oriented training programmes themselves (Kuada, 2011).

It is important to highlight at this stage that there is a dearth of studies analysing the leadership and management tactics adopted by the Dangote Group to attain such high performance over the years. Given this understanding, research is needed to understand better how Africans behave as leaders, why they behave the way they do, and what these behavioural patterns mean for organisational and national economic performance. Moreover, research is also needed to help African executives decide which tactics to take to achieve long-term growth in their organisation's goals and effectiveness.

## 1.2 Motivation of the Study

The researcher is based in Lagos, Nigeria, and has been fascinated by the Dangote Group's rise and its influence on local people. Over the years, people have often wondered how Dangote has been able to develop so quickly when other businesses have failed. The Dangote Group is reported to own 18 subsidiaries which are in ten African countries. The organisation's turnover had increased from ₦615,103 million in 2016 to ₦1,034,196 million in 2020 (Dangote Cement Plc Annual Report, 2020). In Nigeria, the Dangote Group employs approximately 1,500 permanent employees, which allows for classifying it as a large enterprise. Employing

considerable labour force, the Dangote Group desperately needs to refine its leadership styles and approaches to management to avoid inefficiencies and maintain high performance, which explains the necessity of this research. Moreover, the managerial population of the Dangote Group is deemed accessible due to its large size and the researcher's personal contacts in the company.

Specifically, the motivation behind this study was an interview with an entrepreneur who has attempted a variety of business ventures but most of the entrepreneur's efforts have been an exercise in futility with none of the businesses thriving. As a result, the researcher was desirous of learning how to attain excellence in business as evinced in the Dangote Group of Companies. As an entrepreneurial enthusiast, the researcher is desirous of learning, acquiring, and implementing acquired knowledge in her business ventures. This enthusiasm is borne out of the belief that entrepreneurial activities contribute to job creation, sustainable livelihoods, and poverty alleviation.

Travelling across West Africa, she has seen first-hand the jobs created by the Dangote Group of Companies as part of its expansion strategy. It was her firm view that the Dangote Group's business model aids in the creation of sustainable ventures and that, as a result, taking lessons will assist many unsuccessful businesses in re-energising their operations and learning the best methods for reactivating their operations. This will also assist the researcher in adopting best practices in building an internationally recognised conglomerate.

### 1.3 Research Problem Statement

In the last four decades there has been a consensus on the poor performance of Sub-Saharan African (SSA) economies. SSA economies are routinely compared to high-growth Asian economies like Malaysia's and South Korea's because these high-growth economies were once on the same level of growth as that of SSA countries on or about five decades ago. While these Asian countries have grown exceedingly and have been dubbed "economic miracles," the African situation is a paradox and is routinely described with words like "catastrophe" and "tragedy" by relevant stakeholders (UNCTAD, 2014). Whilst there is sparse research on African leadership (Bolden and Kirk, 2009), the handful that has conducted research in this regard has a consensus with findings indicating that African leaders are ineffective and struggle to adapt to the demands of an increasingly complicated globalised economic system (Bornman, 2019; Signé, 2023). The literature suggests that progress on the continent may continue to be an elusive phenomenon unless African countries strengthen the managerial capacities of their

leaders both in the public and private sectors (Naidoo and Govender, 2023; Tukamuhabwa, 2023). The reason for this is simple and as opined in this study, strengthen the managerial capacities which serves as one of the bedrocks of growth and development of modern national economies is largely dependent on the individuals/institution steering the wheel.

As highlighted above, the impact of leadership style in an organisation is of sacrosanct importance and the role it plays in the growth or lack thereof in such an organisation cannot be undermined. Research shows that the impact of leadership style on organisations was largely tested in the 'western world' and has since been applied globally, where economies and governance frameworks differ (Lu, Nisbett, and Morris, 2020). It is commonplace that Africa's poor economic performance can primarily be attributable to leadership flaws (Ochola, 2007). In view of this consensus of the spurious nature of quality leadership typical homegrown SSA organisations usually adopt, it thus becomes a wonder how the Dangote Group has grown, exceeding all barriers and routinely exude exceptional performance.

The rise of the Dangote Group is a model of authentic African capitalism, exemplifying the continent's modern corporate culture. While this process may stem from competent leadership and management connected with capital-intensive project control, the size at which this occurs has not been well investigated. In this regard, it is essential that proficient research is conducted to better understand how Africans behave as leaders, why they behave the way they do, and what these behaviours mean for organisational and national economic performance. The benefits of such research will be essential going forward, as it would firstly highlight the character and behavioural flaws if any of leadership in organisations, identify any barriers and how organisations can successfully navigate through such barriers, highlight what leadership model has the propensity to lead to growth and most importantly showcase how such models can be implanted into organisations to attain long-term growth.

Despite the numerous studies that have been conducted on leadership and management styles in various organisations (Cunningham, 2019; Budur, 2020; Floyd, 2022), there is a notable lack of research focused specifically on the Dangote Group in Nigeria. Moreover, while there is a growing body of literature on the unique aspects of African leadership (Annan, 2022; Lerutla and Steyn, 2022; Amah, 2023), there is limited empirical evidence on the impact of these factors on organisational performance within the African context. This study therefore seeks to address these gaps by exploring the impact of leadership and management styles on the Dangote Group and developing guidelines that can help to improve African leadership and organisational performance. However, given the complex and dynamic nature of organisational

behaviour, it is uncertain whether the proposed guidelines will be effective in addressing the multifaceted challenges faced by the Dangote Group and other African organisations.

## 1.4 Research Aim/Questions/Objectives

### 1.4.1 Research Aim

This study aims to explore the impact of leadership and management styles on the Dangote Group in Nigeria and develop guidelines that can help to improve African leadership and organisational performance.

### 1.4.2 Research Questions

In order to achieve the aims of this thesis, the primary research questions are:

- What are the common leadership and management styles within the Dangote Group?
- How are different departments affected by the elements of African leadership?
- Is there a relationship between leadership/management styles with performance within the Dangote Group?
- What factors enhance or inhibit the success of leadership and management in the Dangote Group?
- What guidelines can be developed to improve African leadership practices and organisational performance?

### 1.4.3 Research Objectives

The main objectives of this study that will be demonstrated below are inclusive but not limited to:

- identifying different leadership and management styles within the Dangote Group.
- determine how different departments are affected by the elements of African leadership.
- ascertaining the relationship between leadership/management styles with performance within the Dangote Group.
- identifying the factors that enhance or inhibit the success of leadership and management in the Dangote Group.

- developing key concepts/models that can be used to improve African leadership practices and organisational performance.

This study aims to position various objectives within ongoing academic debates surrounding leadership and management in organisations, specifically within the context of the Dangote Group. The first objective seeks to identify the most common styles of leadership and management within the organisation and can draw on established theoretical frameworks such as contingency theory, transformational leadership, and situational leadership to achieve this goal. The second objective explores the unique aspects of African leadership and their influence on different departments within the Dangote Group. To achieve this, the study will draw on literature on the Ubuntu philosophy, communalism, and spirituality in African leadership. The third objective aims to examine the relationship between leadership/management styles and organisational performance within the Dangote Group. To achieve this, the study will draw on established theories such as the contingency theory, transactional leadership, and transformational leadership. The fourth objective aims to identify the factors that enhance or inhibit the success of leadership and management within the Dangote Group. To achieve this, the study will draw on literature on organisational culture, employee engagement, and stakeholder management. Finally, the fifth objective seeks to develop guidelines for improving African leadership practices and organisational performance within the Dangote Group, drawing on established literature on leadership development, cultural intelligence, and diversity and inclusion.

## 1.5 Significance of the study

This study has the propensity to have a positive effect on organisations in the private and potentially public sectors. This is by virtue of the fact that this study takes into consideration an in-depth analysis of models and behavioural antecedents of the individuals in charge of the Dangote Group. It is important to highlight at this point that other than the factors highlighted above as motivation for this study, the Dangote Group's success is unarguably a role model for most entities in the African region.

The Dangote Group of Companies chose Lagos as its headquarters because Lagos is firstly the commercial capital of Nigeria as such it has the most employee capacity and strength amongst all its corporations domiciled in Lagos. The Dangote Group operations in Africa and its economic relevance cuts across many countries within the African continent. For instance,

Forbes in 2019 suggest that the Dangote Group of Companies is the largest corporation in West Africa and one of the largest on the African continent. It is noteworthy that in 2017, the Group employed over 30,000 people across Nigeria. A substantial amount of the employees (on or about 22,867) are domiciled in Lagos, the commercial capital of Nigeria and produced revenue worth of USD4.100,000,000 (Four Billion and One Hundred Million United States of America Dollars). It was reported in 2019, that Dangote Cement employed 25 000 people (Nairametrics, 2019c).

The contribution of the Group to Nigeria as a country cannot go without notice. For instance, the manufacturing sector in Nigeria's contribution to Nigeria's Gross Domestic Product (GDP) climbed to 1,616,584.66 million in the third quarter of 2019 from 1,537,522.17 million in the second quarter of 2019 (Trading Economics, 2020). This rise indicates that the manufacturing industry's potential is increasing, which undoubtedly has an impact on the cement business, a sector in which Dangote Group of Companies operates.

It is unarguable that Dangote Group's structure is a model most organisations within Africa will want to adopt in achieving such growth. In view of this, an understanding of leadership styles incorporated by the Group in reaching such heights will be beneficial as it is unarguable that without the right form of leadership, the Group may not have attained such heights.

Previous studies suggest that leadership, organisational culture, training and development, rewards and incentives are some of the elements that exist in the workplace and are used by human resource managers to improve the work potential and output of employees (Stone, Cox, and Gavin, 2020; Nurlina, 2022). Individual (employee) advancements and changes are linked to the existence of a good leader. This understanding has gained significant cognisance in recent years as researchers, academics from various sectors, as well as policymakers are paying detailed attention to the major impetuses or deciding factors driving business enterprises and leadership styles. Political considerations, monetary substances, mental components (identity qualities), and ecological and social variables all play a role in the search for these key impetuses or deciding aspects. Flowing from these variables highlighted, it is unarguable that leadership is a crucial part of any organisation that operates in the labour force, and it can take on various forms and discourses.

Moreover, many studies in this area have been informed by an understanding of leadership within the context of the western society. In other words, studies on the impact of leadership style on organisations were largely tested in the 'western world' and have since been applied globally, where economies and governance frameworks are predominantly more ideal.

Therefore, there is a need for studies that help to explore the context of leadership within the African society, and the Dangote Group of companies provides such an opportunity.

More importantly, the study draws on established literature about leadership styles in Western as well as Eastern countries and compares it to African business leadership. In this vein, the study recognises the importance of understanding the complexities and nuances of leadership in different cultural and regional contexts. Africa has a rich and diverse history that has influenced its unique approach to leadership, which is often different from what is commonly practiced in Western and Eastern regions. In this sense, the study enhances the understanding of leadership as a global phenomenon and promote more culturally sensitive approaches to leadership development and practice.

## 1.6 Scope of the Study

The study focuses on the Dangote Group of companies located in Nigeria. It draws insights from quantitative and qualitative data sets to ascertain the role leadership has played in the success of the organisation. The primary data obtained helps to reflect the daily experiences and tasks of managers that operate within the Dangote Group. The intention is to accumulate their tasks, years on the role, location of work, and the number of employees supervised to decipher the success formula. To get the best result, the researcher encouraged the participants to be as descriptive as possible in outlining their key responsibilities, work situations, experiences, challenges, and contributions to performance. The intention was to unveil an in-depth context-based understanding of leadership styles adopted within the Dangote Group. The quantitative data set was designed to gather information from a larger sample about the relationship between leadership style and some of the research constructs. Hence, the study focuses predominantly on leadership styles adopted within the Dangote Group of companies.

## 1.7 Research Assumptions

The research observes the daily experiences of Dangote Group executives as the respondents were expected to share their experiences and suggest their innovative ideas.

## 1.8 Brief Discussion of Research Methodology

This study adopted a mixed method (both quantitative and qualitative) from a pragmatic standpoint. Self-administered questionnaires were issued to obtain primary quantitative evidence. The sample size of the quantitative study constituted 201 respondents. Of all the participants, the majority (n=92) were females, whilst the minority (n=35) were males. These were distributed across different levels of the organisation, with 129 working as senior managers, 46 as operations managers, and 26 as supervisors. The quantitative data set was analysed using the statistical software for the social sciences (SPSS). Here, the data was first screened using frequencies to assess the patterns in the data. Descriptive analysis was conducted and then followed by correlational analysis. Data was analysed sequentially to help triangulate the findings more coherently and effectively.

The other set of data was gathered qualitatively, which helped unveil the contextual aspects of leadership. For the qualitative part, a convenience sample of 10 participants was selected from different companies within the Dangote Group. The participants were purposively selected because of their role in the company, the number of people supervised, work location, and years of working experience within the Dangote Group. The qualitative data was analysed with Atlas.ti 9, a qualitative data analysis software. This helped to visualise the pattern in the text used by participants.

## 1.9 Structure of the Thesis

This thesis is composed of seven chapters aimed at answering the research question and the structure of the chapters are highlighted in turn.

**Chapter 1:** This chapter discusses the study's background and highlights the research gap. It also describes the problem that the study is attempting to solve, as well as the research questions and objectives. The study's justification is also offered. A brief description of the methodology and scope of the study is also included in this chapter.

**Chapter 2:** This chapter provides a historical perspective of the Dangote Group. It unveils the business model used by the Dangote Group. In this chapter the performance indicators obtained from Dangote Group's financial reports is presented.



**Chapter 3:** This chapter examines the relevant academic literature and positions the current investigation in the context of existing academic controversies. Theoretical frameworks for leadership styles are examined, hypotheses are developed, and other literature related to the research constructs are examined. The chapter concludes with developing a conceptual framework and a stronger study positioning in contemporary academic discussions.

**Chapter 4:** The research approach is discussed in this chapter. It begins by laying out the philosophical arguments and then justifies the research philosophy that underpins this work. The study approach, research plan, sampling, ethical considerations, and data analysis are all covered in this chapter.

**Chapter 5:** The quantitative data is presented in this chapter in a logical order. The findings are discussed in this chapter in connection with the literature. Theoretical arguments are developed as insights from the findings are compared to what the literature says. Following that, practical reasons are developed.

**Chapter 6:** The qualitative data is presented in this chapter in a logical order. The findings of the quantitative and qualitative data are arranged according to the themes that emerged from the research. The results of extracts from qualitative data sets are presented and evaluated in this way. To put it another way, these snippets are provided context. The quantitative data are presented using tables and figures.

**Chapter 7:** The conclusions and recommendations are presented in this chapter. It begins with the research objectives and then goes over how each was addressed. After that, a conclusion statement is created for each of the objectives and research questions. The study's practical and managerial contributions are outlined. Future research directions are also mentioned. Finally, the limitations of the study are addressed.

## 1.10 Chapter Summary

The background of this thesis was identified in this chapter. The research challenge has been outlined. Research questions and objectives were derived from the research problem to

narrow the scope of the investigation. The study's reasoning, justification, and a brief methodology overview are also described. The chapter concludes by detailing the thesis' structure. The next chapter examines the existing literature.

## CHAPTER 2: RESEARCH CONTEXT

### 2.1 Introduction

Cement production, sugar farming, salt and seasonings, fertiliser, infrastructure, tomato, and rice farming, automotive, refinery, energy, petrochemicals, training academy, poly sacks, real estate, mining, logistics, and maritime are all part of the businesses that the Dangote Group engages in (Okechukwu, 2016). Africa's share urbanisation is rated the highest in the world with its shares projected to increase by 50% between 2010 and 2030 (Benna, 2019). Based on this statistic, it is of sacrosanct importance that new organisations grow, and existing organisations adopt international best practices to be able to cater for the economy at large. One of the fundamentals in this regard is the development and adoption of proficient leadership models which is required for entrepreneurial ventures that will provide for the needs of a growing population. In this regard, it is safe to assume that the positioning of the Dangote Group in different industries helps to a considerable extent serve this purpose.

In pursuit of urbanisation in Africa, the Dangote Group developed a company to produce cement. Cement-producing enterprises have served their function since the government first created cement plants in various parts of Nigeria after 1950, even though the sub-sector has been plagued by demand-supply imbalances and price manipulation (Fivez, and Motylińska, 2022). In the bid to stimulate local production and improve output capacity, the Federal Government of Nigerian restricted cement importation and offered tax breaks to new entrants. Although this approach led to new entrants into the industry, attracted investors and produced a fair, oligopolistic market for key industry participants such as Dangote, Ashaka, Lafarge, and Unicem, the projected price impact is yet to materialise.

Whilst most of these companies are performing slightly above average, none of them comes close to success that has been recorded by the Dangote Cement Company. Whilst it may be argued that the growth of the Dangote industries is not attributable to just one business alone, Dangote Cement has played a pivotal role in the emergence of the cognizance accorded to the Group. This thesis is opined that one of the reasons for this are the proficient leadership models that have been adopted by the Group in the preceding years.

Dugguh, and Dennis (2014) concluded that motivated employees are usually satisfied employees, and satisfied employees tend to be more creative and productive, is a common assumption in the field of human resource management. However, this conclusion oversimplifies the complex relationship between motivation, job satisfaction, creativity, and

productivity. Research in the field suggests that the relationship between motivation and job satisfaction is not always straightforward, and that there are other factors that can influence employee creativity and productivity, such as job design, leadership, and organisational culture. Additionally, the categorisation of motivational theories into content and process theories has been criticised for being too simplistic and failing to capture the dynamic and multifaceted nature of motivation. Therefore, while Dugguh, and Dennis (2014) provides a useful starting point for understanding motivational theories, it is important to recognise the limitations of this framework and to consider alternative perspectives and approaches.

Interestingly, Dangote's market leadership position in the manufacturing sub-sector was achieved through the effective maximisation of government incentives. However, challenges from Ibeto, Nigeria's largest cement importer, highlights the importance of making the most of the backward integration policy's opportunities. This requires leadership skills within the cement business and other strategic business units that comprise the Dangote Group of Companies.

## 2.2 Dangote Group Review

The flagship of the Dangote Group is Dangote Cement Plc. It is the largest cement producer in Nigeria, with branches spread across South Africa, Cameroon, Senegal, Zambia, and Ethiopia, among others. The company has regularly adopted cost-effective marketing strategies which stimulate increasing demands, boost exports to neighbouring countries, and improve currency value by reducing the importation of cement. Other companies have also adopted this expansion strategy within the Dangote Group. It is noteworthy that such would only have been attainable with the right and adequately qualified persons providing proficient leadership.

In 2015, reports indicate that Dangote Cement documented output of 29.3 million tonnes within Nigeria and its Obajana plant, located in Kogi State. It retained leadership as Africa's largest producer with an unprecedented 13.3 million tonnes (MT). Other quarry-to-customer production plants serving as part of the fully integrated set-up include the Ibese plant (Ogun State) and Gboko plant (Benue State), which produced 12 million and 4 million tonnes, respectively in the same year (Choplin, 2023).

It is pertinent to highlight that Dangote Cement was once the largest capitalised business on the Nigerian Stock Exchange (NSE) only recently did Airtel Nigeria (one of the telecommunication companies operating in Nigeria) take over (Amungo and Amungo, 2020).

At the point where Dangote Cement was the largest capitalised business on the stock exchange, it was controlling over 70% of the market with a projected annual target of over 45 million tonnes (Akinrinde, Omitola, and Tar, 2021). The corporation reported a gross profit of \$1.8 billion for the fiscal year 2013, during which time it disclosed a staff strength of 6,500 Nigerian workers, making it the largest employer of labour in Nigeria. Furthermore, for the year under review, its revenue and profit after tax were \$24 billion and \$13 billion, respectively (Odum, Odum, Omeziri, and Egbunike, 2019).

Exports accounted for almost 42% of Dangote's total sales volume in 2015 (Itaman and Wolf, 2021). The Group's aggressive expansion strategy across Africa have resulted in enormous market share gains in both domestic and international markets, bolstering the company's dominance on the continent. In 2016, the company took its first major move outside of Africa with the opening of a factory in Nepal (Ojo, 2019). With interests in fertiliser, oil and gas, flour, salt, sugar, drinks, real estate, steel, and telecommunications, the Dangote Group is West Africa's largest corporate and industrial conglomerate (Itaman and Wolf, 2021). One thing clear from the above analysis is the fact that the growth of the business has taken place over time and is not just recent growth.

## 2.3 The Evolution of Dangote

Mr Aliko Dangote, the Chairman and Founder of the Dangote Group, rose to international attention in 2008 when he has crowned Nigeria's richest person, with total assets worth \$3.3 billion (Frassinelli, 2019). In 2011, Forbes magazine named him the richest African, with a net worth of \$13.8 billion, which climbed to \$25 billion in 2014, putting him among the world's top 25 wealthiest people (Itaman and Wolf, 2021). Mr Aliko's vast wealth and investments account for over 90% of Dangote Group's capital assets, making him arguably the richest black person in history (Cramer, Sender, and Oqubay, 2020).

In 2000, Dangote Cement acquired Benue State Company through the Federal Government's widely criticised privatisation drive, an achievement that prompted the acquisition of Obajana Cement Plc from the Kogi State Government, even though there was no fully operational cement factory at the site until 2004 (Akpambang, Ebuzeme, and Akinola, 2022). The Obajana Cement Plant was registered by the Kogi State Government in November 1992 and began operations in 2005 after the acquisition by Dangote Cement, following a strategic plan that included two production lines with a combined output capacity of 5 million tonnes per year, making it a leader in Sub-Saharan Africa in 2007. Dangote Cement Plc

replaced Obajana Cement Plc in July 2010 and merged it with Benue Cement Company in September 2010. In October 2010, Dangote Cement was listed on the Nigerian Stock Exchange (NSE), and in May 2011, shares/interests from sister companies in Nigeria and Africa were transferred to Dangote Cement.

Despite the historical significance, critics believe Dangote's business strategies are not to blame for the company's success. For example, Mr Aliko's political affiliation with the federal government is said to have provided his company with undeserved favours and a competitive advantage over industry competitors (Sun, 2017). This signifies a company that has grown over the years and led through a specific growth path. Regardless of these allegations, it is unarguable the growth and development of the Dangote Group can be largely premised on the fact that there was an efficient system of operation and an adept leadership.

## 2.4 Dangote's System State

According to a Wikileaks memo issued by the US government on March 7, 2005, the Dangote Group allegedly had exclusive rights to import major agricultural raw materials such as rice, cement, and sugar, among others, giving the corporation a competitive advantage over its market rivals. To ensure Dangote's market hegemony, the claimed "exploitative relationship" also provided Dangote Cement with special treatment, including higher taxes on competitors, and prohibiting imports of several products such as pasta, flour, and cement. There is an understanding in the literature that there is a possibility of the incidence of state capture through the political relationship between Nigeria's business mogul and the richest man in Africa, Alhaji Aliko Dangote (Adetayo, 2020). These allegations have not been verified and this thesis submits that, it is difficult to see it as essentially a type of state capture (Opoku and Sandberg, 2017).

During President Olusegun Obasanjo's tenure as the President of the Federal Republic of Nigeria (1999-2007), the government's decision to close a bagging factory owned by Ibeto Cement was linked to his strong ties to Mr Aliko Dangote. Previous studies suggest that the political side of Dangote's large market dominance, was confirmed in a biography written by a spokesperson of Nigeria's late President, Umaru Musa Yar'Adua (Ogunmupe, 2011; Akinyoade and Uche, 2018).

These allegations still hang in the air as they have not been proven, and this is partly attributable to the fact that the government supervises economic activities and politicians see their positions as a way of collecting vast fortunes rather than serving the interests of society,

with the result been an advent of systemic corruption which is described to be rampant in Nigeria (Akinyoade and Uche, 2018). Denials and counteraccusations abound in the national and international media because of these controversies. Some scholars point out that Dangote Cement's success is due to its founder's entrepreneurial skills, which include the ability to plan and implement innovative strategies, as well as a smart, risk-taking mentality that creates value by maximising opportunities from both the internal and external environments (Yusuf, 2022; Choplin, 2023).

## 2.5 Brief History of Dangote and Leadership Background

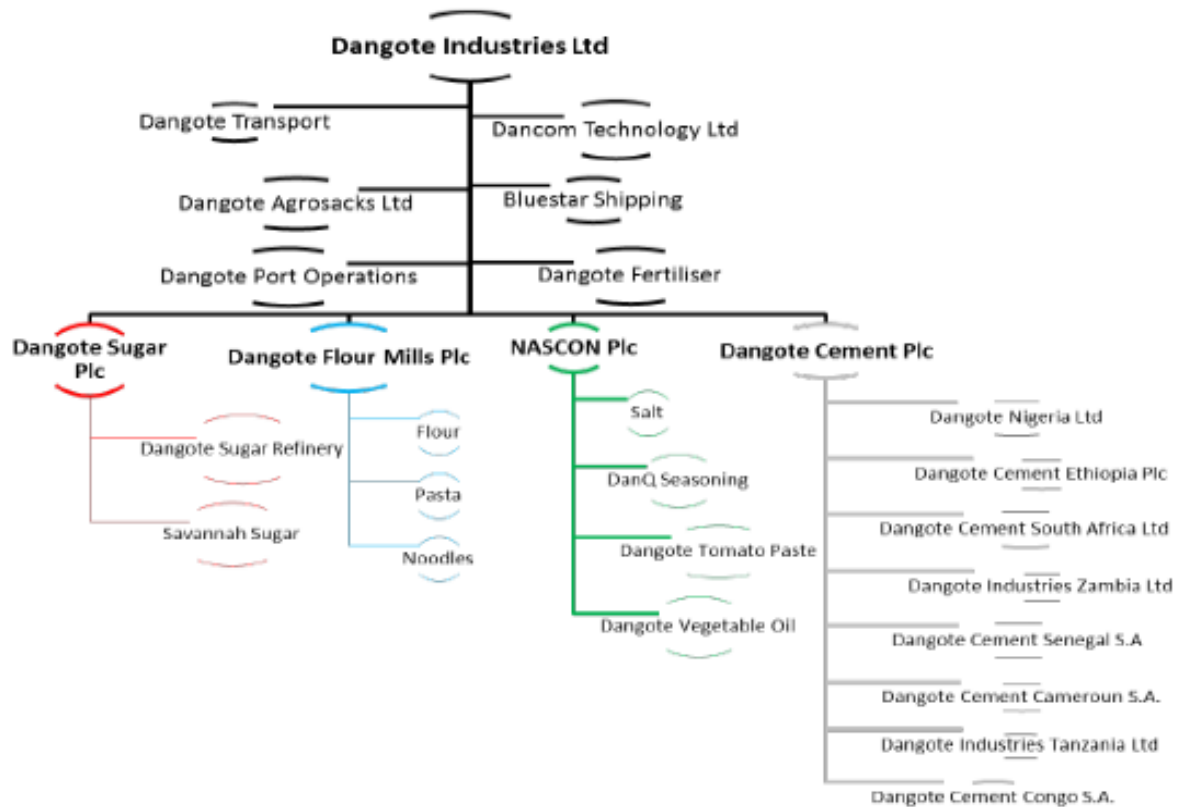
The founder of the Dangote Group of companies has a personal history that is closely related to entrepreneurship. Aliko Dangote was born in 1957, the same year the Nigeria cement corporation (NCC) began operations (Akinyoade and Uche, 2016). Besides being a descendant of a trade-oriented family, Dangote was keen on trade and business. Before he started his own business, the entrepreneur worked as a storekeeper for his maternal grandfather. Specifically, in 1976, he established his business from a NGN500,000 (Five Hundred Thousand Nigerian Naira) (equivalent of GBP (Six Hundred and Fifty Great British Pounds)) loan he took from his maternal grandfather.

By 1977, Mr Aliko Dangote moved to Lagos, the commercial capital of Nigeria. This is largely attributable for the location of the corporate headquarters of Dangote Groups of Companies which currently is situated in Lagos State. Coincidentally, Nigeria hosted the Second World Black and African Festival of Arts and Culture (FESTAC) in 1977, corresponding to the time that Dangote moved to Lagos. By the early 2000s, Dangote was already venturing into different businesses, including banking, oil and gas, textile, fish, salt, wheat flour, sugar, pasta, calico, cashew nuts, gum Arabic, ginnery, cotton, fruit juices, and bottled water (Akinyoade and Uche, 2016).

The Dangote Group or Dangote Industries Limited is a conglomerate comprising several subsidiaries, ranging from IT, Transport and Port Operation Services to the manufacturing and packaging of fertiliser, sugar, flour, salt, and cement (Wolf and Itaman, 2019). Wolf and Itaman (2019) conceptualised Dangote Sugar Refinery (DSR), Dangote Flour Mills (DFM), National Salt Company of Nigeria (NASCON) and Dangote Cement as the four core subsidiaries of the Dangote Group of companies. According to the authors, the subsidiaries have other subsidiaries under them as well as other affiliates and related companies such as Dansa Food, producing bottled water and fruit juices, West African Popular Foods (a joint

venture involving NASCON) and MHF Properties Ltd (a company that is specialised in the management and development of luxury properties). Figure 1 shows a pictorial sketch of Dangote groups as a conglomerate.

Figure 1: Dangote Industries



Source: Wolf and Itaman (2019)

The Dangote cement company (a subsidiary of the Dangote Group of companies) started in 1981 with a focus on trading cement and construction rather than production. Dangote’s history with the actual production and distribution of cement as a manufacturing company can be traced to the era of privatisation. Specifically, the continuation of the privatisation of cement plants in Nigeria during former President Olusegun Obasanjo’s first tenure became a milestone for Dangote’s venture into cement production (Ekwueme, 2016).

Previous studies suggest that the Benue Cement Company (BCC), where Dangote started home production of cement, was scheduled for the second round of privatisation, which commenced in 1999 (Jenkins, 2000; Kolo, 2004). Orokpo and Williams (2014) stated that the federal government-owned company was slated for privatisation due to its declining performance. This declination was partly due to ageing plants, poor electricity power supply,



deteriorating infrastructure, and low purchasing power, among other factors that constantly derailed economic activities and eventually failed to meet the economic objectives of its era (Orokpo and Williams, 2014). Taking advantage of the privatisation, Dangote acquired his first cement plant Benue Cement Company (BCC) Gboko, in 2000 and returned it to a functional state of profitability. Before the privatisation, BCC produced a rated capacity of 900,000 (0.9 MTPA) tones annually. When the company was privatised, the capacity increased from 0.9 to 1.3 MTPA and is currently operating at 4.0 MTPA (Ekwueme, 2016).

According to exhibit 1 of Moody's investment service on Dangote Cement Plc, Dangote cement has a revenue concentration of 31% in pan Africa and 69% in Nigeria. The group is the largest cement producer in Africa, operating 10 fully integrated cement plants across Africa with a combined capacity of 43.5 million tons per annum and over 65% market share in Nigeria as of April 2018 (Ekwueme, 2019). Dangote Cement in Nigeria has stayed on top of its competitors like Lafarge Africa, BUA and Ibeto for various reasons. In a personal interview granted to Ekwueme, by Dangote's sales director Knut Ulvmoen, in December 2015 at Dangote Head Quarters in Lagos, Ekwueme (2016) identified one of the reasons that have made the multibillion companies stand out amidst the competitors as quality and price. The group produce quality cement at affordable prices. In another interview by Ekwueme with the chairperson of Dangote groups, Alhaji Aliko Dangote, at the group's headquarters in Lagos on January 8, 2016, it was gathered that the cement company takes 70% of the Nigerian cement market share. As the leading producer, the company sets the prices of cement products. As it stands, the Dangote Group is the most influential group listed on the Nigerian Stock Exchange (NSE), with a market capitalisation of its four listed subsidiaries accounting for 43% of total stock. Dangote Cement Plc, a subsidiary of the Dangote Group of companies, has a web of cement businesses spanning seven different African countries as well as a range of agro-processing activities in Nigeria (Wolf, and Itaman, 2019).

### *2.5.1 Leadership and Management of Dangote Group*

Dugguh (2010) propels the theory that employees are the most critical resources in any organisation because employees are the conduit between input and output in any organisation and determine the output based on the motivation levels of management or the leadership. In most cases, leadership and management styles that do not promote employee motivation end up in poor organisation performances. It is unarguable that leadership and management have

vital roles to play in the success and effectiveness or failures and ineffectiveness of any organisation. Performance is largely dependent on how employees are treated.

Dugguh's study was aimed at determining some motivational theories that can be used to boost employee motivation for optimum organisation performance of manufacturing companies in Nigeria. The study found that employers in processing of raw materials industry under which cement manufacturing falls are yet to fully incorporate the theories of employee motivation, including the big player (Dangote cement). The researcher in his finding argued that for there to be maximum productivity in the cement productivity industry there was the dire need for motivation through incentives. He stated further that regardless of the fact that other factors have been considered to be accountable for low productivity in some cement factories such as human resource managers, manufacturer's associations, and other government agencies like the Ministry of Labour and Productivity, National Productivity Council and other studies account for inappropriate technology, competition, insufficient raw materials, an introduction of motivational factors has the propensity to lead to the enhancement of cement production. This is because factory workers work under hazardous conditions that may require proper motivation to enhance or increase productivity. This thesis agrees partially with the finding, and this is largely attributable to the fact that a very large percentage of those actively involved in the nitty gritty of producing cement are mostly not educated. For such persons in Nigeria, all they know or care about is how to make money to cater for themselves and their families. In this regard, this thesis agrees that with adequate incentives, such persons will work diligently to achieve best results. However, this thesis adds that incentives alone will not achieve this, the items listed above such as inappropriate technology, competition, insufficient raw materials, and others need to improve and this thesis adds that such individuals need to be trained to measure with their international counterparts. In this regard, it takes quality leadership to know that these things are necessary for maximum productivity and applying the right resources towards getting these trainings and motivating the workers.

Further, placing stringent measures for lack compliance or insubordination. This coupled with the right incentives has the propensity to see an increase in the form of cement produced. Explaining several motivational theories and grouping them into content theories of motivation and process theories of motivation, Dugguh concluded that conventional human resource management theories and motivation theories both propose that motivated employees are usually satisfied employees, and satisfied employees tend to be more creative and productive.

Teryima and Angahar (2014) established the factors responsible for organisational growth in the Dangote Group of companies. The study that focused on the Dangote conglomerate emphasised corporate-level strategic analysis and choice as a measure of achieving organisational performance. According to Kazmi (2011), strategic analysis relates to management's ability to develop new tools and techniques and continue to replace some of the older techniques. It focuses on the question of what a corporate entity should do concerning the several businesses that are included in its group. Just like the Dangote conglomerate, the research focused on what the management of Dangote needed to do to its several businesses to obtain optimal organisational performance (Teryima and Angahar, 2014). Their study identified market share growth, sales volume growth (turnover), profitability, competitive advantage and share capital size, among others. Using the Quasi-experimental survey technique, the researchers took different population samples from four of Dangote's companies. A total of 5060 respondents; 2854 from Dangote cement plc, 652 from Dangote Sugar Refinery Plc, 1028 from Dangote Flour Mills Plc and 526 from National Salt Company of Nigeria Plc in December 2013.

The research presented an argument that despite the various corporate-level strategic initiatives adopted and applied for varied management by Dangote conglomerates between 2008 and 2013, there seems to be a decline in the performance experienced in other industries. Their formulated hypothesis was tested using the Friedman Ranking test. The results showed a relationship between the organisational factors and organisational growth in the Dangote Group of companies. In conclusion, the researchers suggested that improving the performance of an organisation requires a great deal of investment in research and development. This, according to Teryima, and Angahar (2014), entails having the expertise and capability to advance the state of technological expertise and to translate the advancements into new and innovative products.

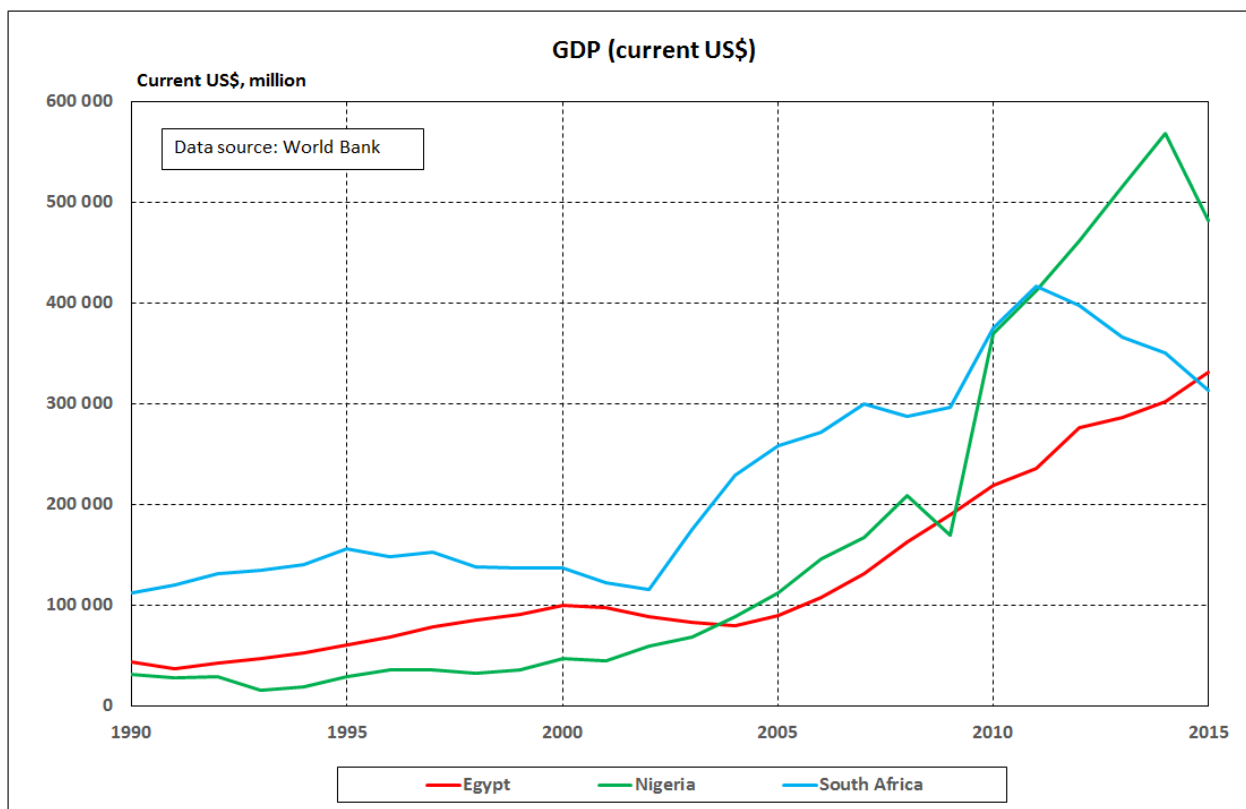
### *2.5.2 Culture and Background of Nigeria*

The management of Dangote Group derived most of the successes from the erratic nature of the country's policies. It is arguable that the cultural background of Nigeria set the ground for most of the achievements of Dangote's companies. Research has indicated that other than the ability of Mr Aliko Dangote to recognise the dynamics of the Nigerian and political landscape which led to immense success, a substantial factor accountable for the success of the Dangote Group is the good relationship that Mr Aliko Dangote had with the political elite and

those running the affairs of the country. For instance, reports have it that the decline in oil revenues during the 1980s prompted the government to initiate importation austerity measures and because of Mr Aliko Dangote’s cordial relationship with the ruling political class, he gained the upper hand during such a time (Akinyoade & Uche, 2016). Another example of such alleged nepotism or favouritism was when the Federal Government sometime in 1986 implemented Structural Adjustment Programs (SAPs) that encouraged private investment (Akinyoade and Uche, 2016). These SAPs set a conducive business environment for investors and served as an impetus to Dangote Group, with the management further increasing the importation and manufacturing of commodities.

The economy of Nigeria has been growing stealthily over the years, thanks to the robust manufacturing base and increasing active population. This is illustrated in Figure 2. For instance, the economy rose from \$32 billion in 1998 to \$208 billion by 2008 (NBS, 20202). Currently, it is Africa’s leading economy.

*Figure 2: Nigeria's Economy 1990 - 2015*



Source: NBS (2020)

Manufacturing has been the pillar of Nigeria’s economic growth. The Nigerian Bureau of Statistics (NBS) findings indicate that the manufacturing segment is among the top four

primary areas that is not oil based that boosted Nigeria, the country's Gross Domestic Product (GDP) by 2.38% during the fourth quarter of 2018. By 2018, the country attained 33.57% nominal GDP growth from the manufacturing sector, a rate that is 24.37% higher compared with the previous year, 2017. There are 13 significant products in the manufacturing sector. They include "Oil Refining; Cement; Food, Beverages and Tobacco; Textile, Apparel, and Footwear; Wood and Wood Products; Pulp and Paper products; Chemical and Pharmaceutical products; Non-metallic Products, Plastic and Rubber products; Electricals, Metal and Iron and Steel; Motor Vehicles; and Other" (Footprint to Africa, 2020). The department has had significant contributions from the Dangote Group, particularly the Dangote Cement, the leading capitalised firm on the Nigeria Stock Exchange. The company's capitalisation stands at NGN3.400,000,000,000 (Three Trillion and Four Hundred Billion Nigerian Naira). As such, it was a major contributor to growth in GDP in 2018. It was reported that the company attracted a huge revenue of NGN901,000,000 (Nine Hundred and One Billion Nigerian Naira) during the 2018 fiscal year (Akinyoade and Uche, 2018).

### *2.5.3 Leadership and Government Policies*

In 2002, the Federal Government of Nigeria under the leadership of Olusegun Obasanjo adopted a backward integration policy aimed at discouraging importation of certain items but promote production of these items, for the purpose of this paper, the backward integration policy focused on cement production. Research has indicated that a major beneficiary of this principle is the Dangote Cement industry, Akinyoade and Uche (2016). There are conflicting findings on this allegation as some studies have submitted that this policy was designed for the benefit of Dangote alone, some have opined otherwise. It is however important to note that there are reports of evidence that suggests that the President enquired from Mr Aliko Dangote why stakeholders in the cement industry were engaging in full scale cement importation rather than production. It was held further that this was meant to encourage persons and entities that indicated interest in building production plants in Nigeria (Akinyoade and Uche, 2016).

Akinyoade and Uche (2018), during research on "development built on crony capitalism", The case of Dangote Cement", aimed to investigate the rapid rise of Dangote cement and the possible emergence of the company as the major cement producer in Nigeria. The researchers argued that despite Dangote's involvement in the complex-state business relation (a shared responsibility that creates the need for states and business owners to engage with each other) and other prominent factors alone are not enough to have made the group a

dominant player in the cement industry in Africa within the short period that Dangote's successes were felt. The researchers also stated that Dangote's closeness to the government and entrepreneurial skills had played a significant role in the company's success and growth (Akinyoade and Uche, 2018). Akinyoade and Uche (2018) argued that the CEO of Dangote groups went a step further to become a crony capitalist. A crony capitalist exploits the government's relationship to accumulate some income. According to the author, Dangote used the idea of a crony capitalism to his advantage, owing to his connection to Olusegun Obasanjo's government, to influence the adoption and sustenance of the backward integration policy for the cement industry in Nigeria (BIP), which essentially encouraged cement production against cement importation. The BIP policy specified that import license for cement is allocated only to cement importers that showed interest in building cement manufacturing plants in Nigeria. Also, the policy supported local cement manufacturers by waiving value-added tax (VAT) and customs duties to import equipment for cement production. Also, new investors in cement were exempted from tax for about seven years owing to this same policy. These, according to Akinyoade and Uche, were the keystrokes that skyrocketed Dangote's cement breakthrough.

Similarly, Ekwueme (2016) ascribed Dangote's transformation from trading to manufacturing to the backward integration policy. Backward integration policy implies the replacement of imports with local production, which is accompanied by inducements (Ekwueme, 2016). Dangote group made the BIP a guiding principle in moving from the typical cement trader to Nigeria's largest cement producer by exploiting the country's natural resources to their advantage (Ekwueme, 2016).

Although it remains unclear if Mr Aliko Dangote's close relationship with the Nigerian Government has been a major contributory factor to the Dangote Cement success story. Even Obasanjo, whose policies contributed immensely to the Dangote Cement's success, and the Dangote group have not shied away from this fact (Akinyoade and Uche, 2016). It is important to highlight the information contained on ≥ Dangote's official website (<https://www.Dangote.com/about-us/history/>), wherein the richest man in Africa acknowledged that the rapid growth (exceeding US\$1 billion) experienced by the company in the early and mid-2000s was attributable to the applicability of the backward integration policy which set the stage for the company's strategic plan for a whole decade (from 2000 to 2010).

Wolf and Itaman (2019) targeted the effect of the backward integration policy on the economy of Nigeria. The research had its focal concern on the factors responsible for the packets of effectiveness in the private sector. Drawing annual reports from the financial statements from some of Dangote's subsidiaries listed on the Nigerian stock exchange, they

acknowledged that profits were made from the backward integration policy and the persistence of companies. Specifically, for Dangote groups, the research showed that what triggered tremendous output growth and compelled Dangote businesses towards high levels of expansion was the combination of learning rents from the backward integration policy coupled with the prospect of Schumpeterian monopoly rents in growing domestic markets

Besides the backward integration policy, the increased demand for cement between 2000 and 2014 was another avenue exploited by Dangote to increase its domestic cement production capacity. As the demand for cement increased, the need for expansion became pertinent, encouraging an increase from 900 000 Metric tons per annum (MTPA) in the year 2000 to the current production capacity of 29.3 million MTPA (Akinyoade and Uche, 2018).

#### *2.5.4 Industrial Policy and Monopoly*

Wolf and Itaman (2019) attempted to explain why some packets of efficiency were formed in the Nigerian manufacturing sector. To explain why the transformation of the whole economy is still limited to manufacturing, the research tried to relate how industrial policies and monopoly have played out on Dangote and his primary rival Lafarge Africa in cement production. Comparing the two manufacturers on the prospect of Schumpeterian monopoly rents in domestic markets, the researchers attached some of Dangote's successes to their ability to expand his business in different productive directions with the application of Schumpeterian monopoly rents (Wolf, and Itaman, 2019).

The Schumpeterian rents are profits made by businesses resulting from the development of new processes that disturb the economic equilibrium, temporarily raising revenues above their resource costs. According to the researchers, Dangote utilised Schumpeter's theory, which means that innovators will earn Schumpeterian rents from their innovations before others start producing similar products. The utilisation of the Schumpeterian rents is seen in the exciting prices of goods produced by Dangote. Specifically, the prices of cement recorded a skyrocketed 300 per cent rise between 1999 and 2007 despite a directive from the presidency that prices of cement be lowered to 1500. Between 2010 and 2016, Dangote cement consistently realised net profit margins of 50 to 80%, excluding profits from other business-like like sugar and flour done by the group.

The researchers further discussed the business relations with the government, stating that existing policies and state-business relations in the country impede the smaller firms from entering production, especially those unable to align with the political class. This unarguably

places such firms at a disadvantage in exploring opportunities from industrial policies. This also places Dangote in a monopolistic stand, succeeding better than the others.

Schumpeter's dynamic perspective provides a ground for monopolies to thrive at the heart of creative destruction (i.e., killing smaller firms from the dominance of the more prominent firms). By implication, the prospects of Schumpeterian monopoly rents compelled the Dangote group to grow its businesses in product lines. One way to illustrate Dangote's pursuance to monopoly is through productivity increases. By comparing the evolution of its costs relative to the revenue of its main competitor (Lafarge Africa) in the cement business, the ratio of costs relative to revenues is significantly lower for Dangote Cement than for its competitor, who may charge lower prices than Dangote, to remain competitive (Wolf, and Itaman, 2019).

#### *2.5.5 The Ethics of State Capture and Dangote's Group Growth*

Adetayo (2020) traced state capture to its origin in Central and Eastern Europe as a phenomenal discourse in the state politics and economies of European countries during their periods of political transition. In Africa, the term "state capture" is perceived as a means of production and often a political term for understanding the relationship between the state, its officials and private individuals or firms. Martini (2014) described state capture as one of the most pervasive forms of corruption where companies, institutions or influential individuals use ill-motivated goodwill such as contributing to political parties or government authorities and personalities to influence and change a country's policy, economy, and legal environment.

Attempting to interrogate the effect of "state capture" on the Nigerian state, Adetayo justified his study by discussing the theoretical and practical features of a state that can be said to be "captured". The indices that point to a nation under state capture are rooted in the fundamentals of subverting public interest by distorting laws, policies, and regulations to achieve undue private gain (Dassah, 2018). The occurrence of state capture, in most cases, appears in the private sector. According to Adetayo (2020), substantiating various claims made by different economists and business critics about Mr Aliko Dangote's alleged "corrupt entanglements" needed a bearing from the relationship between Mr Aliko Dangote and past Nigerian leaders. Citing the relationship between former President Olusegun Obasanjo and Aliko Dangote (which both have acknowledged, but Dangote denies receiving any favours), the researchers traced waivers of import duties and other subsidies that the president enacted shortly after borrowing huge monies from Aliko Dangote. The study also included the ease of



purchasing Benue Cement Company as part of the benefits enjoyed by Dangote during President Obasanjo's regime. Dangote's desire for monopoly and to be the lead in cement production against some of his competitors like Ibeto Cement was also facilitated by Dangote's ability to purchase cement plants at lower prices owing to his relationship with the government.

The analysis of the research suggest that Dangote Groups enjoys unfair advantages and government favours noting that Nigeria had a functional cement sector before Dangote ventured into cement production and virtually monopolised cement production in Nigeria within a brief period. Dangote's cemented relationship with the government enabled him to build his empire that has continually gained favours by lavishing on ruling political parties and leaders. Notably, Dangote's unfortunate undermining of his competitors by controlling supply also gives him the ability to determine cement prices in the African continent. Adetayo's study presented logical arguments that implied that Dangote's relationship with past Nigerian leaders might have also resulted in the "perverse corruption" known as "state capture".

#### *2.5.6 The Expansion Strategy of Dangote Group*

Specifically, the company's expansion strategy has been to acquire cement plants in sub-Saharan Africa. According to Ekwueme, Dangote's interest in the sub-Saharan region is traceable to factors like increased demand for cement, infrastructural deficits, and limestone availability, coupled with other factors like outdated cement production capacity and inadequate electricity supply and import dependencies. The CEO of Dangote Group stated in an interview with Ekwueme on January 8, 2016, at the company's headquarters in Lagos that the group's choice of sub-Saharan Africa is due to the company's geographical cement coverage owing to its understanding of the culture, environment as well as the government interactions of countries within the sub-Saharan region.

According to the company's head, power/energy, and policy flips (constant policy changes from the government) are two persistent issues that have truncated production in the sub-Saharan region. In addition to the coal power system for most of their plants, the group continuously engage the respective governments in their dealings to resolve issues that potentially cripple manufacturing" (Ekwueme, 2016). Andy Gboka, a senior investment analyst at Dangote cement, added that the focus on pan-African expansion strategy is due to the influence international cement producers had on Africa that made them self-satisfied with monopolies resulting in their unwillingness to operate in the region. Dangote had the money and connections, so he decided to commit resources to the region, moving fast on expanding

his reach the moment his central base (Nigeria) became self-sufficient. The expansion strategy takes different approaches in different countries; if the countries have limestone reserves, the group embarks on integrated facilities, whereas in countries lacking limestone, the strategy involves building import terminals, i.e., importing bagged cement from Nigeria or other nearby destinations or building grinding plants which use imported clinker from their integrated plants in neighbouring countries. According to Ekwueme (2016), Dangote's expansions, mainly the cement subsidiary, are often carried out with raised funds; the Group accesses international finances to fund their expansions; by this, financial institutions like banks instead present monetary offers to Dangote Group and not the other way round.

Another approach to the Group's expansion strategy is the acquisition of existing plants. This was the strategy adopted by the Group in Nigeria and South Africa. In South Africa, it acquired 64% of Sephaku in 2010. In both ways (either by acquiring or building new plants), Dangote balances costs and achieves his targeted goal. Generally, when Dangote's group sets up new plants, they strategize the market by responding to local competition, evaluating how to market flows in the region of interest adapting to different delivery modes. For example, in Senegal, customers pick up the product from the plant, whereas, in Zambia, products are delivered to customer destinations (Ekwueme, 2016).

Although Dangote cement faces some challenges like government permits, mining licenses, land issues, ownership, employment of government workers and plant delays during their expansion, Dangote Cement typically has a cordial relationship with the corresponding government. Hence, cement substitutes like wood and steel are scantily used in Africa. Overcapacity (producing more than is required) has been a significant reason for the expansion of Dangote cement beyond Nigeria. The expansion to other countries was engaged in a bid to avoid the price war that accompanies overcapacity amidst competitors. Dangote Cement is tackling this overcapacity threat by investing in import terminals in Nigeria that will export their products to other African countries. Their Lagos terminal is expected to export bagged cement to Ghana and other West African countries, while the terminal in southern Nigeria is expected to export clinker to neighbouring Cameroon (Odijie, 2020). All these strategies aim at expanding the Dangote Group of companies.

## 2.6 Dangote's Innovative Business Model

With the cement manufacturing sub-sector accounting for about 90% of Nigeria's mining sector, nearly 2 million people are indirectly employed in various jobs, generating

approximately \$2 billion in foreign exchange revenues (Akinyoade and Uche, 2018). According to the United Nations (UN) population projections, Sub-Saharan Africa's annual growth rate of 3% will result in a population of over 2 billion people by 2050. Furthermore, reduce in the emergence of conflicts, stability, and economic viability were responsible for the continent's GDP growth by 2.5 per cent, 3.9 per cent, and 4.4 per cent in 2016, 2017, and 2018, respectively, providing expansive markets in line with Dangote's strategic plan to achieve a far-reaching, solid base outside of Nigeria's shores (Ogbechie, 2018).

Dangote's innovative business strategy is bolstered by favourable transportation systems, low-cost energy, rising cement demand, high investment in housing and road construction projects, and government investment incentives that include "tax holidays" as well as other benefits such as strict cost controls and reliable mechanisms for competitive pricing (Itaman and Wolf, 2021 ). Dangote's innovative initiatives require an industry with limited importation of identical goods created by the company to sustain competitiveness as a market leader. Furthermore, Dangote's growth is sustainable due to a lack of modern, high-efficiency, and low-cost technologies in the manufacturing sub-sector (Itaman and Wolf, 2021).

Dangote's biggest operations are along the Niger and Benue rivers, two of Nigeria's key rivers, which provide the firm with unrestricted access to markets throughout the country. Furthermore, the company's significant investment in a new truck fleet and robust distribution routes that deliver goods to end-users in outlying towns/villages distinguishes it as a true market leader. Furthermore, Dangote's pricing structure is unmatched by competitors due to its financial strength, factory location, and availability of productive human and natural resources that facilitate procurement and transportation, including large gains from BIP. Dangote Cement sold 12 million tonnes in 2017, a record that accounted for almost 65 per cent of total cement sales in Nigeria (Okechukwu., 2017). According to a study from Global Cement, Dangote Cement grew by 11% in Q1-4 of 2018, selling 10.8 million tonnes compared to 9.6 million tonnes in Q1-4 of 2017 ( Roche, 2023).

## 2.7 The Meta Model

According to Jacobs *et al.*, (2022), data or function-oriented approaches are required for systems analysis to ensure relevant and testable results since they minimise cumbersomeness when using information systems on previously inert database management frameworks. Despite the problem of semantic integrity, Gustafsson and Ripp (2022) claims that Meta model users must grasp and treat business rules as a notion. For the sake of this study,

business rules will refer to "data reliability," frequently a hindrance to organisational dynamics. As a result, the researcher concentrates on Dangote's corporate environment, everyday operations or processes, growth initiatives, and setbacks caused by internal and external causes.

Previous studies suggest that many companies face some challenges including manager competency, bureaucratic bottlenecks, and resource misallocation, which directly impact an organisation's adoption or rejection of change and innovative tactics (Williams, 2021; Usman, 2022). This is especially true when changes in grammar and dynamics are required, especially when external forces are present. This research examines how Dangote Cement has used innovative methods in its internal processes and business environment, focusing on how its interaction with governments contributes to value creation for stakeholders. The findings of this study will be valuable in developing a road map that, if followed, will ensure productivity, sustained attainment of goals and competitiveness.

### *2.7.1 Outer Dynamics*

Dangote's external dynamics are divided into two categories: competitive dynamics and dynamic macro variables, both of which are important in the company's competitiveness and market domination. The three important parts of an organisation's strategy, according to Johnson *et al.*, (2020) are its scope of operation, objectives, and competitive advantage, all of which must be modified and synchronised for optimal performance. Dangote Cement wanted to be a global force in cement manufacturing by 2020, with massive expenditures in human and material resources to support this goal. Furthermore, government relationship-building tactics have proven beneficial in achieving growth and sustainability as well as establishing the company's scope of operations, such as product lines, mergers and acquisitions, and geographic development. Operational effectiveness, on the other hand, is determined by the adoption of new technological trends, customer relationships, and social responsibility, as well as competitive advantage gained through product quality, product differentiation, low prices, availability, skilled distributors/sellers, political affiliations, and other factors (Porter, 1985).

### *2.7.2 Inner Dynamics*

Dangote's inner dynamics, divided into tangible and intangible assets, define the quality of internal processes, which are indications of an organisation's success or efficacy. These investments, which include personnel training and welfare, directly impact output, customer happiness, and overall goal achievement (Benna, 2019). The literature suggests that Dangote's

strategic growth drive within and outside of Africa appears to be doable, thanks to significant expenditures on its truck fleet (Adewole, 2019). In fact, Dangote's "Your Truck Scheme" concept allows truck drivers to own their trucks after a well-planned 5-year repayment period. This "Truck Ownership Scheme" unarguably motivates drivers to protect business assets and encourages diligence, care, and dedication to organisational goals (Itaman and Wolf, 2021).

### 2.7.3 Payoffs

States and commercial entities worldwide require knowledge, partnership, and mutual respect for the rights of all stakeholders in the system to accomplish economic success. The government is responsible for providing a fair and friendly environment for business, with reliable and effective control mechanisms in place to regulate commercial operations (Choplin, 2023). The literature suggests that cordial interactions between corporations and governments establish peaceful coexistence and trust, which enhances information flow, offers sustainability, and encourages industrial growth for both parties (Machina and Cheri, 2022; Tar and Akinrinde, 2023).

Conflicts of interest and media clashes are unavoidable in any culture, making a completely fair state-business partnership practically impossible, as in the instance of allegations of corrupt acts against Dangote Cement (Hinson *et al.*, 2020). Lack of institutional frameworks or the desire to enforce laid-down standards directing corporate processes influences the level of competition, growth, and profitability in an environment where organisational goals are driven by political interests and capitalism (Oritsejafor and Cooper, 2021).

### 2.7.4 Grammar

The Meta model focuses on determining the impact of culture on organisational performance, particularly how it shapes managers' values and business perspectives (Lasrado and Kassem, 2021). The analytical framework evaluates inner and outside dynamics within a specific corporate context to comprehend employees' perspectives on management. The model also considers the systemic structure, decision-making process, official and informal groups, business activities or processes within a company, as well as agreements, principles, and objectives that add value to stakeholders.

Dangote's grammar seeks constant customer satisfaction while adhering to corporate regulations in various host nations. It gladly accepts government orders and works with

politicians to reduce cement costs, provide unrivalled job possibilities, and contribute to the global economy's growth.

## 2.8 Performance Indicators

Reports suggest that the Dangote Group through its interests in cement, flour, and sugar generate annual revenue of almost \$4 billion (Akinyoade and Uche, 2018). Dangote is building a \$12 billion, 650,000 barrel-per-day refinery in Lagos, Nigeria's commercial metropolis, to diversify his investments in the United States.

*Figure 3: Consolidated and Separate Profit and Loss Statement*

### Consolidated and Separate Statements of Profit or Loss

For the year ended 31st December 2020

	Notes	Group		Company	
		Year ended 31/12/20 ₦million	Year ended 31/12/19 ₦million	Year ended 31/12/20 ₦million	Year ended 31/12/19 ₦million
Revenue	5	1,034,196	891,671	719,945	610,247
Production cost of sales	7	(437,970)	(379,989)	(225,744)	(181,009)
<b>Gross profit</b>		<b>596,226</b>	511,682	<b>494,201</b>	429,238
Administrative expenses	8	(60,339)	(54,124)	(32,289)	(27,400)
Selling and distribution expenses	9	(153,719)	(160,835)	(112,919)	(109,325)
Other income	11	4,754	2,980	1,922	1,247
Impairment of financial assets		(188)	190	(3,318)	139
<b>Profit from operating activities</b>		<b>386,734</b>	299,893	<b>347,597</b>	293,899
Finance income	10.1	29,814	7,610	112,031	47,558
Finance costs	10.2	(43,988)	(57,673)	(28,881)	(26,037)
Share of profit from associate	18.3	750	649	—	—
<b>Profit before tax</b>		<b>373,310</b>	250,479	<b>430,747</b>	315,420
Income tax expense	14.1	(97,242)	(49,958)	(78,138)	(54,071)
<b>Profit for the year</b>		<b>276,068</b>	200,521	<b>352,609</b>	261,349
Profit for the year attributable to:					
Owners of the Company		275,080	200,935	352,609	261,349
Non-controlling interests		988	(414)	—	—
		<b>276,068</b>	200,521	<b>352,609</b>	261,349
Earnings per share, basic and diluted (Naira)	13	16.14	11.79	20.69	15.34

The accompanying notes and significant accounting policies form an integral part of these consolidated and separate financial statements.

Source: Dangote Cement Plc Annual Report (2020: 159)

There is the consensus that profitability is the only true measure of a company's success and an important prognosticator of economic performance (Kasasbeh, 2021; Nwaduiche, 2020). There is also a common agreement that, while profitability is a good indicator of a company's current competitiveness, it is better if it is examined over a longer period (Gianicolo et al., 2021; Pazarskis *et al.*, 2021). This part begins with examining current performance to provide

a picture of the company's prospects. Similarly, in terms of profitability, it was found that the biggest contributor to the profit within the Dangote Group of companies is Dangote Cement Plc, as illustrated in Figure 3.

Figure 4: Consolidated and Separate Statements of Comprehensive Income

## Consolidated and Separate Statements of Comprehensive Income

For the year ended 31st December 2020

	Group		Company	
	Year ended 31/12/20 ₦million	Year ended 31/12/19 ₦million	Year ended 31/12/20 ₦million	Year ended 31/12/19 ₦million
<b>Profit for the year</b>	<b>276,068</b>	200,521	<b>352,609</b>	261,349
<b>Other comprehensive income, net of income tax:</b> <i>Items that may be reclassified subsequently to profit or loss:</i>				
Exchange differences on translating net investments in foreign operations	(509)	(16,412)	—	—
<b>Other comprehensive loss for the year, net of tax</b>	<b>(509)</b>	(16,412)	—	—
<b>Total comprehensive income for the year</b>	<b>275,559</b>	184,109	<b>352,609</b>	261,349
Total comprehensive income for the year attributable to:				
Owners of the Company	271,787	184,304	352,609	261,349
Non-controlling interests	3,772	(195)	—	—
	<b>275,559</b>	184,109	<b>352,609</b>	261,349

The accompanying notes and significant accounting policies form an integral part of these consolidated and separate financial statements.

Source: Dangote Cement Plc Annual Report (2020: 160)

As stated above and illustrated in Figure 4, the biggest contributor to the Dangote Group revenue is Dangote Cement Plc. Reports suggest that cement manufacturers in Nigeria, particularly Dangote Cement, have hailed the country's 2002 backward integration policy for matching national demand with supplies from domestic suppliers and suffocating competition from cement importers. With import licences only available to traders who have purchased verifiable plants for local cement manufacture in Nigeria, output capacity has expanded, providing Nigeria with a realistic self-sufficiency push, and boosting its competitive advantage. This requires leadership.

The Dangote Group also exhibits a healthy cash flow, as illustrated in Figure 5. Teryima and Angahar (2014) investigated the aspects contributing to the Dangote Group's organisational growth level. In the Dangote Cement Company Plc and Dangote Flour Mills Plc, it was discovered that there is a link between organisational factors such as market share growth, sales volume growth (turnover), profitability growth, and effective strategy

application, competitive advantage, and share capital size and organisational growth. The hypothesis was rejected since the strength of the connection was 0.425 and 0.360, respectively.

Figure 5: Consolidated and Separate Statements of Cash Flow

## Consolidated and Separate Statements of Cash Flows

For the year ended 31st December 2020

	Notes	Group		Company	
		Year ended 31/12/20 N million	Year ended 31/12/19 N million	Year ended 31/12/20 N million	Year ended 31/12/19 N million
<b>Cash flows from operating activities</b>					
Profit before tax		373,310	250,479	430,747	315,420
Adjustments for:					
Depreciation & amortisation	15, 16 & 17	89,538	95,463	54,571	53,454
Write off & impairment of property, plant, equipment and intangible		1,850	71	—	37
Interest expense	10.2	43,971	43,829	28,881	25,701
Interest income	10.1	(13,183)	(7,610)	(41,238)	(36,713)
Net exchange loss/(gain) on borrowings and non—operating assets		(19,229)	9,841	(72,594)	(12,178)
Derivatives		104	—	104	—
Share of income from associate	18.3	(750)	(649)	—	—
Amortisation of deferred revenue	27.1	(148)	(227)	(119)	(199)
Provisions		4,365	931	3,099	640
Provision for employee benefits obligations		3,581	—	3,552	—
Other adjustments		118	—	118	—
Loss on disposal of property, plant and equipment & right of use		4	130	4	47
		483,531	392,258	407,125	346,209
<b>Changes in working capital:</b>					
Change in inventories		3,677	(7,942)	9,086	(7,916)
Change in trade and other receivables		(4,775)	13,375	(2,803)	(1,654)
Change in trade and other payables		51,446	69,710	(2,805)	38,557
Change in prepayments and other current assets		(51,519)	(27,159)	(42,702)	(22,600)
Change in other current liabilities		43,129	(13,593)	41,415	(19,272)
		525,489	426,649	409,316	333,324
Change in lease receivables		7,393	4,067	7,393	4,067
Income tax paid		(20,997)	(4,601)	(18,419)	(3,907)
<b>Net cash generated from operating activities</b>		<b>511,885</b>	<b>426,115</b>	<b>398,290</b>	<b>333,484</b>
<b>Cash flows from Investing activities</b>					
Interest received		8,438	6,460	5,035	2,812
Acquisition of intangible assets	16	(551)	(220)	(142)	(43)
Additional receivables from subsidiaries		—	—	(73,136)	(71,236)
Repayment by subsidiaries		—	—	10,760	13,230
Loan given to parent company		(70,000)	—	(70,000)	—
Acquisition of investment		—	—	(25)	—
Acquisition of property, plant and equipment		(210,370)	(177,042)	(71,827)	(68,982)
Additions to property, plant and equipment	15	(224,005)	(174,952)	(57,095)	(63,050)
Change in prepayments for property, plant & equipment		14,452	10,593	(13,915)	(5,690)
Net suppliers' credit repaid		(817)	(12,683)	(817)	(242)
<b>Net cash used in investing activities</b>		<b>(272,483)</b>	<b>(170,802)</b>	<b>(199,335)</b>	<b>(124,219)</b>
<b>Cash flows from Financing activities</b>					
Interest paid		(48,288)	(34,842)	(35,339)	(17,460)
Lease payment		(1,202)	(967)	(585)	(149)
Dividends paid		(272,693)	(272,785)	(272,648)	(272,648)
Loans obtained		500,786	406,933	477,406	402,478
Loans repaid		(377,861)	(393,443)	(354,728)	(374,679)
<b>Net cash used in financing activities</b>		<b>(199,258)</b>	<b>(295,104)</b>	<b>(185,894)</b>	<b>(262,458)</b>
Increase/(decrease) in cash and cash equivalents		40,144	(39,791)	13,061	(53,193)
Cash and cash equivalents at beginning of year		112,091	159,026	55,787	108,980
Effects of exchange rate changes		(11,196)	(7,144)	—	—



Source: Dangote Cement Plc Annual Report (2020: 158)

However, this was not the case for Dangote Sugar Refinery Company Plc and National Salt Company of Nigeria Plc. Their hypothesis was accepted at 0.023 and 0.003, respectively, indicating that organisational factors such as market share, sales volume (turnover), profitability growth, effective strategy application, competitive advantage, and share capital growth do not influence organisational growth. It was found that organisations that want to start must invest heavily in research and development to stay on the cutting edge of technological knowledge. According to this thesis, such investments are enabled by a robust cash flow, as shown in Figure 5, and sound leadership.

Abdulrahman and Garba (2020) investigated the impact of corporate entrepreneurship on the Dangote Group's performance. They discovered that in Dangote Group Nigeria, innovativeness and risk-taking had no helpful link with organisational performance; however, pro-activity had a favourable and significant effect on organisational performance. In a similar vein, Dunay, Ayalew, and Abdissa (2021) investigated the impact of corporate social responsibility on the Dangote cement factory's organisational performance in Ethiopia. Philanthropic, ethical, and legal actions were found to have an impact on organisational performance, have a positive association, and are statistically significant at a 1% confidence interval. It was established that community relations are critical for the survival of commercial industries, as they provide a conducive environment for the firm to thrive.

Furthermore, Gunu and Oladejo (2014) used the Dangote as a case study to investigate the impact of emotional intelligence on organisational commitment and employee performance in the manufacturing business. Employees' emotional intelligence, organisational commitment, and performance were discovered to have an important link. Others have concentrated on the Dangote group's corporate management ethics (Adesanya, Ali, and Agunbiade, 2020). According to the studies, variation in ethics accounted for 4% of the variation in revenue. There is no degree of responsiveness between profit after tax and ethics, and ethical variance accounts for under 1% of EPS variation.

The focal issue of this study is the role of leadership styles on the performance of the Dangote Group. The rise of the Dangote Group embodies the shifting geopolitics of the African continent, thanks to the visionary leadership and energy of founder, President, and CEO Aliko Dangote. The Dangote Group is widely regarded as an example of true African capitalism, representing a new and nuanced style of doing business in Africa that includes undertaking capital-intensive projects, employing unique methods, management approaches, technologies,

and innovations, leveraging state connections for competitive advantage, and understanding the growing need for local partners or local content in new markets across the continent (White and Rees, 2018).

Figure 6: Consolidated and Separate Statements of Profit and Loss

## Consolidated and Separate Statements of Profit or Loss

For the year ended 31st December 2020

	Notes	Group		Company	
		Year ended 31/12/20 ₦'million	Year ended 31/12/19 ₦'million	Year ended 31/12/20 ₦'million	Year ended 31/12/19 ₦'million
Revenue	5	1,034,196	891,671	719,945	610,247
Production cost of sales	7	(437,970)	(379,989)	(225,744)	(181,009)
<b>Gross profit</b>		<b>596,226</b>	<b>511,682</b>	<b>494,201</b>	<b>429,238</b>
Administrative expenses	8	(60,339)	(54,124)	(32,289)	(27,400)
Selling and distribution expenses	9	(153,719)	(160,835)	(112,919)	(109,325)
Other income	11	4,754	2,980	1,922	1,247
Impairment of financial assets		(188)	190	(3,318)	139
<b>Profit from operating activities</b>		<b>386,734</b>	<b>299,893</b>	<b>347,597</b>	<b>293,899</b>
Finance income	10.1	29,814	7,610	112,031	47,558
Finance costs	10.2	(43,988)	(57,673)	(28,881)	(26,037)
Share of profit from associate	18.3	750	649	—	—
<b>Profit before tax</b>		<b>373,310</b>	<b>250,479</b>	<b>430,747</b>	<b>315,420</b>
Income tax expense	14.1	(97,242)	(49,958)	(78,138)	(54,071)
<b>Profit for the year</b>		<b>276,068</b>	<b>200,521</b>	<b>352,609</b>	<b>261,349</b>
Profit for the year attributable to:					
Owners of the Company		275,080	200,935	352,609	261,349
Non-controlling interests		988	(414)	—	—
		<b>276,068</b>	<b>200,521</b>	<b>352,609</b>	<b>261,349</b>
Earnings per share, basic and diluted (Naira)	13	16.14	11.79	20.69	15.34

The accompanying notes and significant accounting policies form an integral part of these consolidated and separate financial statements.

Source: Dangote Cement Plc Annual Report (2020: 159)

Figure 6 shows a profit and loss statement that implies a positive outlook. Furthermore, looking at the group balance sheet (see Figure 7), one gets the impression of a corporation with a strong balance sheet. The foregoing will not have been possible without proficient leadership. However, little is said about the leadership styles that resulted in these positive performance metrics. As a result, this research will look at various leadership styles and how they connect to the performance metrics discussed in this chapter. Given that profitability is a good indicator of the current competitiveness of a company and better if it is measured over an extended period, this study considers Dangote Group's balance sheet from 2016 to 2020.

Figure 7: Group Balance Sheet

## Five-Year Financial Summary – Other National Disclosure

### Group balance sheet

Balance sheet	2020 ₦million	2019 ₦million	2018 ₦million	2017 ₦million	2016 ₦million
<b>Assets/liabilities</b>					
Property, plant and equipment	1,390,687	1,206,749	1,171,864	1,192,140	1,155,711
Intangible assets	4,554	3,663	5,969	6,355	4,145
Right of use assets	12,594	11,956	—	—	—
Investments	5,711	4,961	4,312	3,749	1,582
Non current prepayments	37,213	51,233	36,383	16,101	13,196
Lease receivables	9,846	11,285	6,475	6,614	—
Net current liabilities	(279,679)	(224,058)	(66,668)	(110,177)	(222,629)
Deferred taxation assets/(liabilities)	(111,272)	(49,073)	(42,728)	(86,273)	(51,856)
Long-term debts	(158,908)	(107,279)	(125,725)	(242,894)	(152,475)
Long-term payables	—	—	—	—	(17,730)
Employee benefits obligations	(3,581)	—	—	—	—
Other non-current liabilities	(16,195)	(11,500)	(3,269)	(4,255)	(4,416)
<b>Net assets</b>	<b>890,970</b>	<b>897,937</b>	<b>986,613</b>	<b>781,360</b>	<b>725,528</b>
<b>Capital and reserves</b>					
Share capital	8,520	8,520	8,520	8,520	8,520
Share premium	42,430	42,430	42,430	42,430	42,430
Capital Contribution	2,877	2,877	2,877	2,877	2,877
Treasury shares	(9,833)	—	—	—	—
Currency Translation Reserve	52,681	55,974	72,605	75,441	78,964
Revenue reserve	779,271	776,839	848,695	639,462	605,662
Non controlling interest	15,024	11,297	11,486	12,630	(12,925)
	<b>890,970</b>	<b>897,937</b>	<b>986,613</b>	<b>781,360</b>	<b>725,528</b>
<b>Turnover, profit or loss account</b>					
Turnover	1,034,196	891,671	901,213	805,582	615,103
Profit before taxation	373,310	250,479	300,806	289,590	180,929
Taxation	(97,242)	(49,958)	89,519	(85,342)	(38,071)
Profit after taxation	276,068	200,521	390,325	204,248	142,858
<b>Per share data (Naira):</b>					
Earnings (basic and diluted)	16.14	11.79	22.83	11.65	8.78
Net assets	52.29	52.69	57.90	45.85	42.58

Earnings per share are based on profit after taxation and the weighted average number of issued and fully paid ordinary shares at the end of each financial year.

Net assets per share are based on net assets and the weighted average number of issued and fully paid ordinary shares at the end of each financial year.

Source: Dangote Cement Plc Annual Report (2020: 225)

Despite the positive financial outlook, the literature agrees that Dangote's dominant position and expanding earnings resulted from the productive investment but that these profits were not passed down to workers at the same rate (Itaman and Wolf, 2021). Others claim that taxing the conglomerate has been tough, reducing the state's resources available for pro-poor redistribution (Olatunji and Oluwatoyin, 2019). Others contend that monopoly capitalism contains the seeds of fragile accumulation in the sense that price-setting authority, tax evasion, and wage control stifle the expansion of purchasing power (Ojo, 2019).

Figure 8: Group Balance Sheet Continued

## Five-Year Financial Summary – Other National Disclosure

continued

Company balance sheet

	2020 ₦million	2019 ₦million	2018 ₦million	2017 ₦million	2016 ₦million
<b>Assets/(liabilities)</b>					
Property, plant and equipment	551,926	545,834	535,934	549,962	569,017
Intangible assets	180	69	48	37	113
Right of use	1,164	994	—	—	—
Investments	163,828	163,653	163,653	163,539	80,255
Receivables from subsidiaries	986,423	817,906	715,561	594,783	601,871
Prepayments for property, plant & equipment	19,605	5,690	—	1,600	—
Lease receivables	9,846	11,285	6,475	6,614	—
Net current asset/(liabilities)	(155,525)	(146,378)	983	(56,078)	(210,171)
Deferred taxation (liabilities)/assets	(117,762)	(75,117)	(65,472)	(109,817)	(70,741)
Long-term debts	(98,577)	(39,700)	(62,168)	(157,195)	(86,182)
Employee benefits obligations	(3,552)	—	—	—	—
Other non-current liabilities	(5,179)	(1,987)	(1,466)	(2,428)	(2,931)
<b>Net assets</b>	<b>1,352,377</b>	<b>1,282,249</b>	<b>1,293,548</b>	<b>991,017</b>	<b>881,231</b>
<b>Capital and reserves</b>					
Share capital	8,520	8,520	8,520	8,520	8,520
Share premium	42,430	42,430	42,430	42,430	42,430
Capital contribution	2,828	2,828	2,828	2,828	2,828
Treasury shares	(9,833)	—	—	—	—
Revenue reserve	1,308,432	1,228,471	1,239,770	937,239	827,453
	<b>1,352,377</b>	<b>1,282,249</b>	<b>1,293,548</b>	<b>991,017</b>	<b>881,231</b>
<b>Turnover, profit or loss account</b>					
Turnover	719,945	610,247	618,301	552,364	426,129
Profit before taxation	430,747	315,420	392,223	342,153	355,016
Taxation	(78,138)	(54,071)	89,233	(87,523)	(48,765)
Profit after taxation	<b>352,609</b>	<b>261,349</b>	<b>481,456</b>	<b>254,630</b>	<b>306,251</b>
<b>Per share data (Naira):</b>					
Earnings (basic and diluted)	20.69	15.34	28.25	14.94	17.97
Net assets	79.36	75.25	75.91	58.16	51.71

Earnings per share are based on profit after taxation and the weighted average number of issued and fully paid ordinary shares at the end of each financial year.

Net assets per share are based on net assets and the weighted average number of issued and fully paid ordinary shares at the end of each financial year.

Source: Dangote Cement Plc Annual Report (2020: 226)

The five-year financial summary presented in Figures 7 and 8, gives an insight on the changes within the performance indicators over five years. This can also help to illuminate the effect of different leadership styles on organisational performance, as shall become more evident in the data analysis chapter.

Aliyu (2019) examined Dangote Sugar Refineries plc's profitability before, during, and after the recent economic downturn in Nigeria (2013- 2018). For the periods under consideration, profitability ratios such as Net Profit Margin, Return on Assets, Returns on Equity, and trend analysis were used to analyse and establish trends in Dangote Sugar Refineries plc's profitability performance during and after the recent economic recession in Nigeria. The Net Profit Margin, Return on Assets, and Returns on Equity, ratios improved after 2016, during the recession, indicating that Dangote Sugar Refineries plc performed better after the recession than when the economy was depressed. Nwoye, Chukwunonso, and Abiahu (2017) investigated the impact of combining the Beneish 8-Predictive Ratios and the Altman

Z-Scores as an effective check on Dangote Cement Nigeria Plc's Creative Accounting methods differed considerably. It was discovered that the combined application of Beneish 8-predictive Ratios and the Altman Z-score model had no significant difference in the influence on investigations into innovative accounting techniques in anticipating possible tendencies in any corporate organisation in Nigeria. Therefore, this study will analyse the group balance sheet over 5 years and then compute some accounting ratios to help explain the impact of leadership styles on the performance of the Dangote Group of companies.

Organisational performance has been a key area of research in the field of management and has been studied extensively over the years. In the past, the focus of research has mainly been on financial data, specifically efficiency and effectiveness (Amhalhal, Anchor, Papalexi, and Dastgir, 2022). However, recent research has indicated that a comprehensive view of organisational performance should include resilience as well (Bahrami and Shokouhyar, 2022; Zahari, Mohamed, Said, and Yusof, 2022). Traditionally, organisational performance has been evaluated based on financial data, such as profitability, return on investment, and growth rate. These metrics provide valuable insights into an organisation's financial health and ability to generate revenue (Zahari *et al.*, 2022). However, the limitations of a narrow focus on financial data have become apparent over time. For instance, financial metrics do not necessarily reflect an organisation's ability to respond to external shocks, such as economic downturns or natural disasters. Moreover, a narrow focus on financial data can lead to a short-term view of organisational performance, with little regard for long-term sustainability and resilience.

In contrast, a broader perspective on organisational performance that includes resilience considers an organisation's ability to adapt and respond to changes in the external environment (Beuren, dos Santos, and Theiss, 2022; Do *et al.*, 2022). Resilience can be defined as an organisation's ability to withstand and recover from disruptive events, such as natural disasters, cyber-attacks, or pandemics (Rubens, 2023). In essence, resilience is a measure of an organisation's ability to sustain its core functions and continue to deliver value to its stakeholders despite external challenges (Pescaroli and Needham-Bennett, 2021). In recent years, the importance of resilience has become increasingly apparent, particularly considering the COVID-19 pandemic. Organisations that were better able to adapt to the pandemic's disruption were more likely to survive and thrive. Though it is essential to consider resilience as a key factor in evaluating organisational performance, this study focuses on traditional performance indicators because organisational resilience is a complex and multidimensional concept that encompasses an organisation's ability to withstand and recover from disruptive events. While certain aspects of organisational resilience, such as financial resilience or supply

chain resilience, can be quantified through the analysis of specific metrics, the concept is not easily quantifiable (Rubens, 2023). The qualitative and subjective nature of some of the factors that contribute to organisational resilience, such as leadership, culture, and employee well-being, make it difficult to develop a comprehensive and standardised measure of organisational resilience. Because of a lack of measurability and quantifiability of resilience, this study will draw insights from traditional measures of organisational performance.

## 2.9 Summary of the Chapter

The chapter highlighted the context information about the Dangote Group of companies. It has placed the research in the context of the literature on African manufacturing and the role of professional ethics. It is stated that entrepreneurial endeavours that will meet the requirements of an expanding African population require leadership, and the Dangote Group is a good example of this. Furthermore, the Dangote Group of Companies' business approach is an example of effective leadership. While some opponents claim that Mr Aliko's political ties to the Federal Government gave his company unfair advantages and a competitive advantage over industry rivals (Adeniyi., 2011), this ability on its own indicates a company that has grown over time and followed a specific growth path. This necessitates leadership as well as a system of operation. The performance of the Group in preceding years has been outstanding and it was highlighted in this chapter this was partly due to sound leadership. The researcher further discussed the business relations with the government, stating that existing policies and state-business relations in the country impede the smaller firms from entering production, especially those unable to align with the political class. This, in a way, places such firms at a disadvantage in exploring opportunities from industrial policies. This also places Dangote in a monopolistic stand, succeeding better than the others.

## CHAPTER 3: LITERATURE REVIEW

### 3.1 Introduction

Several theories have spawned up in relation to the different styles of leadership since the beginning of the twentieth century. In 1900, the first theories, known as Great Man theories, were formed. According to this view, leadership is an innate ability passed down from generation to generation (Farahnak *et al.*, 2020). In 1930, the Group Theory was proposed, and had its main proponent premised on the fact that leadership emerges and evolves in small groups. The Trait theory developed in the 1940s proposes that all leaders share certain universal characteristics (Sethuraman and Suresh, 2014; Chatman *et al.*, 2020).

The Behavioural leadership theory developed in 1950 and proposes what key behavioural patterns result in effect leadership. Subsequently, the contingency/situational theory developed in 1960 and it proposes that leadership behaviours succeed in specific situations. In 1980, the Excellence theory was developed and proposes that the interaction of traits, behaviours, key situations, and group facilitation allows people to lead organisations to excellence.

Leadership, organisational culture, training and development, rewards and incentives are some of the elements that exist in the workplace and are used by human resource managers to improve the work potential and output of employees, according to Zafar, Karim, and Abbas (2017). Individual (employee) advancements and changes are linked to the existence of a leader. This understanding has gained significant cognizance in recent years and research has given significant focus on the stimulating or deciding factors driving business enterprise and leadership styles.

#### 3.1.1 Definition and Concept of Leadership Styles

Leadership style is the approach managers employ to exercise their leadership functions (Armstrong, 2012, Saleem *et al.*, 2020). It predominantly refers to how a manager or supervisor chooses to behave towards subordinates whilst exerting leadership function (Akpaprep, Jengre, and Mogre, 2019). Some researchers have hypothesised that leadership style is a kind of relationship whereby a leader employs some methods to persuade people to work together for a common task (Huang and Huang, 2020; Ballaro, Mazzi, and Holland, 2020). Leadership entails an act where an individual (Executive) guide, direct and influence the behaviour and

work of others towards the accomplishment of certain goals. It is also conceived as the ability of a head, for example, a manager, who persuade his/her subordinates to work with enthusiasm and confidence. Nel *et al.* (2014) view leadership as the process whereby one individual influence others to direct their efforts and abilities towards attaining group or organisational goals. According to Cole (2005), leadership is a dynamic process whereby one person influences others to contribute voluntarily to the realisation and attainment of set objectives and aspirations of values of a given organisation. Leadership could also refer to the process of influencing people to direct their efforts towards achieving some goal or goals (Asika, 2004; De Vreede, 2020). According to Armstrong and Stephens (2015) and Stouten and Liden (2020), it is an act of inspiring people to put their best into achieving a result, getting their commitment, and motivating them to achieve a desired goal and result. Leadership also refers to the alignment of people to an organisation's vision (Wakabi, 2016). To sum up, leadership is a process by some specified individual (leaders). It is an ongoing activity in an organisation. Secondly, it involves other people in the form of subordinates; that is, the subordinates formalise the leader's authority by making the leadership process possible (Jeremy *et al.*, 2012; Essien and Ekoriko, 2020).

According to Sethuraman and Suresh (2014) and Chatman *et al.* (2020), understanding leadership styles is essential for better service and the effective working process between leaders and followers. While the leadership style adopted by an organisation influences the culture of the organisation to an extent, employing the appropriate leadership style besides the other internal factors avails more opportunities for achieving organisational goals (Paudel, 2020).

The creation of an organisation opens room for positions and roles. Such roles and positions include leadership and followership (Bayram and Zoubi, 2020). An organisational setup comprises stakeholders, including owners, employees, customers, or the community, each having a defined responsibility to play. The effectiveness of an organisation lies in the ability to balance the demands of stakeholders and the needs of its employees. Leadership has a significant impact on the performance of an organisation and this, in essence, usually manifests in organisational outcomes. Effective leadership determines a seamless interaction across the stakeholders and ensures an organisation's economic growth (Pucik *et al.*, 2023). As discussed by Jyoti and Bhau (2015) and Sofi and Devanadhen (2015), leadership studies have gained momentum from as far as the twentieth century.

It is essential that leaders know and understand the implications of leadership style they adopt in conducting their functions as it can influence and determine the support of their



followers or lack thereof. The essence of leadership is to help an organisation to attain sustainable development and growth. The importance of proficient leadership cannot be undermined as it has been described as the capacity to influence a group towards the realisation of a common goal (Farahnak *et al.*, 2020).

### *3.1.2 Role of a Leader and the Act of Leadership*

A leader's role in an organisation is primarily to provide direction, coordinate the actions of the members, and ensure that operations are consistent. These abilities exuded by those tagged as leaders determine the type of behaviour displayed at work and the tasks assigned to subordinates. Many organisations that understand the value of leadership invest significant resources in finding effective leaders (Ciulla, 2020). This thesis argues that the role of proficient leadership in an organisation cannot be undermined as it entails using communication to exert influence and give direction to the activities of a well-organised group in the bid to achieve common goals.

Every organisation is made up of two or more people who work together to achieve a common purpose Adebakin and Gbadamosi (1996). To attain this common purpose there is the dire need for effective leadership. Leadership has been described to be a managerial function associated with finding the best approach to persuade subordinates to achieve goals and objectives as part of a continual process of coordinating people, money, and material resources (Armstrong and Taylor, 2023). It refers to an executive's overall behaviour when coordinating with subordinates. As a body of leadership, management establishes policies, regulations, and procedures that govern interactions and activities in an organisation. These factors considerably determine the performance of an organisation. One important feature of an efficient leader is innovation as research has suggested that leadership involves creating concepts, ideas, and processes rather than letting such activities happen accidentally (Robinson, and Schroeder, 2004).

To the extent that a leader exerts both innate and acquired influences on a given group, some features that has been used to describe efficient leadership includes but is not limited to inspiring, commanding, guiding, initiating, and activating (Suryadi, 2019). Leadership has also been interpreted as the use of authority in decision-making exercised as an attribute of position, personal knowledge, or wisdom (Nahum and Carmeli, 2020).

Some researchers attribute a company's success as a product to organisational performance, employee job satisfaction and employee affective commitment (Thakur, Vetal,

and Bhatt, 2020; Thuy and Van, 2020). Others opine that through effective leadership, leaders motivate and help their employees to be competitive. Effective leadership involves management, inspiration, motivation, remuneration and analytical skills. In a scenario where the above is attainable and adopted, such organisations usually record increased employee satisfaction that positively influences organisational performance (Luftman, 2004; Bass and Riggio, 2006; Patiar and Wang, 2020).

### *3.1.3 Characteristics of Effective Leadership*

Successful leadership in an organisation requires the display of traits such as positivity, dependability, and proactiveness, as well as a clear vision of business goals, a firm's commitment to meeting defined goals, and the ability to effectively communicate their vision, as well as commitment to their team and their organisation (Rima, 2014; Crews, Brouwers, and Visagie 2019; Sankar, 2003; Bhana and Bayat, 2020). There is no one-size-fits-all approach to developing a leader. While great leaders may be found in various businesses and have different paths to the top, there are some common attributes that they share.

The role of leadership in the successful running of a company cannot be undermined as there is the need for a manager who can guide the team to success by providing the necessary guidance, confidence, tools, and resources. Although leadership is not a precise science, it does harmonise a set of basic principles. To help define the elusive quality of leadership, this thesis carefully explored core values and discovered ten leadership characteristics that have been verified by proven business leaders and other experienced experts. Before delving into the subject matter, it is important to debunk the myth about leadership coming from a person as if God's providence moved them. This thesis argues that often, successful leaders surround themselves with multiple perspectives to help guide their decision-making.

### *3.1.4 Qualities of Effective Leadership and Importance*

Previous studies suggest that many leadership qualities come directly from within (Marson, 2019). These are the qualities that are harder to train but which make leading other people smoother. As summarised through various studies, useful qualities include a commitment to the vision and passion for the group. Honesty, accountability, and having inspirational attitudes (Olesia, Namusonge, and Iravo, 2013; Wira and Ketut, 2019). Proficient leadership's importance revolves around initiating action, providing motivation, and guidance, promoting coordination, building the work environment, and instilling confidence (Kumar,

2011; Marson, 2019). Honesty and integrity are the absolute cornerstones of any relationship, and leadership is no exception. Honesty means fair and upright behaviour, and integrity means following your moral beliefs and doing the right thing. Honesty is externally oriented, and integrity is internally oriented, and both play a vital role in determining whether you are trustworthy. A leader must in all dealings exude firmness and always highlight his expectations of the morals and moral standards of others. Enthusiasm and commitment complement each other and are demonstrated by a motivated leader. A leader must be passionate about the future and expected results. Whilst it is noteworthy that some intermediate tasks may not be invigorating, an efficient leader knows how to manage such effectively.

From this passion emerges a kind of determination and commitment to dig out the best things, which has not only a role in facilitating good results but also has a positive role in getting along with colleagues. Everything a leader does or desires to do will lose its meaning if it cannot ensure that the team members have the same vision and passion. Effective communication through strong information transmission is a goal that leaders must achieve to ensure that the team they lead will not fall behind and share the same vision.

Research on the role of leadership suggests that a leader's character at work largely determines the behaviour of others (Wira and Ketut, 2019). A positive and confident leader will not only stand like a rock in the team but will also help the entire team be full of confidence. Good and effective leaders always strive to understand everyone on their team. They do not regard the team as a resource but as a human being. Everyone has their advantages and strives to balance their life and work in this busy world. No matter what kind of leader you are now, the first step in achieving self-awareness is to build yourself into an effective leader. These characteristics are a good starting point and assist any leader exude the best form of leadership towards attaining set goals.

### 3.2 Assessing the Different Types (Styles) of Leadership

Use of appropriate leadership style as well as creating, managing, and sustaining excellent organisational culture are of sacrosanct importance for an organisation's success and profitability. Put simply, if an organisation is the engine, the fuel and the driver of the car that is put into the engine (in this instance, leadership attributes and leadership of the organisation) are major determinants of how well the car will move (how well the organisation performs). Therefore, the role of leadership and organisational culture in ensuring excellent performance in organisations cannot be over-emphasised.

Different theories as to leadership styles have emerged, however, seven (7) of these have gained significant cognizance and are considered the bedrock of the type of leadership styles. Research in this area is immense and several authors have hypothesised different theories (Agbo, 2018; Akparep, Jengre, and Mogre, 2019). Igbaekemen (2014) enumerated seven leadership styles which included: (1) dictatorial leadership style, (2) unitary leadership style, (3) bureaucratic leadership style, (4) charismatic leadership style, (5) consultative leadership style, (6) participative leadership style and (7) dictatorial leadership style (Igbaekemen, 2014).

It is essential to highlight that Agbo (2018) classified the leadership styles of Igbaekemen based on managerial leadership towards subordinate staff and the focus of power into a tripartite arrangement. Agbo's classification postulated that Autocratic or authoritarian leadership style, Democratic or participative leadership style and Laissez-faire or free rain leadership style (Agbo, 2018).

Ojokuku, Odetayo, and Sajuyigbe (2012) agreed with other authors that modern leadership theories classify leadership styles into; (1) charismatic leadership style, (2) transactional leadership style, (3) transformational leadership style, (4) visionary and culture-based leadership styles (Ojokuku, Odetayo, and Sajuyigbe, 2012). Adekanbi (2016), during a study to investigate the impact of leadership styles on employee retention, classified other leadership styles, including bureaucratic, laissez-fair, charismatic, and democratic leadership styles, as traditional leadership styles while paying more attention to the transactional and transformational leadership styles which the author called "new leadership styles" (Adekanbi, 2016). As highlighted above, the importance of leadership style cannot be over-emphasised hence the abundance of literature on it. This thesis aligns with Igbaekemen (2014) classification and will analyse the Seven (7) classification of leadership style in the in the subsequent section.

### *3.2.1 Autocratic Leadership Style*

Autocratic (authoritarian) leadership is a style in which the leader has absolute control of all decision-making matters (Akparep, Jengre, and Mogre, 2019). The leader takes little or no suggestions, advice, or input from the followers. An autocratic leader is typically the sole decision-maker. Leaders that rely on the autocratic leadership style are authoritative and perceived as hostile by subordinates (Akparep, Jengre, and Mogre, 2019). Autocratic leaders have little or no faith in their subordinates and expect that their subordinates work according to what they dictate (Luftman, 2014; Al Khajeh, 2018).

Akparep, Jengre, and Mogre (2019) postulate that such leaders frequently abuse the autocratic leadership style and become dictators as they impose their will and demand strict adherence to their instructions. Although this leadership style may be perceived as hostile, the level of control exerted has merits in certain scenarios, such as when the leader is most knowledgeable among the subordinates. In such scenarios, the autocratic leadership style may produce faster and more effective results in administration. What determines whether to use the autocratic leadership style includes the type of work to be done, knowledge levels of participating members and the leader's ideologies. Armstrong (2012) and Saleem et al. (2020) all noted that autocratic leadership might be useful during emergencies where a uniform workforce is required. The demerits of authoritarian leadership are the likelihood of subordinates being unable to develop any sense of self-actualisation and the pride of accomplishment as well as the threat to organisational loyalty and cooperation (Armstrong, 2012; Saleem *et al.*, 2020). Table 1 illustrates the merits and demerits of an autocratic leadership style.

*Table 1: Merits and Demerits of Authoritarian Leadership*

<b>Merits</b>	<b>Demerits</b>
<b>Effective in small groups where leadership is lacking</b>	Discourage group input
<b>Effective in cases where a great deal of pressure is involved</b>	Impair the morale of the group in some cases
<b>Manufacturing and construction work can benefit from the autocratic style</b>	Diminishes confidence in self-actualisation

Whilst it may have its downside, autocratic form of leadership is evident in mostly smaller organisations and rarely in big organisations. It has been suggested that for the autocratic leadership style to thrive effectively in an organisation, the leader must:

- i. Consider suggestions of employees/team members: This does not necessarily mean that the leader must always make decisions according to the suggestions of team members or employees. However, for this model to be successful, the autocratic leader will need to take the suggestions of his team members or employees into consideration to accord them some sense of relevance and belonging. This has the tendency to incite subordinates and employees to do more with the mindset of making a vital contribution to the organisational goals.

- ii. Always give clear rules and instructions: Technically, the team members or employees are merely carrying out instructions from the leader. Therefore, if the autocratic leader expects optimal performance such leader shall ensure that rules, regulations, and instructions are stated without ambiguity.
- iii. Provide the knowledge and needed tools: Since the leader in this style of leadership is the master-minder, he must ensure that his subordinates do not just understand instruction but also have the necessary intellectual ability to handle such tasks. If there exist issues of the knowledge gap, the autocratic leader should close the gap with their knowledgeable oversight.
- iv. Must be reliable. An autocratic leader should be consistent. Any form of inconsistency, including lack of knowledge, amounts to the loss of respect from employees or team members. This kind of leader must follow through with their laid rules and regulations.
- v. Recognise and awards success. If the organisational leader (autocrat) pays more attention to criticising failures or inabilities of the employees or followers without recognising when success is recorded at certain levels, then the autocratic leadership style may not thrive. The leader needs to identify the points of success and reward such success accordingly and when necessary.

### *3.2.2 Laissez-Faire Leadership*

"Laissez-faire" is a French phrase meaning "let it be". Laissez-faire is also called the "hands-off style" leadership (Tedla, and Gaikr Vilas, 2022). According to Igbaekemen and Odivwri (2015), Laissez-faire is a leadership style that is somewhat opposite to the autocratic leadership style. Leaders in this kind of leadership style attempt to share the responsibility of decision-making among the employees of an organisation or members of a group. Laissez-faire is usually used when it appears as though the leader does not want to take full responsibility and is referred to as loosed structure. The decision-making process is taken up by whoever is available and willing to take up responsibility. The loosened structure of Laissez-faire often ends up in "bulk-passing" (Igbaekemen, and Odivwri, 2015). Chowdhury described Laissez-faire leadership or "delegatory leadership" as a leadership style in which leaders are hands-off and allow employees or group members to make work decisions.

This leadership style has been described as "Passive or avoidant leadership". Leaders in this leadership style do not clarify the standard of tasks, goals, agreements, and work

expectations for their followers. They do not interfere with problem-solving and are exempt from all fallouts if any occur (Jackson, 2023).

Deluga (1992) and Ajayi (2020) both noted that the most likely reasons organisations might end up with the Laissez-faire style is due to work dissatisfaction, unproductiveness, and overall ineffectiveness (Deluga, 1992; Ajayi, 2020). According to Ajayi (2020) the laissez-faire leadership style could not be used in the banking sector or Non-Governmental Organisations where both the leader and subordinate inputs are required in the decision-making process (Puni, Ofei, and Okoe, 2014; Ajayi, 2020). This leadership style is most favourable in installing a relaxed working atmosphere intended to bring down optimism and reduce inefficiency. A summary of the merits and demerits of the Laissez-faire leadership style as learned from Puni, Ofei and Okoe (2014), and Ajayi (2020) is presented in Table 2.

*Table 2: Merits and demerits of laissez-faire leadership*

Merits	Demerits
<b>Encourages self-actualisation</b>	Disordered or loosed
<b>Leaders are shielded from any fallouts resulting from mishandled projects</b>	Blames for fallouts goes to employees
<b>Decision-making takes less time</b>	There is a lack of awareness of group policies
<b>Work is carried out even without supervisors or leaders</b>	Lacks uniformity

The laissez-faire leadership style is unstructured and unorganised. Although it may not always deliver positive results, it may do so in certain settings or working conditions. Leaders skilled at providing information and context at the outset of a project are needed for laissez-faire to succeed. On the other hand, their followers or team members must be able to manage themselves and be specialists. When working in a creative area with highly driven, skilled, creative, and dedicated people, laissez-faire is best (Puni, Ofei, and Okoe, 2014, Ajayi, 2020).

### *3.2.3 Democratic Leadership Style*

The democratic leadership style, also known as the shared or participative leadership style, is where members of the group take active, participative roles in the work process and decision-making. This leadership style can be applied to any organisation (Amanchukwu, Stanley, and Ololube, 2015). Every willing team member can participate and bring his or her ideas, thoughts, and suggestions. While the democratic process tends to focus on group equality

and the free flow of ideas, the group leader still makes the final decision. It has a decentralised decision-making system (Tannenbaum and Schmidt 1958; 2012; Essien, and Ekoriko, 2020).

According to Amanchukwu, Stanley, and Ololube (2015), research shows that the democratic leadership style is one of the most effective leadership styles associated with higher productivity, better contributions, and increased group morale (Amanchukwu, Stanley, and Ololube, 2015; Igbaekemen and Odivwri, 2015). The democratic leadership style gives room for structured criticisms and arguments. According to Akpala (1990) and Hobolt, Leeper, and Tilley (2020), criticisms and praises are objectively developed by the group members. Hobolt, Leeper, and Tilley (2020) argued that democratic leadership is the earliest among all other leadership styles (Akpala, 1990; Hobolt, Leeper, and Tilley, 2020). Managers in this form of leadership interact with their subordinates before stipulating orders on which subordinates feel free to act (Igbaekemen, and Odivwri, 2015; Agbo, 2018). The democratic or participative leadership style is focused on performance and the people (Puni *et al.*, 2014). Nwokocha and Iheriohanma (2015) suggested that there is a tendency for poor decisions to be made if the leader relies too much on the decisions made by the subordinates. (Nwokocha and Iheriohanma, 2015; Adekanbi, 2016).

Research suggests that a democratic leadership style can improve organisational performance and efficiency (Elenkov, 2012; Ojokuku, Odetayo, and Sajuyigbe, 2012; Caillier, 2020). Democratic leadership style will thrive best in situations where group members are skilled and eager to share their knowledge and ideas, where time is not the most critical factor; employees have enough time to reason in the group, develop a plan, and then vote on the best course of action (Caillier, 2020).

Leading the way means the leader in leadership behaviour some way affect the leaders of the methods demonstrate the dynamic change process. The types of leadership styles are generally divided into authoritarian, democratic, and laissez-faire types based on different subjects of power positioning. The difference in leadership styles lies mainly in the different matching of its two types of constituent elements, namely the different combinations of content and quantity of leadership behaviours of "task-oriented" (behaviour) and "person-oriented" (relational behaviour). The "task-oriented" leadership behaviour refers to the leadership behaviour where the leader cares more about task completion, pays attention to the work process and work skills, and essentially regards employees as tools to complete the task. The "person-oriented" leadership behaviour refers to the leadership behaviour that the leader respects and cares for employees, actively communicates with employees and meets their needs, and aims to explore the potential of employees fully.



Democratic leadership can be extremely effective in certain situations. However, it is important to note that it is not without limitations. The most effective leader is the one who knows when to use this style versus another. For example, Abraham Lincoln used a democratic approach. For months, he and his cabinet members engaged in an intense debate on abolishing slavery. However, there came the point when, in the absence of a consensus, he made the decision and then announced it to his team—an arguably authoritative yet effective move. The democratic leadership style is also known as the "participative" leadership style because it depends on employee participation. The goal of a democratic leader is to foster employee investment in the organisation by investing workers in their role in the company. This type of leader encourages employees to set workable goals and recognises their achievements. They develop plans with their employees to help them evaluate their performances and push their employees to grow on the job while supporting them in their promotions and advancements. This leadership style is ideal for a leader who wishes to keep employees informed about matters that may affect them and wants employees to participate in problem-solving and decision-making. It is for leaders who want to provide continual opportunities for their followers to develop a sense of personal growth and job satisfaction and for leaders who would like to encourage collaboration and team building. The merits and demerits are illustrated in Table 3.

Democracy in leadership is often most effective when a leader works with highly skilled or experienced workers (Caillier, 2020). It allows the leader to capitalise on their employee's talents and strengths while also benefiting from the power of the whole. Democratic leaders keep the lines of communication open.

*Table 3: Merits and demerits of democratic leadership style*

<b>Merits</b>	<b>Demerits</b>
<b>Team members tend to have high job satisfaction</b>	It can falter in situations where speed or efficiency is essential
<b>Team members are more involved</b>	Too much time is required to gather input from team members during a crisis
<b>Develop employees' skills</b>	Team members without expertise hardly contribute to decision making
<b>Team members feel some sense of belonging and are motivated to do more</b>	Decision-making is slow
<b>More ideas and creative solutions</b>	Communication failures
<b>Group member commitment</b>	Minority or individual opinions overridden
<b>High productivity</b>	Poor decision-making by unskilled groups

### *3.2.4 Bureaucratic Leadership Style*

Max Weber coined the term bureaucracy in 1947 to describe an efficient way of setting up large organisations (Jordan-Makely, 2019). Weber defined bureaucracy as "an organisational structure characterised by many rules, standardised processes, procedures and requirements, and clear hierarchies and professionalism with almost no personal interactions between employees" (Weber, 2015). Ritzer (2009) further explored Weber's concept of bureaucracy by developing the concept of McDonaldisation (Ritzer, 2009; Jordan-Makely, 2019). The McDonaldisation concept summarised bureaucracy into four core components: efficiency, calculability, predictability, and control. According to Ritzer, Efficiency means a reduction in the time required to complete a task. Calculability refers to delivery in the shortest possible time. Control refers to the standardisation of employees' duties (Ritzer, 2009; Jordan-Makely, 2019).

Research suggests that rigid rules and standard processes are the characteristics of the bureaucratic leadership style (Al Khajeh, 2018). It is also postulated that a bureaucratic leadership style is inflexible in terms of division of labour and responsibility (Nwokocho and Iheriohanma, 2015). Furthermore, it is a style where decisions are taken in a strict and often pyramid-based hierarchy (Ojokuku, Odetayo, and Sajuyigbe, 2012). This leadership style requires complete adherence to rules and procedures. The rigidity in rules and procedures is

because the bureaucratic leader manages by the book (Nwokocha and Iheriohanma, 2015; Ojokuku, Odetayo, and Sajuyigbe, 2012; Al Khajeh, 2018).

This leadership style may not be applicable in work situations where people are critical resources to the sustenance of such organisations. However, this kind of leadership is described to have the propensity to hamper creativity, competition and development needed to sustain an organisation, especially in the banking sector (Ojokuku, Odetayo, and Sajuyigbe, 2012; Al Khajeh, 2018). According to Guterresa, Armanu, and Rofiaty (2020), the bureaucratic leadership style implies that there is no need to motivate and develop employees since the policies and rules given are only adequate for performing tasks and not motivating or developing employees. Eventually, the bureaucratic leadership style may not excite the turnover of employees in organisations where it is being practised (Adekanbi, 2016; Guterresa, Armanu, and Rofiaty, 2020). Research also suggests that bureaucratic leadership hurts organisational performance because of the perception that bureaucratic leaders do not induce the employees to work expectedly. Reports suggest that in this type of leadership model, there is the likelihood of slacking the overall organisational efficiency (Al Khajeh, 2018). Accordingly, it suffers from the inability to encourage motivation and self-development (Amanchukwu, Stanley, and Ololube, 2015). However, the method is described to be beneficial only when the tasks are to be done in a long time following a laid down procedure.

The theory of leadership behaviour starts with the personality of the leader and the role that the leader should play, divides the behaviour of the leader into different types, studies them one by one, and compares them with each other, focusing on the search for the best leadership style. Leader behaviour theory believes that training can make people become effective leaders (Adekanbi, 2016; Guterresa, Armanu, and Rofiaty, 2020). It is believed that leaders of different styles will adopt different leadership styles, affecting the atmosphere within the organisation, thereby affecting employee behaviour and production efficiency (Al Khajeh, 2018). For instance, American psychologist, Lewin, takes the position of power as the basic variable and divides the leadership style of leaders into autocratic, democratic, and laissez-faire types and the decentralisation behaviour of their leaders increases in order (Guterresa, Armanu, and Rofiaty, 2020). However, this classification only focuses on the personal factor of the leader's style, without considering the specific environment of the organisational unit where the leader is located, and its practicality and universality are not high (Adekanbi, 2016; Guterresa, Armanu, and Rofiaty, 2020).

Research indicates that bureaucratic leadership is a common form of management in which leadership is based upon fixed official duties and adherence to a system of rules

(Guterresa *et al.*, 2020). Leaders are subject to a system of behavioural and technical rules that define the scope of their authority, dictate certain actions, and constrain certain actions (Al Khajeh, 2018). The merits and demerits are illustrated in Table 4.

*Table 4: Merits and Demerits of Bureaucratic Leadership Style*

Merits	Demerits
<ul style="list-style-type: none"> <li>• <b>Easy to separate jobs from the relationships</b></li> </ul>	Creativity is limited
<ul style="list-style-type: none"> <li>• <b>Each person has a clearly defined role within the organization</b></li> </ul>	Competition is discouraged
<ul style="list-style-type: none"> <li>• <b>Bureaucratic leadership can be very efficient, especially when standards and regulations are the most important variables</b></li> </ul>	Adapting to change is difficult and slow

It must be acknowledged that bureaucratic leadership can be an efficient management style, but it is not without disadvantages. Research has also indicated that bureaucratic leadership fails to fully utilise all employees because of its top-down nature, which does not usually permit employee participation in decision-making (Guterresa *et al.*, 2020). There is a shared understanding that the leadership style influences the organisation's culture, which, in turn, influences the organisational performance (Adekanbi, 2016). For instance, the managers that focus on transformational leadership focus particularly on developing the employees' overall value system, moralities, skills, and motivation level.

### *3.2.5 Charismatic Leadership Style*

Charisma is a trait associated with leaders. From the Greek word *Charis*, which means *grace, kindness and life*, charisma simply means gifts, which may include favour and grace (Luenendonk, 2016). When a person is charismatic, they are considered graceful and virtuous. Charismatic leadership revolves around using one's charisma and influence to persuade people to follow and obey (Luenendonk, 2016). It is considered among the most successful leadership styles, where the (charismatic) leader develops a vision, and the followers are influenced to follow and execute the vision.

The charismatic leadership style has its basis in the character drive of the leader and, as such, can be said to depend on the leader's credibility (Michael, 2010; Simha, 2022). It is, by

far, the most successful trait-driven leadership style (Ajayi, 2020). According to Amanchukwu *et al.* (2015), charismatic leadership is sometimes called a transformational leadership style because they both work at motivating employees to achieve results (Amanchukwu *et al.* 2015). Nonetheless, the difference lies in the leader's intention. The intention of a transformational leader is targeted at the attainment of the team and organisation's goals. In contrast, charismatic leaders are more self-focused and less likely to affect changes in the teams or organisations to which they are attached. Charismatic leadership, therefore, relies on the twin effect of a leader's personality and a strong belief by followers that the leader will lead to the end (Bratton, 2020a).

Charismatic leadership provides a platform for creativity and innovation (Michael, 2010; Ojokuku, Odetayo, and Sajuyigbe, 2012; Bratton, 2020a). Research indicates that charismatic leaders hardly develop replacements, and leave an organisation, that can consequently culminate organisational failure (Michael, 2010; Amanchukwu *et al.*, 2015; Al Khajeh, 2018). Furthermore, strong confidence is placed on leaders rather than the employees, which can create the risk of a project or organisational collapse if the leaders leave. According to Verma and Mehta (2020), the charismatic leadership style cannot be applied in competitive organisations, primarily in the banking industry, where banks must continually strive to be on top of the competition chain. Table 5 highlights some of the merits and demerits of charismatic leadership styles.

Charismatic leaders can inspire others to attain higher levels of performance, deep levels of commitment, trust, and satisfaction. As a result, their subordinates generally perceive them to be more effective than less charismatic leaders. Charismatic leaders are powerful communicators who can articulate a meaningful vision to their employees. They communicate their goals and directives through colourful, imaginative, and expressive manners. Communication inspires action and an emotional commitment to make a difference

*Table 5: Merits and Demerits of Charismatic Leadership Style*

<b>Merits</b>	<b>Demerits</b>
<b>It creates an emotional appeal</b>	It is dependent upon the energy levels of the leader
<b>It gives the employees of an organisation a chance to think differently</b>	It prevents new learning opportunities from spurring up
<b>It decreases turnover rates within an organisation</b>	It can change the value systems of the followers
<b>It can be used to create a positive impact on society</b>	It can be used for selfish, evil or unethical purposes
<b>Increases the loyalty of Employees</b>	It does not fit into a rigid structure
<b>Trust gained from followers can yield higher productivity</b>	Creates a leadership vacuum when the leader steps down
<b>Establish a Learning Culture since the mistakes of employees are treated as learning opportunities</b>	Encourages the idea of many followers and few leaders
<b>It creates a stronger sense of togetherness and unity.</b>	Creates dependency among followers

### *3.2.6 Transformational Leadership Style*

Stazyk and Davis (2020) defined transformational leadership as where one or more persons engage with others in such a way that leaders and followers raise one another to higher levels by motivation and morality. This form of leadership enhances the motivation, morale, and performance of followers through methods such as connecting the follower's sense of identity and self to the mission and the collective identity of the organisation. The leaders serve as role models for followers by inspiring them, challenging followers to take greater ownership of their work and understanding the strengths and weaknesses of different followers (Bass, 1985; Stazyk and Davis, 2020).

Hurduzeu (2015) and Adekanbi (2016), in separate studies, agreed that James MacGregor Burns conceptualised the transformational leadership style in 1978 as characterised by positivity, optimism, and trust. Leaders that fit into this kind of leadership style need to be emotionally stable and intelligent, encourage teamwork, set high work expectations, and promote innovations among followers for overall efficiency (Hurduzeu, 2015; Adekanbi, 2016). According to Hurduzeu, transformational leaders change the culture of their

organisations. They do this by inspiring a sense of mission and purposefulness about the importance of the work and encouraging new ways of thinking and solving problems (Hurduzeu, 2015). Research suggests that transformational leadership involves the concept of motivation, mutuality of benefit, emotional bond, shared values, and vision which must exist between the leaders and followers (Bass and Bass, 2008; Schell, 2019). According to Bass and Bass (2008) and Nassif, Hackett, and Wang (2020), the transformational leadership style incorporates four virtues: charisma, inspiration, intellectual stimulation, and individual consideration. Transformational leadership is a process by which a leader generates and communicates a clear vision which is often appealing and valued by the followers, producing a high level of commitment (Bass and Bass, 2008; Farahnak et al., 2020). Covey (2011), and Siangchokyoo, Klinger, and Campion (2020) stated that the main goal of transformational leadership is to "transform" people and organisations. Scholars also suggest that transformational leadership acts as a vital bridge between the followers and leaders to develop a clear understanding associated with the motivational level, values, and interests (Ravet-Brown, Furtner, and Kallmuenzer, 2023). Others have examined the reasons for employee turnover concerning leadership, and concluded that employees cordially receive leadership behaviour that focuses on the needs of the subordinates (Oghiadomhe, 2021; Rijal, 2022).

Burns (1978) proposed two concepts of transformational leadership and transactional leadership, and at the same time, added the leadership style of laissez-faire leadership according to Bass (1985). From the characteristics of the three leadership styles, analyse their different effects on the unit's cultural situation. At the same time, based on the leadership contingency theory, this study will also discuss the selection and transformation of leadership styles under the dynamic mode of environmental factors. The influence of different leadership styles on the unit's cultural situation and the avoidance of negative factors. The merits and demerits are illustrated in Table 6.

As transformational leaders work with their employees to implement effective change, they rely on communication, charisma, adaptability, and empathetic support. It is contended that transformational leaders can articulate a unified vision that encourages team members to exceed expectations.

*Table 6: Merits and Demerits of Transformational Leadership Style*

<b>Merits</b>	<b>Demerits</b>
<b>It allows for the quick formulation of a vision</b>	There is Too Much Focus on the Bigger Picture
<b>It promotes enthusiasm</b>	It Can be Disruptive due to the frequency of change and too much risk
<b>It uses inspiration to motivate people</b>	It Puts Increased Pressure on Team Members
<b>It Keeps the Company Open, Honest and Ethical</b>	It Can Lead to Employee Burnout
<b>It Reduces Turnover Costs</b>	Continual Communication is needed
<b>It Encourages Change</b>	
<b>It is an Effective Form of Leadership</b>	
<b>Creates Passion</b>	
<b>Boosts Morale</b>	

### *3.2.7 Transactional Leadership Style*

Transactional leadership, also known as managerial leadership, is a leadership style in which leaders promote compliance through rewards and punishments (*Odumeru, Ogbonna, Ifeanyi, 2013; Okoye and Ukwuoma, 2020*). This leadership style focuses on supervision, organisation, and group performance (*Odumeru, Ogbonna, Ifeanyi, 2013; Okoye and Ukwuoma, 2020*). According to *Odumeru, Ogbonna, and Ifeanyi (2013)*, this type of leadership can be useful in crises, emergencies and for projects that demand to be carried out in a specific manner.

Bass and Bass (2008) and Zurita-Ortega *et al.* (2020) agree that transactional leadership has two factors that comprise the leadership of first condition reward and management by exception (Bass and Bass, 2008; Zurita-Ortega *et al.*, 2020). The authors explained that leadership of the first conditional reward is an efficient and constructive relationship between the leader and the followers. The followers, in this sense, get bonuses, merits, or recognition within the organisation, provided they meet specific targeted goals. The second factor is management by exception, which can be either active or passive. Active management, by exception, entails that active leader watch employees evaluate their performances. In passive management, by exception, passive leaders only assess employees after the task given to the employees is completed (Bass and Bass, 2008; Zurita-Ortega *et al.*, 2020). Howell and Aviolio (1993), and Flatau-Harrison, Griffin, and Gagne (2020) added that leaders in passive



management, by exception, inform their employees about problems only after such problems occur (Howell and Avolio, 1993; Flatau-Harrison, Griffin, and Gagne, 2020). Howell and Avolio (1993) describe the transactional leadership style as the exchange of rewards and targets between employees and management.

Similarly, Smith, Eldridge, and DeJoy (2016) opined that transactional leadership had been used as a corrective approach with two dimensions: contingent reward; and management by exception (active and passive). Contingent reward means that a leader uses rewards and promotions to get the desired results from their followers. In management by exception, leaders take corrective actions when things go wrong and out of control. It is also of two types: management by exception active and management by exception passive. Management, by exception, actively suggests that the leader proposes the anticipation behaviour. The leader with the transactional leadership style tries to solve the problem before they are likely to occur. In management, by exception passive, the leader does not anticipate the future problem but acts when problems occur.

The transaction usually involves the organisation paying team members in return for their effort and compliance (Amanchukwu *et al.*, 2015). By so doing, the leader has the right to punish employees if they perform below the organisation's standard. Amanchukwu *et al.* (2015) submitted that the employee-employer relationship in this kind of leadership style is minimised because of this arrangement (Amanchukwu *et al.* 2015). Transactional leadership has been defined as an exchange process that ensures that the follower complies with the leader's request but is very unlikely to produce commitment and zeal to the task objectives (Nwokocha and Iheriohanma, 2015).

According to Campos, Aubert, Guo, and Joanpere (2020), the relationship between most leaders and followers is transactional since the leader approaches the follower with the notion of exchanging one thing for another (Campos, Aubert, Guo, and Joanpere, 2020). By this, transactional leaders focus on exchanging resources like money or jobs to ensure that employees accomplish their roles (Armstrong and Stephens, 2005; Armstrong and Taylor, 2020). Some researchers ascribe motivation to transactional leadership, which is an "exchange process between the follower and the leader". They added that in the transactional style of leadership, the leader recognises the specific needs and desires of the follower; the leader provides these specific needs to meet the desires of the followers and in exchange for the followers achieving a specific objective or performing specific duties for the employer.

Accordingly, the exchange between the transactional leaders and the employees could be any number of things, including a performance review, a promotion, new responsibilities,

or the desired change in duties. The challenge with transactional leadership is expectations. As such, Howell and Avolio (1993), Nwokocha and Iheriohanma (2015), and Wahyuni, Purwandari, and Syah (2020) suggested that the transactional leadership style can help to clarify the roles and responsibilities of the employee. The authors suggested that employees motivated by rewards often perform and succeed in such organisations. The authors pointed out that the transactional leadership style could positively or negatively affect the organisation. Employees motivated by external rewards could work towards better performance, which could positively impact the organisation and the employee. Nonetheless, Akhigbe, Finelady and Felix, 2014 and Adekanbi (2016) cautioned that if the exchange rate is interrupted, it could also hurt the organisation.

In summary, transactional leadership is a behavioural leadership style that focuses on the link between supervision, organisation, and group performance. In other words, this mode is a give-and-take leadership style. This leadership style is useful when the leader is more concerned with achieving goals than vision. A transactional leader, therefore, uses a carrot and stick approach to achieve those goals (Akhigbe, Finelady and Felix, 2014; Adekanbi, 2016). Transactional leaders have more concern with the completion of the task and the performance of employees. For such reasons, they use positive and negative reinforcements to achieve the desired results.

It is important to point out that transactional leadership thrives on three basic assumptions. Firstly, there is an assumption that employees are motivated by reward and punishment. Secondly, there is an assumption that subordinates must obey the superior's orders. The third assumption is that subordinates are not self-motivated. They must be closely monitored and controlled to get the work done. Thus, transactional leaders are focused on short-term goals, work strictly by correctness, pay more attention to task completion than change, and are often inflexible. The transactional leadership style thrives best in multinational corporations where workers do not speak the same language. This leadership style works in this kind of setup because it is simple to learn and does not require extensive training. The approach is easy to understand and apply. Once the structure and the requirements are learned, workers can complete tasks. Other areas where the transactional leadership style can thrive are the military, policing organisations, and in a crisis, where everyone must know exactly what is required of them and how it should be done even under pressure (Rubim, Rubim, and Thornton, 2020).

The advantages and disadvantages of transactional leadership depend on the application's place. When applied under a rigid organisational structure, it forms an advantage,

but in the case of initiative-driven organisations, it becomes a disadvantage. Table 7 highlights some of the merits and demerits of the transactional leadership style. Under transformational leadership, the organisational unit will form innovative and critical values, enjoy the problem-solving process, and be more tolerant. Most of the organisational units under transformational leadership will carry out sudden innovation, that is, large-scale innovation activities (Yin Xiaofeng, 2015).

The system of transformational leadership units is relatively loose. Except for the principled regulations, most of their systems focus on the humanities, which will have a greater impact on the emotional commitment of the subordinates. The merits and demerits are illustrated in Table 7.

*Table 7: Merits and Demerits of Transactional Leadership Style*

<b>Merits</b>	<b>Demerits</b>
Rewards those who are motivated by self-interest to follow instructions.	It does not reward personal initiative
Provides an unambiguous structure for large organisations, systems requiring repetitive tasks and infinitely reproducible environments	Creativity is limited since the goals and objectives are already set
Achieves short-term goals quickly	
Rewards and penalties are clearly defined for workers	

This thesis has in the preceding paragraphs highlighted the different types of leadership styles that have been propelled. It is important to note that an organisation desirous of attaining excellence must adopt the most feasible/practicable leadership style which is largely dependent on the goals of the organisation. The most effective leadership style a leader adopts, whether consciously or unconsciously, will in part determine the success or otherwise of the team or group. The style adopted will also influence how collegiate the group forms and grows.

### **African, Western, and Eastern Leadership Styles**

Leadership is a critical element in the success of any organisation, and leadership styles are often influenced by cultural values, beliefs, and traditions (Lee, Lyubovnikova, Tian, and Knight, 2020). Within this context, it is important to understand the differences and similarities between Western, Eastern, and African business leadership styles.

The literature on leadership styles highlights that Western business leadership styles are often characterised by individualism, competition, and autonomy (Ensari, and Riggio, 2020; Filatotchev *et al.*, 2020). These leadership styles are rooted in the cultural and historical context of Western societies, which emphasise individual freedom, independence, and the pursuit of personal goals. According to Hofstede's cultural dimensions theory, Western societies tend to prioritise individualism over collectivism, which means that individuals are expected to act autonomously and assertively to achieve their personal objectives (Hofstede, 1984).

Scholars have noted that in Western cultures, leaders are expected to be decisive, assertive, and goal oriented. Leaders in Western organisations are expected to demonstrate a strong vision and provide clear direction for their teams. They are also expected to focus on achieving measurable results and meeting specific targets within a given timeframe (Ngayo Fotso, 2021). In the Western context, the leader is often viewed as the primary decision-maker, and they are expected to take responsibility for their actions and those of their team. The leader is seen as the most important figure in the organisation, and their vision and direction are critical to the success of the organization. Therefore, leadership in Western organisations is often seen as a top-down process, where the leader holds ultimate authority and control over the organisation (Park *et al.*, 2018).

In contrast, Eastern business leadership styles are often characterised by collectivism, harmony, and a long-term orientation (Piskulova, 2023). Scholars have noted that in Eastern cultures, leaders are expected to be humble, harmonious, and collaborative (Qu, Zhu, and Goddard, 2022). Leaders in Eastern organisations are expected to work together with their team members to achieve shared objectives (Wijayanti, *et al.*, 2022). In many Eastern cultures, the leader is seen as a mentor or coach who provides guidance and support to their team members. The leader is expected to create a harmonious and cooperative work environment where everyone works together towards a common goal. In such cultures, the leader is not the primary decision-maker, but rather a facilitator who encourages participation and consensus-building among team members (House *et al.*, 2004).

In the African context, business leadership styles are often characterised by communalism, spirituality, and a strong focus on relationships (Laloo, 2022). Scholars have noted that in African cultures, leaders are expected to be compassionate, inclusive, and collaborative (Bailey, 2023). Leaders in African organisations are expected to be deeply connected to their communities and to consider the needs of all stakeholders, not just shareholders (Burgess, 2023). In fact, African leadership styles often emphasise the importance of relationships and the role of spirituality in the workplace (Elkington *et al.*, 2023). African

leaders are expected to cultivate a sense of unity and shared purpose among their team members. They are also expected to be humble and to prioritise the well-being of their team members and the broader community over their own personal ambitions (Burgess, 2023).

The Western, Eastern, and African leadership styles differ in their emphasis on individualism versus collectivism, competition versus cooperation, and hierarchy versus egalitarianism. In the Western context, the leader is expected to be decisive and assertive, while in the Eastern and African contexts, the leader is expected to be more collaborative and consultative. The Western leadership style is more focused on achieving results, while the Eastern and African styles prioritise building relationships and creating a supportive environment.

Despite these differences, there are also similarities between the three styles. All three styles prioritise communication, trust, and respect for authority. All three styles also emphasise the importance of adapting to changing circumstances and being flexible in the face of uncertainty. Furthermore, leaders in all three styles are expected to be ethical, accountable, and to act with integrity. Hence, Western, Eastern, and African business leadership styles are influenced by cultural values, beliefs, and traditions. While there are significant differences between the three styles, there are also commonalities that can be applied across cultures. It is important for leaders to recognise the cultural context in which they operate and to adopt a leadership style that is appropriate for their organisation and the people they lead. By doing so, leaders can create a supportive and effective environment that enables their team to succeed. Hence, this study is nested within a context of African business leadership styles.

### 3.3 Overview of Literature on Learning Style

#### *3.3.1 Definition of Learning Style*

Learning style refers to a range of theories that account for the differences in individual learning. It deals with hidden processes that occur inside the brain. These processes can only be inferred, so they cannot be classified through observation (Browne, 1986). Emmanuel and Potter (1992) opine that there is no universally acceptable definition of learning styles anywhere in the literature, however, Gardner (1996) argue that there are too many definitions that the definitions are “as varied as the individual dealing with the concept”. Duff (2004a) claimed that learning style is the combination of cognitive, affective, and psychological aspects that act as an indicator of how an individual interacts with and responds to the learning

environment. Bryans and Mavin (2003) asserted that learning style is defined as something that takes place in an individual's head and could be observed through significant behavioural changes. Given (2002) defined learning style as how people choose, incorporate and process new information.

This thesis posits that learning style is the way people process information they have received in an effective manner. It plays a pivotal role in helping people to understand, identify and adapt to what best suits their organisational surroundings which in turn could translate to productivity and encourage the dispersion of knowledge to others more effectively. It is vital to understand that human societies are mutually dependent. It is equally necessary to understand that acting local can help reduce poverty through the creation of value and inventiveness in local business activity. However, the employment of business development to eradicate poverty needs to be based on the knowledge of the actual social and economic settings in which business development takes place and which leadership cannot be minimised when talking about overall success (Peterson, 1988). An important activity in enhancing business comes from various global issues related to the environment, formal and informal arrangements in life and from the values and traditions in national life.

### *3.3.2 The Concept of Learning Style*

It has been contended that “if managers wish to influence the performance of their companies, the most important area to underline is the management of people” (Patterson et al., 1997, p. 21). This thesis posits that whilst organisational learning is distinct from individual learning, they are closely linked. Organisations can learn separately from any individual, but individual members need to share formal and informal processes and structures through which learning can be undertaken and then diffused and transferred between the individual and groups (Lundberg, 1995). Kolb (1984) identified learning which occurs in the organisation in terms of the cognitive viewpoint, that “individual learning is dependent on the learning arrangements that exist within the organisation, either accelerating or slowing the learning process” (Pemberton and Stonehouse, 2000, p. 187). Michie and Oughton (2001) recommended that if organisational members have a stake in the organisation in which they work, they will be more motivated and committed, with positive outcomes in terms of productivity and organisational effectiveness.

In the same vein, Salaman and Butler (1994, p. 36) recommended that the learning style of the manager may be affected by work experience. Mumford (1994, p. 77) proposed that “the

organisational learning depends absolutely on the skills, approaches and commitment of individuals of their learning”. It appears that whilst people become part of an organisation, their learning styles do not only influence development at the individual level but also involve development at different levels in the organisation to generate organisational effectiveness.

To enhance organisational effectiveness through organisational learning, a manager may consider creating conditions appropriate for learning to take place, which require the character or style of learning to nurture the knowledge to be diffused and transferred (Sart, 2023). Learning style is the composite of cognitive, affective, and psychological factors that indicate how an individual interacts with and responds to the learning environment.

The study of learning style involves the investigation of individual differences. It is noteworthy that people perceive and gain knowledge differently, and they shape, reflect, and perform differently (Hilton, *et al.*, 2023). In addition, the study by Furnham and colleagues found an overlap between learning style and personality. They also suggested that learning style is a subset of personality but needs to be measured independently. Personality measures predict job performance, but only when validity coefficients are summarised according to constructs from personality taxonomy. It appears that when both predictor and criterion domains are considered, specific personality constructs can predict a group of targeted performance criteria such as effort and leadership, personal discipline, counter-productive behaviour, creativity, sales effectiveness, educational success, training success and combat effectiveness (Tidd, 2023). Learning style is a subset of the personality which predicts crucial components driving the success of the business, as well as playing a vital role in assisting managers to understand how they can diagnose learning style.

Previous studies suggest that faculties that are consciously aware of their student's learning styles, as well as their own, are in the position to make more informed choices about how to create effective learning in their courses (Seyal, Siau, and Suhali, 2019; Fawns, 2022 ). Some scholars are of the view that a teacher's behaviour in the classroom could increase students' academic performance (Epstein, 2019; Longobardi *et al.*, 2021). Also, Boyle (2005) posited that in terms of learning style, people are as diverse in the workplace as they are in the classroom. Similarly, in organisations, to continue the development of learning, managers explore learning style by equipping themselves with the knowledge of how learning takes place and the skill of knowing how to learn to create an effective learning environment in their organisations.

Trautmann *et al.* (2006) studied the relationship between learning styles and leadership styles in non-profit organisations. 148 samples were collected from the Bayer Centre for Non-

profit Management at Robert Morris University in Pittsburgh, Pennsylvania, USA. They found that there is a significant connection between the learning styles and leadership styles of the managers. They suggested that the active use of various strategies for learning from experience has a significant, positive relationship with transformational leadership. They also confirmed that this link has implications for the design of leadership development programs, signifying that future manager may need to widen a broad range of learning strategies and become practised in relating them. They also recommended that one should have opportunities to reflect on and learn from their own experiences in leadership and be encouraged to utilise a variety of approaches in learning from them.

Lastly, learning style serves as an indicator and predictor to measure interaction, or people respond in different learning environments. In addition, learning style is intimately connected to the organisational learning concept to assist managers in developing and transferring their knowledge.

### *3.3.3. The Importance of Learning Style*

Some studies have found that the way people learn is changing (Sabol, 2022; Stacey, 2023). Duff and Duffy (2002) and Kidd and Kanda (2000) posit that learning has become more important because of today's organisations and individual preferences. Workplace learning and performance requires professionals to change. Learning style is a concept that is generally accepted in the field of management and education. Mumford (1994, p. 79) asserted that the learning cycle and learning style instruments can assist an individual learner in identifying and making better use of any learning experience – designed or accidental. Brown (1996) also asserted that when people can identify their learning style, they will better understand their learning process, make learning more pleasurable and allow themselves to learn more effectively. Once a person determines their learning style, they can recognise how to access their improved knowledge. So, learning style plays a vital role in helping people understand their preferences and identify the approach through which they can learn best.

Hofstede (2001, p. 29) suggests that power distance refers to the “different solutions to the basic problem of human inequality”. Hofstede (1980) held that inequality is normally associated with the weights and status that societies put on matters such as prestige, wealth, and power. In terms of organisations, inequality in power is inevitable, functional, and usually manifests in hierarchical (employees and managers) relations. Power distance is concerned with who decides what in organisations and how decisions are made. This shows that the



manager is the person who is likely to manipulate activities related to the organisation. In organisations, managers' backgrounds are usually diverse, so they have a variety of approaches to managing the organisation. By encouraging a learning environment, the manager may be the key person in transferring knowledge among employees. Thus, refining the learning style is expected to build sustainable competence (Sass *et al.*, 2020; Redman, Wiek, and Barth, 2021). It plays a vital role in helping managers to identify their learning styles and to enable them to reach the objective of creating a learning environment in the workplace. Also, learning style helps managers to increase their learning processes and skills, opening the opportunity for improved performance and personal development (Gilbert *et al.*, 2008). Learning style also makes it easier for the manager to know how to attain the skills or knowledge involved in their everyday responsibilities (McGuire, 2001).

Finally, just as managers have diverse backgrounds and different ways of learning, so, they must understand preferences for ways of learning. Once they understand their learning preference, they can apply this experience to their routine duties. They will be able to learn and transfer their knowledge more efficiently and effectively. Different theories have been propelled as to the learning style. This thesis handpicked some and discussed below.

#### *3.3.4 The Myers-Briggs Type Indicator*

Based on Jung's theory of psychological types, the Myers-Briggs Type Indicator (Myers, 1979) assesses an individual's preferred way of interacting with the environment. This theory proposed a typology differentiating individuals in terms of their personality (extroversion and introversion), how they perceive the world (intuition and sensing), the process by which they judge (thinking and feeling), and the process by which they obtain and evaluate information (judging and perception) (Grigorenko, 1995). This concept mainly helps individuals to understand their personalities and preferences. For example, Douglass and Douglass (1993) found that couple with similar types (those with three or four common preferences) will have fewer marital problems than couples with opposite types. This theory if applied in an organisation has the propensity to lead organisational members to understand their preferences and collaborate in the workplace.

However, even though it may be useful to apply this concept to guide development in an organisation, it may also yield measures that overlook important parts of learning style differences that occur in actual learning situations. Additionally, it could be criticised that this indicator is strongly related to the psychological type, which is not intended to classify the

learning styles of people when compared to the other instruments. In addition, because of its complexity, the Myers-Briggs Type Indicator tends to confuse (Furnham, 2020).

### *3.3.5 Dunn and Dunn's Learning Style*

The other concept of learning style falling into the group of psychological types is Dunn and Dunn's learning style, as measured by the Productivity Environmental Preference Survey or PEPS (Dunn and Dunn, 1975, 1989). Dunn and Dunn (2000) identified five learning style stimuli and several components within each stimulus. The five stimuli and their relevant elements are Environmental (sound, light, temperature, and room design), Emotional (motivation, persistence, responsibility, and structure), Sociological (learning alone, in a pair, with peers, with a teacher, and mixed), Physiological (perceptual, intake while learning, chronological energy pattern, and mobility needs), and Psychological Processing (global or analytic, Hemi sphericity, and impulsive or reflective). Compared with other approaches, the Dunn and Dunn learning style includes is arguably more comprehensive, more extensive, and demonstrates higher levels of consistent effectiveness (Given, 1997-1998, p. 10).

Unlike other learning style concepts, Dunn and Dunn (1990) posits that this learning style is mainly focused on how people begin to concentrate on, process, internalise, and retain new and difficult information; the purpose of this concept is also to assist teachers to use learning styles as a keystone of their instruction, which students can use to capitalise on their learning style strengths when they concentrate on new and difficult information (Schiering and Dunn, 2001). Hawk and Shah (2007) posit that Dunn and Dunn's learning style is acceptable in terms of validity and reliability; however, the main purpose of this concept is largely to classify the learning styles of elementary and secondary school students. So, it appears that this concept is mainly related to educational research.

### *3.3.6 Kolb's Learning Style*

David Kolb developed and argued that learning is a four-stage process that includes "concrete experience (feeling), reflective observation (watching), abstract conceptualisation (thinking), and active experimentation (doing)" (Heffeler, 2011; Sara and Michael, 2017; Thomas and Amit, 2017; Webb, 2016). Kolb and Smith (1996) asserted that people learn through their experience, and the role of experience is important in shaping the learning process. This is also consistent with the study of Kouzes and Posner (1995), suggesting that role experience is strongly related to how managers learn to lead.

Mezirow (2014, p. 222-223) defines learning as “the social process of construing and appropriating a new or revised interpretation of the meaning of one’s experience as a guide to action.” Posner (2009) also proposed that people learn from their experience, whether formal or informal, structured, or naturally occurring. He examined the relationship between learning and leadership styles and explored how these various learning styles might relate to how respondents behave as leaders. He found that there is an association between those two variables. He also suggested that leadership development is a learning process. So, he recommended that the implications of his research would be first, learning style would be able to help managers to apply strategies to make better choices about putting themselves into situations where they can learn the most. Second, because learning occurs through various modalities, any effort to develop leadership skills would benefit from designs that access more than one learning style or modality. Third, working with personal (cognitive) reflection activities may be the key to developing inspiring and shared vision leadership behaviours.

### *3.3.7 Honey and Mumford’s Learning Style*

Honey and Mumford theorised the four distinctive learning styles based on Kolb’s learning cycle theory. Mumford (1994) posited that the learning cycle could help to create awareness of actions necessary to encourage continuity of learning, so learning style information can be best spotlighted for ‘learning how to learn. Although Honey and Mumford found Kolb’s learning cycle acceptable, they were less happy with his Learning Style Inventory, being concerned about the use of one-word descriptors as a basis for attributing style and expressing concern over the face validity of the styles themselves. In developing a learning style questionnaire, the approach of Honey and Mumford was to concentrate on observable behaviour rather than the psychological basis for that behaviour and to identify learning styles that are meaningful to the managerial population (Allinson and Hayes, 2018). The Honey and Mumford learning style is intended to probe the relative strengths of four different learning styles (Duff and Duffy, 2012).

Additionally, Honey and Mumford developed a learning cycle called the progressive learning cycle, composed of 1) Having and experience, 2) Reviewing, 3) Concluding, and 4) Planning. Their learning style comprises Activist, Reflector, Theorist, and Pragmatist learners. *Activist* is defined as people who prefer to act rather than listen. They desire to work as a group rather than sit inactively listening to others talk. They also enjoy finding new challenges. Their natures are outgoing, open-minded, and exciting. *Reflectors* are defined as people who are

cautious and meticulous. They like to think, consider, and then reflect on the facts. When they obtain information, they will take time to consider the data, digest it, and then draw conclusions. They prefer to observe rather than direct. *Theorists* are identified as people who learn best when they can review things in terms of a system, a concept, a model, or a theory. Their approach to problems is consistently rational and logical. *Pragmatists* welcome the opportunity to experiment, trying out ideas to see if they work. They act quickly and confidently on ideas that interest them. They are essentially practical in their approach to problem-solving and explained that they categorised four different learning styles. They are easy to remember, reinforce the stages people need to go through to balance learners, and are widely understood, accepted, and used by learners.

In their manual on learning style, Honey and Mumford explained the contributions of different styles of managers. First, they suggested that those managers who are more likely to be *Activist* prefer to help their employees by providing them with the chance to learn from observing and reflecting on their work, taking a positive view of what is involved in a new situation, explaining to employees how to work through action, and reacting spontaneously to opportunities as they come up. Second, *Reflector* managers are likely to assist their employees by suggesting activities which can be observed, advising how observation can be carried out, classifying ways in which a problem can be analysed, discussing what may happen, evaluating what has happened, providing data or feedback in a controlled learning situation, recommending how to organise a management activity carefully, avoiding taking the lead in meeting employees, emphasising the importance of collecting data before acting, and giving a considered response to requests for help. The *Theorist* manager is described to be a manager that is likely to assist employees by showing interest in any intellectually respectable idea, helping employees to identify an original cause of problems, explaining the systems or concepts involved in an activity, clarifying the logical validity of an answer, introducing complexity, aiming for clarity of structure of purpose, giving explanations with intellectual reasons, expecting high standards in the quality of data. The *Pragmatist* manager is described as a manager that tends to help their employees by showing awareness of new ideas and techniques, demonstrating interest in specific action plans, pressing for relevant learning programmes with a clear payoff, being open to new situations, and believing that there is the possibility of improvement, releasing people for courses, and following specific suggestions on how to improve learning.

There are several criticisms of Honey and Mumford's learning styles. Duff (2011) proposed that the literature questions the reliability of their learning style in context of logical

validity. Also, McCarter (2018) suggested that individuals have various rather than four learning styles. This learning styles theory may not be able to classify individuals' learning styles comprehensively. Although the intention of the concept is for use in the management field, it is also applied in educational research. Duff and Duffy (2012) found a failure to support the existence of either the bipolar dimensions or learning styles proposed by Honey and Mumford and found the LSQ to have only modest levels of internal consistency (ranging from 0.52 to 0.73 for the four style sub-scales). They said that LSQ is not an acceptable alternative to the Learning Style Inventory developed by Kolb and that its use in higher education is premature.

Paradoxically, several researchers have supported and continued to rely on and implement Honey and Mumford's questionnaire in academic research within the management field (Allinson and Hayes, 2018; Ames, 2013). Allinson and Hayes (2018) revealed it to be more reliable and capable of measuring something than Kolb's learning style inventory. Ames (2013) applied Honey and Mumford's learning style to test students' attitudes toward using computers. 1,028 students were asked to complete the survey; 232 were willing to participate. ANOVA and Correlation were used to test the data. The results showed that specific learning styles tended to be associated with confidence in and anxiety about using computers. It also showed that, for students with a dominant learning style, there are important differences concerning gender in attitudes towards computers. Ames suggested that if computer attitudes and learning styles are malleable and if it is possible to identify those having the most likely to be computer averse, methods could be developed to make computer-facilitated instruction less of a cause of anxiety. Reduced computer anxiety will almost certainly lead to a greater likelihood of use and may increase affinity and confidence (Heffeler, 2011; Sara and Michael, 2017; Thomas and Amit, 2017; Webb, 2016).

### 3.4 The Role of Leadership Styles and Management Theories on Organisational Performance

Enhancing organisational performance is one of the core objectives of an organisation, and this thesis argues that organisations should strive to attain enhancement of their performance as it translates to success. It goes without saying however, that to achieve positive organisational performance there are some key determinants and contributing factors. Some of those factors, as listed by Flint and Van Fleet (2005), King (2007), and Asgari, Mezginejad, and Taherpour (2020) to include leadership styles, top management team composition and

style, operational efficiencies, human resource management etc. Leadership styles and management theories provide a simple conceptual framework for organising knowledge and a blueprint for action to help guide an organisation towards achieving its objectives. Contributions from past industrialists have moulded the organisational system and culture; leaders and managers can benefit from an awareness of these contributions.

Leadership has been described an art, whereas management is a science that involves calculations, statistics, and methods Benton (2005). To Kotter (2001), while leadership is focused on dealing with change, management is concerned with consistency and order in an organisation. Every organisation, while executing its functions or carrying out its activities to ensure performance in one way or the other, implement new changes and, in some instances encounter challenges. The leadership style speaks volumes to organisational performance when the need arises for change and, in some instances, when an organisation is experiencing challenges. Achieving proficient performance in an organisation becomes difficult when leadership that can adapt to the changes and challenges of an organisation is absent. The absence of one who knows how to motivate employees and encourages them to take more ownership of their work most likely translates to poor performance of an organisation.

The organisational performance comprises of the actual outputs of an organisation, which can be measured against intended outputs, goals, and objectives. According to Gavrea *et al.* (2011) and De Haes *et al.* (2020), organisational performance involves three areas these include financial performance, which typically is return on investments, profits etc.; shareholder return, which involves economic value-added, total shareholder etc., and finally the product/service market performance, which cuts across market share, sales etc. The different leadership styles exhibited by leaders of an organisation plays a role in the performance of such an organisation. Also, different management theories play a role in organisational performance. These roles bring about either negative or positive consequences on the performance of an organisation. Knowing the role of leadership styles and management theories on organisational performance becomes paramount here.

Leadership style has been described as the main element of organisational success concerning the importance of cooperation, learning, and customer relations (Moreno, Morales, and Montes, 2005; Armstrong and Taylor, 2020). According to Chien (2014). It is a key component to achieving positive outcomes when an organisation desires to remain competitively ahead of others and it has been argued that to achieve this, organisations must be able to serve customers well by satisfactorily catering to their needs Keith (2009). To meet customers' needs, organisational leaders must first identify and meet the needs of their

employees; otherwise, they will not be able to or be interested in assisting customers to get satisfaction. Research has pointed at certain factors that are important to success in unstable environments. These factors are inclusive but not limited to being participative, supportive to members and transformational (Moreno, Morales, and Montes, 2015; Armstrong, and Taylor, 2020). Furthermore, other factors such as intellectual stimulation, charisma, contingent reward, and active management by exception and empowerment are equally responsible for the success of an organisation Jabnoun and Al-Ghasyah (2015). Leaders creates a culture of empowerment for subordinates by providing guidance and training as well as sufficient resources and authority to satisfy external customers who are key to organisational success.

Employee fulfilment has also been found to be positively related to organisational performance. Douglas and Fredendall (2014) found significant relationships between employee fulfilment, financial performance, and customer satisfaction. In addition, they found a strong relationship between employee fulfilment and customer satisfaction. According to Chien (2014), employee fulfilment relates to performance and motivation and is often associated with job characteristics. These characteristics include decision-making, room for independent action, ownership, participation, and leadership style. One important point to note is that the adoption of different leadership styles has the propensity to achieve different results, however, the adoption of a leadership style that is more human-oriented, tends to increase job satisfaction among employees and, in essence, increase organisational performance.

There is the consensus that the transformational leadership style enhances good performance of an organisation. It is described to play a positive role in organisational performance because it influences employee self-efficacy, motivation, and creativity Kim and Yoon (2015) and Jyoti and Bhau (2015). It has been postulated that leaders with transformational leadership style help individuals to adapt to organisational changes, which in turn enhances performance (Budur and Poturak, 2021). This style of leadership guides employee attitudes towards their leaders, job performance and organisational productivity. It is pertinent to note that the achievement of goals and performance by an organisation is largely dependent on the leadership style adopted by leader(s) of such an organisation, and this directly affects employee behaviour. This thesis argues that if the right leadership style is adopted and incorporated in an organisation, a likely effect is employees exerting extra effort in their jobs which will be beneficial to the leader as they are seen as effective. Yahaya and Ebrahim (2016), Spano-Szekely, Griffin, Clavelle and Fitzpatrick (2016) posits that transformational leadership style has a significant positive relationship with followers' willingness to exert extra effort. By

implication, when an employee makes extra efforts and works more than required, it adds to their productivity, resulting in positive organisational performance.

The literature suggests that performance is the function of skills, abilities, knowledge, and motivation directed towards stated behaviour (Malik, Sarwar, and Orr, 2021). Based on the foregoing it is safe to say that this form of leadership enhances the comprehensive development of employees as it encourages their followers to identify with the leader. Besides, Jyoti and Bhau (2015) opined that transformational leadership and organisational performance are positively associated. The personalised relationship developed by a transformational leader creates an environment in which the employees feel happy hence, the likelihood of overall performance is improved.

The transformational leadership style focuses on developing the employees take meticulous consideration of their needs. Managers that focus on transformational leadership pay close attention and dedicate resources towards developing the employees' overall value system, moralities, skills, and motivation level. This form of leadership acts as a bridge between the followers and leaders to develop a clear understanding associated with the motivational level, values, and interests. Studies indicate that transformational leadership and teams' performance at the organisational level are positively associated. Wang et al. (2011), propel the argument that transformational leadership and individual performance are positively linked.

Literature suggests that a charismatic leadership style is one of the most successful leadership styles (Germano 2010; Ojokuku, Odetayo, and Sajuyigbe; 2012), where A charismatic leader develops a vision, the followers are asked to follow and execute the vision. Charismatic leadership invites innovation and creativity and is considered motivational for the employees. Irrespective of how successful the charismatic leadership style is envisaged to be, it has been described to potentially have a long-term negative effect on the performance of an organisation. Germano (2010), Ojokuku, Odetayo, and Sajuyigbe (2012), Ojokuku, Odetayo, and Sajuyigbe (2012), all propel the argument that the charismatic leadership style does not motivate and induce the employees enough to retrieve the expected performances, which in the long term, does not speak well of the organisational performance. A major drawback of this leadership style is that followers depend on the leader, and once such a leader leaves the organisation, the sense of direction becomes lost midway. This problem worsened by the fact that in most instances, a charismatic leader fails to train its subordinates to act as replacements in the future. This leadership style is mostly regarded by happy followers but few future leaders.



This transactional leadership style enables the creation and sustaining of the context in which organisational and human capabilities are maximised, as the employees are always able to achieve tangible and intangible rewards. This form of leadership style creates an environment that is optimal for performance and enables employees to strive hard to achieve the vision that enhances the overall organisational performance. When a transactional leadership style is adopted, the organisation through its leader is always willing to give something in return, which could be in the form of a promotion, pay raise, new responsibilities or even performance reviews Uchenwamgbe (2013). Findings on the impact of the transactional leadership style varies. There are arguments that this form of leadership style impacts organisational performance positively Longe (2014). Paradoxically, research has revealed that transactional leadership does not have positive on impact the organisation's performance directly because it does not encourage creativity and innovation among the employees; hence, the employees do not perform as per the organisation's expectations.

In relation to the applicability of the democratic leadership style in organisational performance it has been described that when applied, it has the propensity to translate to weak execution and poor decision-making. This leadership style encourages employees to perform better, as their views and opinions are valued. Elenkov (2012) and Caillier (2020) indicated that democratic leadership positively affects organisational performance as it allows employees to make decisions and share them with the group and the manager. Furthermore, this style of leadership gives praise and develops a sense of responsibility among employees. It welcomes objective criticism. Bhargavi and Yaseen (2016) analyse the impact of democratic leadership on organisational performance and found that the democratic leadership style positively affects the organisation's performance as it provides opportunities to the employees to express and implement their creative ideas and take part in the decision-making process. The leadership style also prepares future leaders and helps the organisation in the long end. Democratic leadership style can be used to improve organisational performance. According to Choi (2017), democratic leaders focus on group discussion and group participation, which in result influences positively influences the performance of an organisation.

The autocratic leadership style, on the other hand, is that in which the subordinates work according to leadership directives. In this style of leadership, the leaders typically retain the decision-making rights (Stone and Patterson, 2023). An autocratic leader forces its followers to execute the services and strategies according to a narrow way. Its features include the restriction of workplace socialisation and communication, which is arguably is essential for effective organisational performance Iqbal, Anwar, and Haider (2015). This form of leadership

has the propensity to lead to organisational conflicts, which negatively affect the overall performance. It is described to be less creative and only promotes one-sided conversation. This severely affects the motivation and satisfaction level of the employees and, in effect, affects the performance of an organisation. It is however important to note that, this has been described to be one of the most effective modes of leadership to be used to attain maximum performance of an organisation with short term existence/goals Iqbal *et al.* (2015), Bhargavi and Yaseen (2016).

The bureaucratic leadership style also has its role in organisational performance. In this leadership style, leaders influence the employees to follow their policies and procedures. They are strongly committed to their processes and procedures but not to their employees. The bureaucratic leadership style is not amazingly effective, as it does not lead to the development and motivation of the employees. Germano (2010) states that bureaucratic leaders focus on their tasks being completed systematically. According to Ojokuku, Odetayo, and Sajuyigbe (2012) bureaucratic leadership style hurts organisational performance. To Ojokuku, Odetayo, and Sajuyigbe (2012), this leadership style does not induce employees of an organisation to work in the usual manner, which can lead to improved organisational performance. In a similar narrative, Sougui *et al.* (2015) stated that the bureaucratic leadership style does not significantly impact the employee or organisational performance. This method is beneficial only when the tasks are to be done in a long time following a procedure.

### 3.4.1 Organisational Performance and Resilience

Organisational performance and resilience are two critical concepts in the field of management and leadership. Organisational performance refers to how well an organisation is achieving its objectives (Hailey, Farndale, and Truss, 2005; Rudman, 2020), while organisational resilience refers to its ability to adapt and withstand disruptions (Bell, 2019; Burnard and Bhamra, 2019). Firstly, it is important to note that organisational performance and resilience are closely related concepts. Previous studies suggest that high performance is often associated with resilience, as organisations that consistently meet their goals are better equipped to withstand challenges and disruptions (Cooke *et al.*, 2019). Similarly, resilient organisations tend to have higher levels of performance, as they are better able to adapt to changing circumstances and maintain their competitiveness (He *et al.*, 2023).

One key factor in both organisational performance and resilience is effective leadership. Research has shown that effective leadership is critical to both high performance and resilience

(Byrnes *et al.*, 2023), as leaders play a key role in setting the vision, direction, and culture of the organisation. Scholars also suggest that effective leadership also involves fostering a culture of continuous improvement, innovation, and learning, which are essential to organisational success in an ever-changing environment (Southwick *et al.*, 2017). Another important factor in organisational performance and resilience is the alignment of strategy, structure, and culture (Andersson *et al.*, 2019). Previous studies suggest that organisations that have a clear strategic direction and well-defined goals are better able to focus their efforts and resources, leading to improved performance (Beer, 2009; Holbeche, 2018). At the same time, organisations that have a strong culture that supports learning, risk-taking, and innovation are more resilient, as they are better able to adapt to changing circumstances and respond to unexpected challenges (Boylan and Turner, 2017).

However, there are also potential trade-offs between organisational performance and resilience. For example, a focus on short-term performance goals may come at the expense of long-term resilience, as organisations may prioritise efficiency over innovation and learning (Lyng *et al.*, 2021). Similarly, an overly conservative approach to risk management may limit an organisation's ability to take advantage of new opportunities and adapt to change (Kock, and Gemünden, 2021).

Previous studies suggest that leadership style is a critical factor in determining an organisation's performance and resilience (Hosseini *et al.*, 2020). Different leadership styles can have varying effects on an organisation's ability to adapt to changing circumstances, maintain high levels of performance, and withstand challenges. Firstly, it is important to note that leadership style can have a significant impact on organisational performance. Research has identified several leadership styles, including transformational, transactional, autocratic, and laissez-faire (Budur, 2020; Annan, 2022). Transformational leadership, which involves inspiring and motivating followers to achieve a shared vision, has been found to be positively associated with organisational performance (Cho *et al.*, 2019). In contrast, autocratic and laissez-faire leadership styles have been found to have negative effects on organisational performance (Maxwell, 2022).

Previous studies suggest that organisational resilience is closely related to leadership style (Southwick *et al.*, 2017). In fact, resilient organisations tend to have leaders who are proactive, adaptive, and able to anticipate and respond to challenges effectively (Holbeche, 2019). For instance, transformational leadership has been found to be positively associated with organisational resilience, as it fosters a culture of innovation, learning, and adaptability (Cho *et al.*, 2019). In contrast, autocratic and laissez-faire leadership styles may limit an

organisation's ability to adapt to changing circumstances and respond to unexpected challenges (Maxwell, 2022).

However, the relationship between leadership style, organisational performance, and resilience is complex, and there may be trade-offs between these factors. For example, a focus on short-term performance goals may come at the expense of long-term resilience, as organisations may prioritise efficiency over innovation and learning. Similarly, an overly conservative approach to risk management may limit an organisation's ability to take advantage of new opportunities and adapt to change.

In conclusion, leadership style is a critical factor in determining an organisation's performance and resilience. Transformational leadership has been found to be positively associated with both organisational performance and resilience, while autocratic and laissez-faire leadership styles may have negative effects on these factors. However, there may be trade-offs between performance and resilience, and organisations need to find a balance that allows them to achieve both in the long term. Future research could explore the nature of this balance in more depth and investigate how different leadership styles can be used to foster both performance and resilience.

### **3.4.2 Measuring organisational performance and resilience**

Measuring organisational performance and resilience is critical for organisations to track their progress, identify areas for improvement, and make informed decisions. However, there are challenges and limitations to measuring these complex concepts. Previous studies suggest that measuring organisational performance can be challenging due to the multifaceted nature of the concept (Hubbard, 2009; Grossi *et al.*, 2022). Performance can be measured through various metrics, including financial performance, customer satisfaction, and employee engagement (Burnett and Lisk, 2019). However, relying solely on quantitative metrics may overlook qualitative aspects of performance, such as the organisation's reputation and social impact (Mittal *et al.*, 2023). Additionally, measuring performance over short periods may not capture long-term trends and outcomes.

On the other hand, measuring resilience requires a holistic approach that considers multiple factors, such as organisational culture, leadership, and risk management (He *et al.*, 2023). However, there is no consensus on how to measure resilience, and existing measurement tools often focus on specific aspects of resilience rather than the concept (Kuldass and Foody, 2022). One approach to measuring organisational resilience is through scenario planning and stress testing (Rajala and Jalonen, 2022). Scenario planning involves developing plausible

future scenarios and evaluating how the organisation would respond (Bryson *et al.*, 2022). Stress testing involves subjecting the organization to simulated challenges or disruptions to assess its ability to cope (Quagliariello, 2009). While these approaches can provide valuable insights into an organisation's resilience, they may be limited by their reliance on assumptions and hypothetical scenarios.

Another approach to measuring organisational resilience is using resilience indicators (Patriarca *et al.*, 2018). Resilience indicators are metrics that measure different aspects of resilience, such as redundancy, diversity, and flexibility (Ruiz-Martin *et al.*, 2018). While these indicators can provide a comprehensive picture of an organisation's resilience, they may be challenging to develop and standardise across different contexts and industries.

The focus of the current study is on assessing the organisation's performance rather than its resilience. Hence, using performance indicators as outlined in the previous chapter was more appropriate as they provide a comprehensive picture of the performance of the Dangote Group. This choice is also reinforced by the availability and reliability of data on performance indicators, which was higher than resilience indicators. Whilst performance indicators are often quantitative and readily available through various sources, such as financial reports and customer surveys, resilience indicators require more in-depth data collection, and may be limited by the subjective nature of resilience, as it can be challenging to measure and define (Hillmann, 2021). Further, the researcher's methodology and research question did not require the use of resilience indicators. In other words, the research question primarily focused on the organisation's performance, and the use of performance indicators was more appropriate.

### 3.5 Role of Leadership in Organisations

There is a growing focus on organisational capabilities like leadership and management in corporate expansion. A plethora of literature exists attributing the role of leadership on organisational efficiency, including improving employees' satisfaction, building confidence and morale, creating an effective working environment, and coordinating organisational activities (Grimm, 2010; Yavuz, 2020). Irrespective of such leadership advantages, there is sparse literature that analyse the role and nature of leadership in successful corporations such as the Dangote Group. The President of the Dangote Group, Aliko Dangote, is the world's richest black person with a fortune of USD 10.1 billion (Nairametrics, 2020). In the past, scholars employed measures like perceived leader's effectiveness and satisfaction with the

leader's performance, but these metrics have been criticised for deriving biased results. These metrics can induce common-method bias, including social desirability, central tendency, and halo effect (Jing and Avery, 2008).

Furthermore, some business indicators depend mostly on other environmental factors that are outside the control of leadership (Heneman, 1986; De Hoogh et al., 2004; Jing and Avery, 2008; Tran and Pham, 2020). Various scholars in the past have neglected the relationship between financial performance, employee satisfaction, and customer satisfaction. They either used non-financial or financial metrics instead of to enhance the research's validity. Other researchers pointed to a strong positive association between financial performance, employee satisfaction, and customer satisfaction (Chi and Gursoy, 2009; Schulte et al., 2009; Birch-Jensen et al., 2020; Mulyana, 2020). In this regard, this study would use multiple measures, including non-financial metrics (customer satisfaction and employee satisfaction) and financial metrics (sales turnover and net profit margin), to measure organisational efficiency based on expansion and revenue growth.

Kidd and Kanda (2000) asserted that where managers' backgrounds are diverse, they may have different ways of managing and transferring knowledge within the organisation. This would also lead to creating different levels of productivity. In this study, the researcher, investigated the relationship between the demographics of interviewees and their leadership styles. Results revealed that a female manager is more likely to be related to the Activist learning style than a male manager and thus can adopt a more democratic leadership; however, the researcher was unable to create a link to performance gap analysis which could have enhanced the generalisability of the research outcome.

Gilbert *et al.* (2008) in their research recommended that future researchers should attempt to seek and identify other unobtrusive performance measures to relate to the learning styles of respondents. In this study, the learning styles of the interviewees were tested with the organisational effectiveness using subjective measures, which were obtained from the questionnaires focusing on the interviewees' competencies. Furthermore, the relationship between learning styles, leadership styles and Organisational Effectiveness remains largely unexplored (Jackson *et al.*, 2003; Kristy *et al.*, 2007). Also, several researchers have suggested that leadership and performance are two important and interrelated variables contributing to organisational effectiveness, and thus, there is a critical need to examine this relationship (Heiss, 2023; Jamieson and Wall, 2023).

While there are possibilities that the success of Dangote Group emanates from proper leadership and management associated with control of capital-intensive projects, the scale in

which such is applied, especially the connection to other factors, including the state governments, has not been widely studied. This research aims to explore leadership styles impact tested within a region marred by bad governance in the last 30 years and underdeveloped to the extent that the ethics of leadership and its foundation tenants has been compromised to a large extent (World bank, 2018).

There is a growing importance for large multinational firms in various countries worldwide, particularly in developing countries (Petricevic and Teece, 2019; Hite and Seitz, 2021). The SME sector has been identified as a possible antidote to pressing challenges facing some developing countries like Nigeria (Onuwa, Mailumo, and Okeke-Agulu, 2023). As remarked by Abor and Quartey (2010), SMEs form a large percentage of formal business entities in Africa, contributing above 50% of total economic activity in the country. Resultantly, it is arguable that policymakers pay more attention to the SME sector as this contribution is sufficient to alert policymakers of how significant this sector is to the economy of the African region. In this regard, it is no wonder there are countless research on SME's whilst less emphasis on research on large and conglomerate businesses such as Dangote, whose business competes globally.

There is less research from a perspective of a large business such as Dangote. Propelled by Aliko Dangote's visionary leadership and energy, the company's growth signifies the role of leadership and the change in the geopolitics of African countries. Dangote Group dominates every sector where it runs (Choplin, 2023). Besides cement manufacturing, the company is known as Dangote Group also runs other products, including steel, oil industry, pasta, and real estate. For instance, the company recently launched a refinery company in Nigeria that is set to generate 650,000 barrels of crude oil daily (Gemson and Rajan, 2023). Upon completion, it will be the largest refinery plant in the world.

Although the Dangote Group has been the fastest-growing company, especially in the cement segment in Nigeria and Africa, some researchers such as Akinyoade and Uche (2016), Ekwueme (2016), Wolf and Itaman (2019) and Adetayo (2020) have argued that the Dangote Group's success is attributed to government policies, industrial policy and monopoly, and the ethics of state capture favouring this group. However, some researchers such as Angahar (2014), Ibeenwo (2018) and Teryima have attributed Dangote Group's success to its entrepreneurship background, orientation, leadership, and management skills. While there is a possibility that this process emanates from proper leadership and management associated with control of capital-intensive projects, the scale on which such is applied has not been widely studied. As such, the study investigates the performance of Dangote Group based on its revenue

accumulation and expansion while investing factors such as multiple methods of production, astute management, leadership techniques, creativity, technologies, leveraging state interventions, and building partnerships with local communities.

It is pertinent to note that bad leadership created by social and business environment generally leads to low productivity, and bad leadership is expensive. Under the watch of poor leaders and managers, staff morale declines and workers feel less committed to the organisation and its mission which tends to lead to work of lesser quality and things getting done more slowly. Poor leadership can stop management from producing new ideas and solutions to problems (Myers, 2019). Of all these this thesis submits that the poor leadership style of the heads has been the major cause of the declining growth of most businesses in Nigeria, whether small, medium, or large businesses. Something that warrants the investigation of this study. Despite the importance of effective leadership in a developing country like Nigeria, little research has been conducted to explore crucial factors such as labour force and unemployment levels, which can significantly impact a leader's effectiveness. It is unclear whether conventional leadership styles can withstand the complexities of Nigeria's business environment, making it essential to conduct a more in-depth examination. The current literature gap in understanding the extent to which management and leadership skills affect the organisational performance of Dangote Group of Companies is concerning. This lack of research hinders our understanding of the impact of leadership on the company's performance, considering the unique challenges of Nigeria's business environment, culture, people, and governance policies. To enhance the effectiveness of leaders and improve organisational performance in Nigeria, there is a need for more comprehensive and critical analysis of leadership practices in such contexts.

This thesis propels further that the importance of learning styles cannot be undermined as this is how a person perceives, collects, and processes information, is reflected in the attitudes and behaviours that influence their preferred way of learning. A person's learning style influences their social interactions as it affects how they learn, teach, work, perform, and resolve problems.

### 3.6 What Is Known About Leadership?

Leadership, as a construct, appears to be linked to or thought to be important for organisational or social success (Chiniara and Bentein, 2016; Grint et al., 2016). Some scholars link good leadership to better business operations and performance (Akkaya and Tabak, 2020).



Indeed, leadership is crucial in moulding or directing people's responses to change (Heifetz and Linsky, 2017).

The concept of leadership has received significant cognizance from researchers in various fields (Spain and Woulfin, 2019; Shava and Tlou, 2018). While leadership theories have progressed over the years (Jensen et al., 2019), there is still no universal understanding or consensus on what it means (Voegtlin et al., 2020). However, there is acceptance in the literature of geographical differences in the definition of leadership (Eddy, Hartmann, and Liu, 2020; Eskiyörük, 2020). For example, a series of studies suggest that culture provides a frame of reference or logic through which leadership behaviour can be understood (Ruwhiu and Cone, 2013; Holmberg and Åkerblom, 2006; House et al., 2002). The Global Leadership and Organisational Behaviour Effectiveness (GLOBE) research project popularised this perspective on culture (House et al., 2004), which expanded on the implicit leadership theory with an emphasis on understanding leadership, culture, and organisations globally.

Based on their common ideas, individuals from the same cultures share implicit belief systems about ideal leaders (House et al., 2013; Hofstede, 2010). This raises a fundamental question of the relationship between culture and leadership effectiveness (Bauer, 2015). With nearly 17300 middle managers from 951 organisations spanning 62 nations, the GLOBE research study examined the role of culture in various countries, industries, and organisations (House et al., 2004). The GLOBE finding on culture and leadership shows how individuals within cultures differ in their perceptions and expectations of leadership effectiveness and how they are similar.

Following the original GLOBE research project, leadership has been described as ‘the ability to motivate, influence, and enable individuals to contribute to the objectives of organisations of which they are members (House et al., 2004, p. xxii). However, in 2014 another definition of leadership emerged, ‘the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organisations of which they are members (House, Dorfman, Javidan, Hanges, & De Luque, 2014, p. 17). It is important to note these changes in definitions is because of a lack of consensus on a universally acceptable definition. Though the elements of leadership are common, what appears to evolve is what leadership aims at in each context. This amplifies the importance of context in defining leadership. In this sense, the concept of leadership must be given context. In this sense, what makes an effective leader must be understood within a given context because the ability of an individual to influence, motivate, and enable others differs across nations and regions (Dickson

et al., 2012). Furthermore, given the world's diverse value systems, reaching a consensus on what constitutes a good leader is difficult.

One important point to highlight at this stage is the fact that leadership practices embedded in Western leadership paradigms are increasingly being questioned (Grobler and Singh, 2018; Henderson, Carjuzaa, and Ruff, 2015; Kriger, 2013). This amplifies the importance of understanding the concept of leadership within the context in which it is practised (Adewale, 2020; Fourie et al., 2017; Grobler & Singh, 2018). Therefore, the Dangote Group of Companies will be used as the context to understand the concept of leadership in Africa. One of the contexts that have drawn attention regarding the uniqueness of its leadership in Africa. There is a shared understanding in the literature that the global leadership practices of the 18-20th century were influenced by Eurocentric theories and narratives (Booyesen, 2001; Eyong, 2017). However, these fail to reflect the indigenous dimensions and contexts that are critically important to understanding leadership in Africa.

Previous studies suggest that Africa has its values and practices and that these should be an integral part of leadership practices for the continent (Aliye, 2020; West and Gemechu, 2019; Lumumba-Kasongo, 2018). Grobler and Singh (2018) observed that the contextual lens is largely neglected when Afrocentric leadership in organisations is framed. Using Western theories on leadership practices in the African context may be misleading because of the differences in cultures between Europe and Africa. Therefore, an African-centred leadership approach relevant to Africans' values is needed. This research offers a different viewpoint on how the concept of business leadership is viewed in Africa. This research contributes by giving a theoretically broad-based definition of African leadership based on actual research findings rather than political or philosophical grounds.

### 3.7 Knowledge Gaps: African Leadership

Despite an increasing interest in learning more about what leadership entails in Africa, empirical study on the topic is sparse (Bawole and Langnel, 2021; Lerutla and Steyn, 2021). Relatively little academic research has been done in Africa to understand leadership better. Consistent with this view, Gaim and Clegg (2021) suggest that the literature has focused on Western and Eastern leadership philosophies and traditions while disregarding others, such as the Afrocentric. For example, a recent study of scholarly and peer-reviewed leadership literature from 1980 to 2020 indicated that empirical research on leadership in Africa is still in its infancy (Abebe et al., 2020). Similarly, Lerutla and Steyn (2017) conducted a

comprehensive analysis of the literature on African leadership and found just 13 scientific, peer-reviewed journal papers on the topic. Only five of these papers focused on business leadership at the time of the literature evaluation. Further, it is pertinent to highlight that only Bolden and Kirk (2009) considered cultural elements in their conclusion on leadership in Africa.

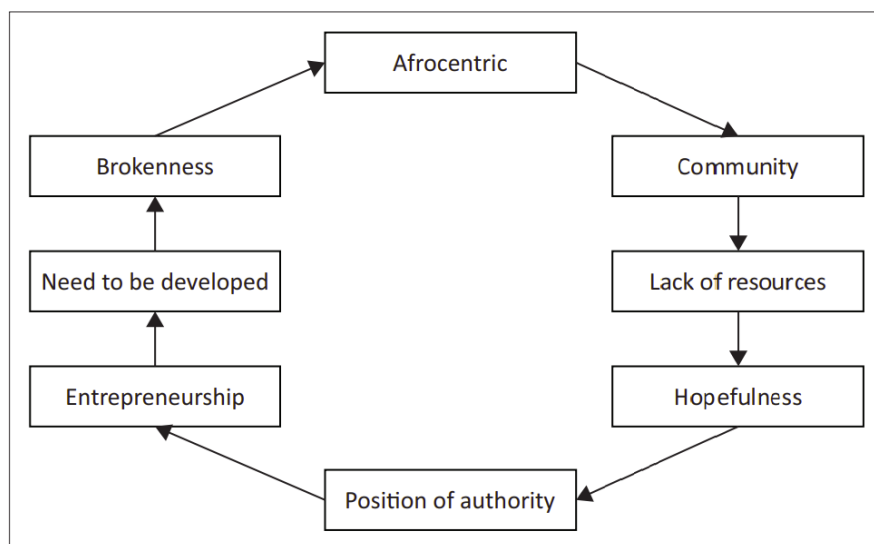
According to Bolden and Kirk (2009), Africans aspire to leadership built on humanity, inclusive and recognises individual uniqueness while still wanting to help others. They say that there is a pattern unique to Africa and that it can be linked to the belief system and philosophical ideals of Ubuntu, an African humanist phrase commonly translated as "I am because we are." In Sub-Saharan Africa, Ubuntu is regarded as a fundamental concept that regulates existence and social relations (Barac, Kirstein, and Kunz, 2021; Gaim and Clegg, 2021). It is founded on a desire for tolerance and forgiveness, as well as respect for human dignity and reciprocity in social relationships. However, it is pertinent to highlight that very little empirical research has been conducted on the concept of Ubuntu to determine its effectiveness in leadership practice (Tsayang, Bulawa, and Kgotlaetsile, 2021). The leadership philosophy of Ubuntu as a practice has received attention in research as a key consideration in determining what leadership in Africa entails. Scholars suggest that African leadership is based on Afrocentric histories, philosophies, epistemologies, and other pan-Africanist ideas within the emerging African cultures (Eyong, 2017; Gumede, 2017; Bolden and Kirk, 2009). For instance, there is also an Afro-communal ethic of leadership that is unique to Africa and is founded on the concept that "one should connect communally", an ideal not properly unpacked by Western theories on practices of leadership (Adewale, 2020).

According to the literature, Afro-communal leadership is linked to a certain type of servant leadership (Asiegbu and Ajah, 2020; Metz, 2017). However, in the Western framework of leadership, this notion is misunderstood. In truth, servant leadership is defined as a leader's desire to address the needs of others, with a focus on communal relationships (Brubaker, 2013). Leadership in Africa is also linked to humanity (Van Dierendonck and Patterson, 2015; Ferch, 2011). In this case, African humanism's human leadership style prioritises individuals (Booyesen, 2001). This is in direct contrast with leadership methods that place a premium on profitability and organisational performance, to the detriment of African leadership's inherent humanity. Respect for others' dignity, group solidarity, teamwork, service to others, and a sense of harmony and interdependence are all values entrenched in African leadership (Gaim and Clegg, 2021). However, the general view reported by Western scholars is that 'African leaders

are ineffective, and some aspects of African culture may constrain effective leadership (Barac et al., 2021; Kunz, 2021). This is an indication of a lack of research on African leadership

Of interest to this study is the culturally endorsed leadership (CLT) theory as the reference discourse to explore and understand leadership in the African context (Aktas, Gelfand, and Hanges, 2016; Muralidharan and Pathak, 2017). This theory is based on the implicit leadership theory, which claims that everyone has implicit beliefs, perceptions, and expectations about what "good leadership" comprises and that people from different cultures have varied perspectives on what "good leadership" entails (Muralidharan & Pathak, 2018). Muralidharan and Pathak (2018) found that leaders who exhibit traits that fit with followers' implicit expectations are more likely to be accepted and that the place and culture in which leadership happens are contextually relevant in the leadership discourse.

*Figure 9: Elements of African Business Leadership*



Source: Lerutla and Steyn (2021:6)

Because of colonialism's heritage, African business leadership is considered unique and, at this moment, referred to as being Afrocentric. Here, the common cultural experiences are also informed by the history of colonialism. This affects business leadership practices. There is also a desire to serve the community, which at this moment is referred to as Ubuntu. Hence, the focus of African leadership practices is on benefiting the community rather than on individualistic goals. It is also worth noting that African business leadership functions in difficult and resource-poor conditions. These conditions are a product of the legacy of

colonialism, which often left many inequalities and unequal access to resources in society. In African business leadership, there is hope for a better future.

African corporate leadership is also perceived as dominated by those in positions of authority who engage in entrepreneurial operations. This authority is often derived from the political sphere and connectedness. There is also a perception that many African leaders are corrupt. This represents brokenness in their leadership practices. This brokenness is often legitimised by post-colonial emotions (Afro-centric). In essence, African business leadership must be understood as a humanitarian, community-oriented, and entrepreneurial leadership style aimed at making the future a better place for everyone (Lerutla and Steyn, 2021). These elements will be used as the lens to explore the concept of African business leadership within the Dangote group. Of particular interest is the extent to which the eight elements used to define African business leadership relate to the performance of the Dangote Group.

### 3.8 Hypothesis Development

It is expected that an organisation seeking efficient growth will focus on efficiency and process reliability, human resource and relations, innovation, and an adaptive environment to defend its market share, which could significantly impact the relationship under consideration. According to Yuki (2006), the effectiveness of the organisation depends on the three basic performance determinants: (1) efficiency and process reliability; (2) human resources and relations; and 3) innovation and adaptation to the environment.

Yukl (2012) defines efficiency as a term practised by an organisation or firm to use people and resources to carry out important operations in a way which minimises the costs. When the resources are used properly compared to the competitors, the cost of operation will decrease, and the profit margin will increase. Efficiency is important when the firm's competitive strategy offers products and services at lower rates than the competitors. Human resource relation is defined as trust, organisational commitment, collective identification, and cooperation among the employees (Wynen *et al.*, 2014). Innovative adaption includes an increase in market share, sales growth from year to year, and generating and maintaining a loyal customer base. To a large extent, these are westernised views of organisational effectiveness and leadership. There is a silence on African understandings of leadership and its associated elements such as Ubuntu, community, brokenness, and so forth. Because of this theoretical gap, the current study focuses on the leadership of an organisation in Africa and an African-owned organisation.

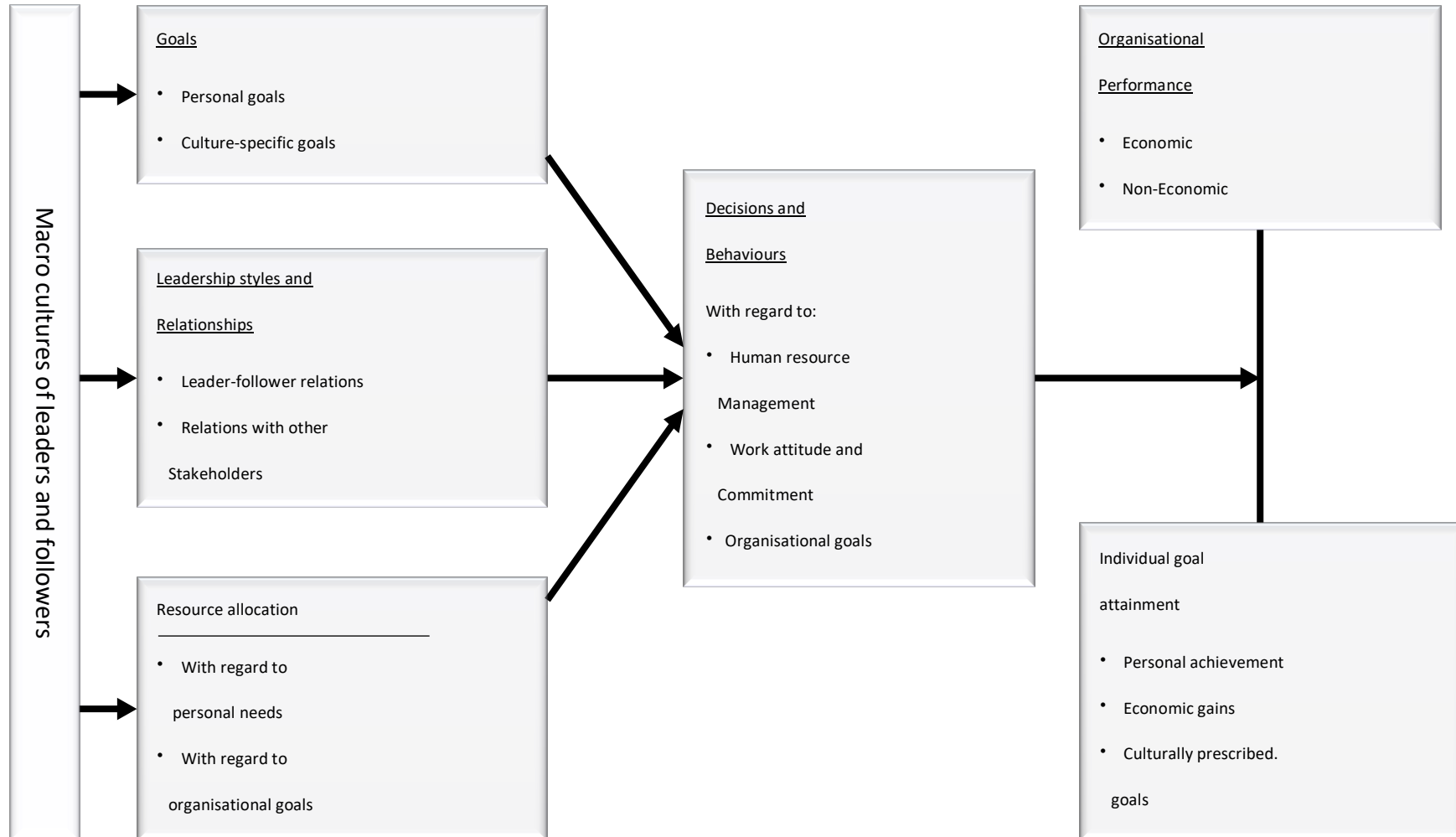
Previous studies suggest that African post-independence leadership styles have hitherto remained autocratic, dictatorial, and incompetent in both public and private organisations (Rotberg, 2023; Sseremba, 2023). In a similar vein, Obasanjo (2013) suggests that African employees tend to be inspected (i.e., closely supervised) rather than expected (i.e., motivated) in an age when other societies advocate for and practice employee empowerment and encourage independent thinking and creativity that ensures organisational agility. Hence, employees within organisations owned by Africans, and operating in Africa, tend to act with extreme caution while at work in order not to invite their superiors' anger for any mistakes they may make in the course of their work. This indicates that using the Westernised paradigms of leadership, there is distrust of employees in an organisation, and the leadership practices are attuned to this distrust. Close supervision of employees also focuses on profitability rather than the humanness embedded in African cultures. The benefits are for the organisation, and much to the neglect of communal benefits entrenched in African cultures.

Scholars also suggest that the principal function of the loyal employee in Africa is to serve as a buffer for the immediate superior (Zebu, 2018; Odoom, Narteh, and Odoom, 2021). If anything goes wrong, the loyal subordinate must do anything to blame all others, including himself, to protect his boss. A variation of this kind of behaviour occurs when several employees are aware of something that is a problem of mutual concern. However, they choose to act as if they do not know of it and cover up the errors. The consequence is that employees become very reluctant to question existing practices in their organisations, even if this would help rectify operational inefficiencies. Carefully considered, the two perspectives on the link between African culture and leadership behaviour are not contradictory (Lobatto, 2013). In this sense, it can be argued that elements of African culture promote unique and positive leadership behaviours (Field, 2017). However, some of the cultural rules of behaviour tend to act as drags on effective leadership and management practices, constraining entrepreneurship, and economic growth (Obasanjo, 2004). Understanding this complexity is important to the success of any leadership development initiative on the continent, and future research should seek to provide us with that knowledge. This observation underlies the conceptualisation of leadership proposed in this thesis. The conceptual model emphasises the importance of three dimensions of leadership – i.e.:

- (1) Management of organisational and employee goals.
- (2) Leader – employee relationship management; and
- (3) resource allocation and management.



Figure 10: Conceptual Model of African Leadership



Source: Kuada (2009)



Such goal-alignment strategies are necessary to promote employee commitment and motivation (Okpara and Wynn, 2017). Drawing on the empirical evidence from studies on African management (Jones, 2016; Montgomery, 1987; Kuada, 1994; Jackson, 2014), it is justifiable to argue that African leaders and their followers would tend to derive their personal goals from a complex set of sources. There are various ways to understand organisational performance, but this thesis has judged the company's growth based on several components caused by effective leadership and management strategies. Thus, a more specific theoretical framework will comprise variables which, in the view of this thesis, influence the productivity of leadership and variably impact organisational growth:

Figure 11: Theoretical Framework

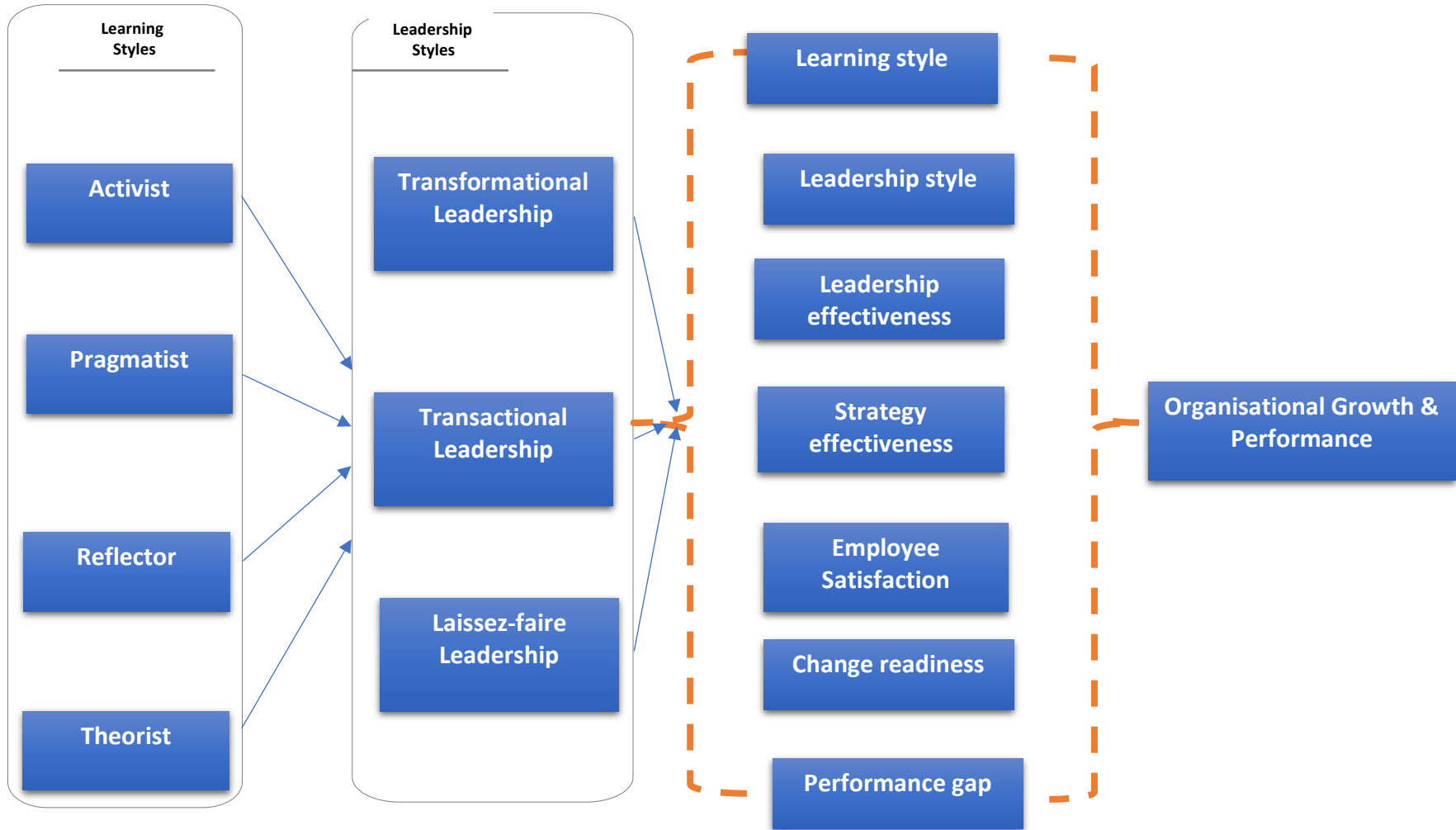


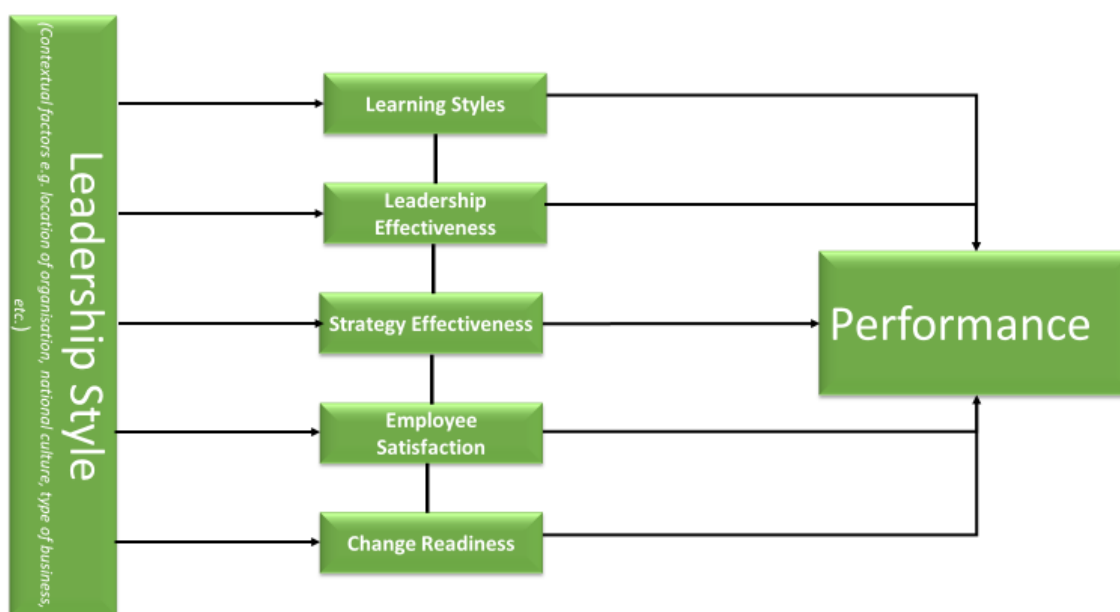
Figure 11 illustrates a more specific form of a theoretical framework providing the potential relationships from sub-factors to learning and leadership styles. Currently, many managers recognise this and put the necessary effort into defining the company goals and performance indicators and evaluating them (Thomes, 2018). Again, this perspective positions African leadership within the context of Westernised paradigms of leadership. However, this is used in conjunction with the elements of African leadership, as illustrated in Figure 12. The intention is to help cross-pollinate ideas between the elements of African leadership and the westernised paradigms of leadership to bring a better understanding of the evolving nature of business leadership within African organisations. Hence, the need to use multiple data sets, with the quantitative data sets focused on westernised views of leadership, whilst the qualitative data set is designed to unpack the elements of African leadership.

### *3.8.1 Relationship Between Learning Styles and Leadership Styles*

Arslan and Uslu (2014) examined the relationship between pre-service teachers' learning styles and leadership orientations. Here, mixed results were found. For instance, the relationship between avoidant learning styles and leadership orientations was negative. On the contrary, the relationship between the other learning styles and leadership orientations was positive. Similarly, Michie and Zumitzavan (2012) examined the relationship between managers' learning and leadership styles on the one hand and organisational outcomes on the other. The reflector and pragmatist learning styles and the transformational and transactional leadership styles were positively associated. The impact of learning styles was found to be mediated by leadership styles. Yousef (2017) explored the relationship between managers' learning and leadership styles. Statistically significant correlations between learning styles and certain constructs of the three leadership styles were found. Hence, it is hypothesised that:

***H1: There is a relationship between the leadership styles exhibited by managers at the Dangote Group and learning styles.***

Figure 12: Hypothesis Development



### 3.8.2 Relationship Between Leadership Style and Leadership Effectiveness

Louw, Muriithi, and Radloff (2018) found a strong relationship between transformational leadership competencies and leadership effectiveness. Similarly, Azar and Asiabar (2015) found a significant correlation between leadership effectiveness and transformational and transactional styles. Weinberger (2009) explored the relationships between emotional intelligence, leadership style, and effectiveness. The results showed no relationship between a manager's emotional intelligence and leadership style or the leader's perceived effectiveness. This study did not focus specifically on the relationship between leadership style and leadership effectiveness, a dimension pursued by the current study. Hence, it is hypothesised that:

***H2: There is a relationship between leadership styles adopted by management within the Dangote Group and leadership effectiveness.***

### 3.8.3 Relationship Between Leadership Style and Strategy Effectiveness

It has been posited that a successful organisation is the result of effective implementation of organisational strategy and leadership (Iyengar, 2007; Ramchunder and Martins, 2014; Rahman, Dey, and Al-Amin, 2019). Werder and Holtzhausen (2009) found that

inclusive leadership style is positively related to the use of facilitative and cooperative problem-solving strategies and the effectiveness of informative and facilitative strategies. In the same study, it was also found that transformational leadership style is positively related to the use of power strategies and the effectiveness of persuasive and cooperative problem-solving strategies. Hence, it is hypothesised that:

***H3: There is a relationship between the leadership styles of managers at the Dangote Group and strategy effectiveness.***

#### *3.8.4 Relationship Between Leadership Style and Employee Satisfaction*

Leaders and managers combine the various leadership styles to produce positive outcomes in terms of employee satisfaction and, consequently, organisational performance (Kara *et al.*, 2013; Ranjbar *et al.*, 2019; Khan and Waraich, 2019). In this vein, Gharibvand, Mazumder, Mohiuddin, and Su (2013) explored the most effective leadership style to increase employee job satisfaction in the semiconductor industry in Malaysia. They found positive relationships between incorporating the different forms of leadership styles and employee job satisfaction. Similarly, Vance (2016) explored the relationship between participative leadership style and employee satisfaction. Using regression analysis, the findings revealed a relationship between participative leadership and satisfaction. Hence, it is hypothesised that:

***H4: There is a relationship between the leadership styles exhibited by managers at the Dangote Group and employee satisfaction.***

#### *3.8.5 Relationship Between Leadership Style and Change Readiness*

Another area that is affected by leadership styles is employee readiness for change. For instance, Lyons *et al.* (2009) explored the concept of change leadership in a US military organisation undergoing extensive organisational changes. The findings revealed that change leadership from senior executives was most predictive of individuals' reported change readiness for military officers and civilian personnel. Similarly, Katsaros, Tsirikas, and Kosta (2020) investigated the influence of leadership on firm financial performance and the mediating role of employees' readiness to change. They found that employee readiness mediates the relationship between leadership and firm financial performance. Adding to this debate, Abbasi (2017) examined the relationship between transformational leadership and change readiness

through perceived bureaucratic structure among government employees. It was found that transformational leadership had a positive direct effect on employee change readiness and its dimensions. Therefore, it is hypothesised that:

***H5: There is a relationship between leadership styles adopted by management within the Dangote Group and the change readiness of the employees.***

### *3.8.6 Relationship Between Leadership Style and Performance Gap*

Larger enterprises have more comprehensive policies but also greater gaps in implementation, while the smaller enterprises tend to deliver what they promised (Font, Walmsley, Cogotti, McCombes, and Häusler, 2012). Some scholars attribute differences in performance gaps to different leadership styles (Atwater and Waldman, 2007; Kollmann and Stöckmann, 2014; Sethi and Schepers, 2014). Previous studies also suggest that successful leaders create structural elements to achieve the performance objectives set forth by organisational strategy (Overstreet, Hazen, Skipper, and Hanna, 2014). Hence, it is hypothesised that:

***H6: There is a relationship between leadership styles adopted by management within the Dangote Group and the performance gap.***

### *3.8.7 Relationship Between Leadership Style and Organisational Growth/Performance*

Previous studies have found relationships between leadership styles and organisational performance (Orabi, 2016; Jiménez, 2018; Saleh *et al.*, 2018; Sandybayev, 2019). For instance, Basit (2020) explored the link between leadership style and performance to offer insight into how leadership style creates the distinction between making the food organisation more efficient and enhancing organisational performance in food organisations. They found a positive relationship between shared leadership style and organisation performance. A positive relationship between leadership styles and employee retention was also found. The literature suggests that many leadership qualities come directly from within (Olesia *et al.*, 2013; Wira and Ketut, 2019). These are the qualities that are harder to train but which make leading other people smoother. Useful qualities include a commitment to the vision and passion for the

group. Honesty, accountability, and having inspirational attitudes (Olesia *et al.*, 2013; Wira and Ketut, 2019). Hence, it is hypothesised that:

***H7: There is a relationship between leadership styles adopted by management within the Dangote Group and organisational performance.***

### 3.9 Summary

This chapter critically reviewed the literature. Within this, gaps in knowledge were identified. Further, insights from previous studies surrounding learning styles and leadership styles helped the researcher to identify the constructs that will be used for developing the survey instruments for the quantitative element of this study—the relationship between variables culminated in developing a conceptual framework and the hypothesis that this study will test. The intention is to contribute to gaps identified in knowledge by framing from the rich contextual situations of the Dangote Group. There is also a need to embrace the views on African business leadership. Leadership, in this context, must be understood as a humanitarian, community-oriented, and entrepreneurial leadership style aimed at making the future a better place for everyone. Therefore, the elements of African leadership, as defined in this chapter, will also be used as the lens to explore the concept of African business leadership within the Dangote group. Of particular interest is the extent to which the eight elements used to define African business leadership relate to the performance of the Dangote Group. Scholars also believe that leaders of different styles will adopt different leadership styles, affecting the atmosphere within the organisation, thereby affecting employee behaviour and production efficiency (Al Khajeh, 2018) The next section discusses the methodology that was adopted.

## CHAPTER 4: RESEARCH METHODOLOGY

### 4.1 Introduction

This primary aim of this thesis is to determine the impact of leadership and management styles on the Dangote Group's organisational performance in Lagos State, Nigeria. In this regard, this chapter focuses on introducing the research procedures employed to examine and appraise the study problem and research purpose. The chapter firstly revisits the research questions to establish linkages with the methods employed. Following that, research paradigms and research philosophies are examined. The research methodologies and procedures used in this chapter are then discussed. Sampling issues and the justification of sample sizes are also covered. The reliability test findings for the study constructs are reported for the quantitative data set. Before forming a conclusion, the chapter also tackles ethical considerations. To achieve the objectives of this study, the following research questions were raised:

- i. What are the common leadership and management styles within the Dangote Group?
- ii. How are different departments affected by the elements of African leadership?
- iii. Is there a relationship between leadership/management styles with performance within the Dangote Group?
- iv. What factors enhance or inhibit the success of leadership and management in the Dangote Group?
- v. What guidelines can be developed to improve African leadership practices and organisational performance?

These research questions were developed to test the research problem thoroughly. In doing this, it is important that the concepts in support of this research are understood. It is worth noting that the study was limited to permanent full-time employees of Dangote Group's support functions and operations in Lagos, Nigeria, even though the Dangote Group has several other branches in Nigeria and other African countries exposed to management, supervisory, and leadership operations. The assumption for picking Lagos was that because it is the headquarters of the Dangote Group the executives who are at the helm of the affairs of the Dangote Group are those the research focuses on because their activities are largely accountable for the success of the Group in the preceding years.

Table 4.1 aims to provide a comprehensive framework for conducting advanced academic research by establishing a clear structure that links the research aim, objectives, and

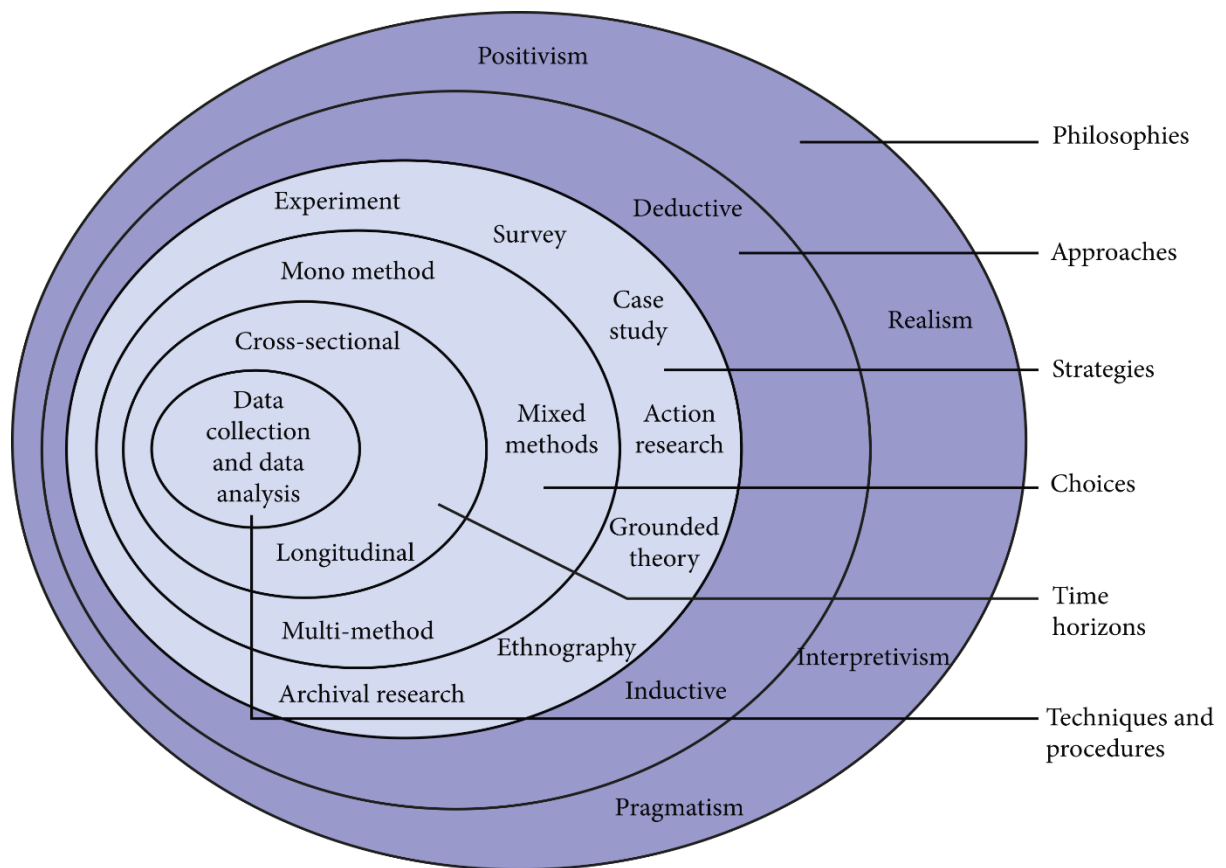


questions with the development of the survey as well as interview questions. This structure is crucial for ensuring that the research conducted is rigorous, systematic, and thorough. It also helps the researcher to articulate their research objectives clearly and concisely. By utilising this framework, the researcher can ensure that their research questions are aligned with their overall research objectives, and that the interview questions developed are relevant and effective in gathering the necessary data. This table serves as a valuable tool for anyone engaged in advanced academic inquiry, providing a solid foundation upon which to build a comprehensive research project.

<b>RESEARCH AIM</b> This study aims to explore the impact of leadership and management styles on the Dangote Group in Nigeria and develop guidelines that can help to improve African leadership and organisational performance.	Research Objectives	Research Questions	Alignment with survey	Alignment with interviews	Further Alignments
	To identifying different leadership and management styles within the Dangote Group.	What are the common leadership and management styles within the Dangote Group?	Section 2 (items 18-36) Section 3 (items 37 -47)		
	To determine how different departments are affected by the elements of African leadership.	How are different departments affected by the elements of African leadership?	Section 4(items 48 – 57) Section 5 (items 58- 61)	Question 1a Question 1b	
	To ascertain the relationship between leadership/management styles with performance within the Dangote Group.	Is there a relationship between leadership/management styles with performance within the Dangote Group?	Section 2 (items 18-36) Section 3 (item 37 -47) Section 4(items 48 – 57) Section 7 (items 1 – 4) Section 6 (items 69-80)		Secondary Data (see Chapter 2)
	To identify the factors that enhance or inhibit the success of leadership and management in the Dangote Group.	What factors enhance or inhibit the success of leadership and management in the Dangote Group?		Question 3 Question 2 a Question 2 b	Secondary Data (see Chapter 2)
	To develop key concepts/models that can be used to improve African leadership practices and organisational performance.	What guidelines can be developed to improve African leadership practices and organisational performance?	Section 2 (items 18-36) Section 3 (item 37 -47) Section 4(items 48 – 57) Section 5 (items 58- 61) Section 6 (items 69-80) Section 7 (items 1 – 4)	Question 1a Question 1b Question 2 a Question 2 b Question 3	

For the purpose of this research, the companies chosen from the Dangote Group's five (5) industries, include oil and gas, food manufacturing, technology, cement manufacture, and transportation. The assumption was that confirmed employees have spent a significant amount of time with the company and are equally influenced by some basic processes that may have influenced their commitment and motivation viewpoints. The study might also be expanded to include non-management personnel at lower levels, who would be able to assess the leadership styles of the supervisors who manage them. Ontological and epistemological understandings underpin these research questions. For organising this chapter, the researcher turns to Saunders' research onion, as illustrated in Figure 13.

*Figure 13: The Research Onion*



Source: Saunders et al., (2009:164)

Each layer of the framework covers one specific aspect of the study, demonstrating the variety of paradigms, strategies, and choices that the researcher applies throughout its investigations. This shows all the significant issues that need to be considered during any research project, and this was used as a resource to make choices for the current study. The model has six layers: the researcher's philosophical position, the approach, research strategies, choices, research timelines, and the data collection techniques employed by the researcher. However, this study will start by discussing the ontological and epistemological concepts before progressing with the research stages outlined by the research onion. This is because ontology and epistemology inform the research philosophies (Al-Ababneh, 2020). Hence, the structure of this chapter is consistent with the methodological literature.

## 4.2 Epistemology and Ontology

Ontology is the study of 'being' and is concerned with 'what is,' i.e., the nature of existence and structure of reality as such (Mayan, 2023) or what it is possible to know about

the universe (Blachowicz, 2023). It examines peoples' belief systems on existence, being and its nature. There is the presumption that either objectivism or constructionism might impact ontological assumptions (Vogl, Schmidt, and Zartler, 2019; Klakegg, 2016). Hence, the nature of the research questions requires an ontological understanding informed by both objectivism and subjectivism. Hence, this research is informed by both objectivism and subjectivism. Here, objectivism will help to explore leadership through the lens of westernised understandings, whilst subjectivism will help to explore leadership within the context of the elements of African leadership.

Epistemology describes what knowledge is, the foundation of knowledge, its forms, nature, and ways of acquiring and communicating knowledge to the rest of the people. In general, epistemology refers to the assumptions we make about the type and nature of knowledge (Richards, 2003) and how we might learn about the world (Snape & Spencer, 2000). Epistemology, according to Crotty (1998), is a means of looking at the world and making sense of it. It entails knowledge and, by definition, a certain understanding of that knowledge. He goes on to say that epistemology is concerned with the 'nature' of knowledge, its possibility (what knowledge can be tried and what cannot), scope, and legitimacy. According to the literature, either positivism or interpretivism might impact epistemic assumptions (Guyon *et al.*, 2018; Finke, 2014). Hence, the nature of the research questions requires an epistemological understanding underpinned by both positivism and interpretivism.

### 4.3 Research Philosophy

In accordance with Saunders *et al.* (2009) and other methodology theorists (Creswell, 2021; Frost, 2021), philosophical choices are made predominantly in the dimensions of positivism and interpretivism. Interpretivism focuses on analysing and observing people's social behaviour and subjective, whereas positivism develops generalisable conclusions and obtains law-like results relying on precise (usually numeric data) (Denscombe, 2017).

#### 4.3.1 Positivism

This philosophy assumes that empirical knowledge based on the principles of objectivity produces authentic knowledge (Alharahsheh and Pius, 2020). The views of positivists are that the method of natural sciences is more appropriate for sociology that does not have to employ the use of experiments to avoid all sorts of ethical issues. Again, the

assumptions postulated by the positivist include the fact that researchers should lean towards the use of quantitative methods that aim to measure the aim of their social structures (Dilthey and Rickman, 2020).

Positivism also argues that the methods used in natural sciences are best suited to the study of societies and that this involves the search for cause-and-effect links outlined in a hypothesis (Platt, 2018). Nonetheless, positivists will enjoy exploring and learning about other people's subjective viewpoints, such as through surveys (Hair, Page, and Brunsveld, 2019). Within the human sciences, however, there are certain objections to this concept. It is considered that only an extremely rigorous scientific technique of evaluating hypotheses can yield knowledge about reality, according to positivists (Johnson and Christensen, 2019). Within this study, positivism was used to test relationships between the research constructs as depicted by Westernised leadership theories. The intention was to unveil how these apply to the Dangote Group. This was achieved through primary data collected using pre-defined response categories. Positivism was also relevant to exploring the performance indicators of the Dangote Group as derived from the company's report.

Since this research is interested in developing and testing a set of operational hypotheses (see Section 3.8), these may be either confirmed or rejected applying only a positivist perspective. Furthermore, positivism is naturally combined with quantitative data (Saunders et al., 2012; Goldkuhl, 2008). An essential positivist assumption is that realistic predictions can be made based on available data on the condition that respondent samples exceed double digits (Silverman, 2020). Simultaneously, the researcher needs more freedom in data interpretation when analysing the managerial interviews. Hence, a temporary switch to an interpretive paradigm would be relevant when dealing with qualitative data. This alternative philosophy aims to learn about people's subjective experiences in the areas studied, as well as how they feel and act in their natural surroundings (Bernard, 2006). According to this concept, humans have logical intelligence, which helps them appraise diverse situations and causes them to respond differently to each one (Saunders et al., 2012). A deeper understanding of African leadership and contextualisation are achieved due to a selective application of interpretivism in this positivist study.

#### *4.3.2 Pragmatism*

According to Morgan (2014), the pragmatic philosophy of research provides several approaches for bridging dichotomies in mixed-methods techniques used in social sciences.

According to the study, knowledge only delivers information about results and acts, not all actualities at once. To find the importance, pragmatism breaks down the command chains between constructivist and positivist methods of knowledge. To solve such data-theory links, pragmatism employs abduction, which swings back and forth between deduction and induction, turning primarily interpretations into needed theories and judging such theories through action (Morgan, 2014).

According to Creswell (2021), the researcher can use more than one philosophical perspective. Green (2009, p12) says that by combining "the set of assumptions, understandings, predispositions, values, and beliefs with which all social inquirers approach their work," insights can be gained by mixing "the set of assumptions, understandings, predispositions, values, and beliefs with which all social inquirers approach their work." According to Creswell and Plano (2011), mixed methods can help establish which paradigm is best for a given study methodology. The mixed technique approach has been criticised for its inability to dictate how various methods should be combined adequately. For example, it does not provide a suitable research procedure that allows positivism and constructivism to coexist in the same research project, even though they are at opposite ends of the spectrum and conflicting (Johnson and Christensen, 2019).

The positivist philosophy assumes that empirical knowledge based on objective principles provides genuine knowledge (Agerfalk, 2010). The positivist viewpoint argues that the natural science approach is more appropriate for sociology because it does not require the use of experiments to avoid ethical difficulties. The positivist's ideas include that academic should lean toward using quantitative methodologies to measure the goal of their social constructions (MacIntyre, Gregersen, and Mercer, 2019).

The literature suggests that the scientific research paradigm refers to the approach or thinking about the research, the accomplishing process, and the method of implementation (Park, Konge, and Artino, 2020). Both quantitative and qualitative data sets were required due to the nature of the research questions (see Section 1.4.2). To be more specific, the lived experiences were obtained via interviews, while a sizable population was scanned by means of a quantitative survey expanding this understanding to a greater number of the Dangote Group's employees and allowing to test the operational hypotheses. In this way, the researcher hoped to gain a better knowledge of the situation and provide conclusions that might be applied to a larger population. As a result, the researcher decided to use a mixed method approach. Due to it, a higher degree of diversity of the research results is achieved and the whole situation with leadership styles is comprehended at a deeper level.

In addition, the interpretative paradigm uses data from abstract descriptions of meanings gained from human experiences. Because a positivist research paradigm is "well-suited for examining hidden reasons behind complex, interrelated, or diverse social processes, such as inter-firm ties or inter-office politics," it is not the greatest method for figuring out Dangote's leadership characteristics (Bhattacharjee, 2012). However, a variety of approaches were required. As a result, interpretive research approaches were employed to generate data-rich in detail and rooted in context. In a sense, the research adopted a pragmatic approach using quantitative and qualitative strategies. Some aspects of the study required testing pre-defined research constructs within the Dangote Group. There were also aspects of the study that required a deep understanding of African leadership elements.

#### 4.4 Research Approach

After determining the research design, the following step for most researchers is to determine the research approach. The two research methods are inductive and deductive research methodologies (Denscombe, 2017). In the next sections, each type of research approach is briefly explained.

The testing theory, which begins with a theory and sets out to investigate its validity, is related to the deductive research approach (Bell, Bryman, and Harley, 2018). According to Silverman (2000), deductive techniques first define the study's research objectives and theoretical framework, then construct a methodology to test or analyse these assumptions. Because this type of study frequently requires a definite yes or no answer, the deductive approach's methodologies tend to include quantitative aspects linked to the positivist concept mentioned earlier (Saunders and Lewis, 2017). The research to explain the causal relationship between variables is a significant feature of the deductive approach (Bell *et al.*, 2018).

Building theory is related to the inductive research approach, which tries to undertake an investigation that leads to a theory (Elliott and Timulak, 2021). Inductive approach starts with a body of knowledge or data and try to deduce theories or concepts from it; as a result, inductive approaches prefer to work with smaller data samples and qualitative features (Silverman, 2020), which are linked to the interpretivism philosophy. The inductive approach is distinguished by the fact that the analysis will culminate in constructing a theory or framework (Saunders and Lewis, 2017).

The thesis incorporates both the inductive and deductive method in this research because it investigated the present leadership styles inside the Dangote Group. As highlighted

previously a deductive method aligns with the survey and quantitative data sets. This made it easier to understand how the research constructs were related. The inductive technique aided in developing theoretical understandings based on the participants' lived experiences and witnessing the participants' voices. This contributed to the development of compelling evidence for answering the research questions. In this sense, an abductive approach was necessary because of the need to test the stipulated hypothesis and existing theories. This was also necessary to help build theoretical propositions that emerge from the voices of study participants.

## 4.5 Research Strategy

The researcher has decided not only whether to do a quantitative, qualitative, or mixed method study but also which types of study to conduct among these three alternatives. The research design is a type of investigation that includes quantitative, qualitative, or mixed method approaches and provides explicit direction for study procedures (Creswell 2013). They are known as research strategies, according to Dinzin and Lincoln (2011). Creswell (2013) developed alternative quantitative and qualitative research methodologies, which are listed in Table 8.

*Table 8: Different Types of Research Strategies*

<b>Quantitative Research Strategies</b>	<b>Qualitative Research Strategies</b>
<b>Experimental research</b> <b>Surveys</b>	Narrative research Phenomenology Grounded theory Ethnographies Case study.

Source: Creswell (2013, p12)

The researcher used a survey strategy as well as a case study method. Because it was necessary to have a thorough grasp of the Dangote Group's managers' life experiences, case study methodologies were used. The researcher sought to gain more knowledge from their abundance of experience and competence in this case. Furthermore, the researcher could create a detailed description of the data and make broad generalisations about the entire population by combining the survey and case study strategies.

This section summarises how this study responds to the research questions; more particularly, both questionnaire and interview methodologies were used to triangulate the findings and provide insights into the research problem. Using a mixed methods approach, as Saunders *et al.* (2003) point out, allows for a more thorough validation and confirmation of research findings. The researcher also noticed the compatibility and complementarity of quantitative and qualitative methodologies. For instance, the qualitative findings helped to unveil the context-bound personal experiences of the managers, whilst the quantitative results helped to establish generalisable understandings of leadership at the Dangote Group.

#### *4.5.1 Survey Strategy*

The survey approach is one of the most helpful strategies to use in business research to generate broad findings if the samples are properly selected. In general, survey research concerns the study units' opinions, attitudes, reasons, values, and norms. As part of the deductive method, the survey technique was employed to collect empirical data from the respondents in this study.

One of the most regularly utilised survey data collection strategies is the questionnaire. It refers to any data gathering technique in which people are asked to answer the same set of



questions in a pre-set order (deVaus, 2002). There are a few benefits to completing a questionnaire. It takes a simple and basic approach to the study's attitudes, values, beliefs, and motivations (Robson, 2002). Moreover, it is also relatively efficient in terms of time and money. It is suitable for descriptive questions and testing hypotheses (May, 2001). However, there are some drawbacks: it is contingent on respondents' willingness and ability to complete the questionnaire (Velde et al., 2004). "What people say might contradict what they have done," Robson (2002, p12) suggested, "and they will not necessarily report their true opinions." In this instance, respondents may provide partial or biased responses, resulting in an inaccurate result. Therefore, responses obtained for the survey were based on the principles of voluntary participation. The survey strategy was adopted to help obtain respondents' views from a pre-determined set of questions about leadership style at the Dangote Group.

#### *4.5.2 Interviews*

The semi-structured interview, which consists of open-ended questions that respondents can answer freely (Morse, 2012), aids the researcher in gathering broad and detailed replies from participants. This information is presented as a narrative with direct quotes from interview comments and field notes. It imparts a sense of realism by precisely depicting the informants' feelings, perceptions, and behaviours (Burns, 2000). Interviews were used in this study to elicit viewpoints from respondents about their experiences and surroundings.

The researcher allowed respondents to express all connected points of view, encouraging debate and investigation and obtained additional information by questioning and debating responses. As a result, this strategy enabled the researcher to conduct in-depth interviews with the informants by focusing on significant themes that needed to be studied. Furthermore, the researcher used an interview guide to help establish consistency in the discussed areas. In this sense, the same interview guide was used for each participant. Interviews were tape-recorded and then transcribed later for analysis. However, transcriptions took place soon after the interviews, and field notes were written as freshly as possible. The intention was to help retain the richness of data.

#### *4.6 Sampling Design*

A sample is a carefully chosen group of people on which researchers conduct their research (Denscombe, 2017). Sampling techniques are a set of methods that allow researchers

to reduce the amount of data they need to collect by examining only data from a subset rather than all available elements (Creswell, 2021). The target population, sampling frame, sample size, and sample size determination from past studies are all discussed in this section. Each section has been detailed in detail below.

#### *4.6.1 Target Population*

The population, as defined by Denscombe (2018), is the set of units from which the sample will be drawn. The study's target demographic consisted of all Dangote Group employees in Nigeria. In Nigeria, the Dangote Group employs approximately 1500 permanent employees. Managers from the Dangote Group are the respondents for the survey portion of the study. Similarly, the participants in the qualitative portion of the study are senior managers with in-depth knowledge of the Dangote Group's leadership practices. Managerial personnel were especially useful because they oversee strategic decisions and provide leadership to their teams.

#### *4.6.2 Sampling Frame*

The sampling frame is a complete list of all the cases within the population from which the study sample will be drawn (Saunders et al., 2002). Therefore, the sampling frame is a source of the study's sample. The Participants for this study were identified from the human resources department of the Dangote Group. There were 1,500 full-time employees listed on the records of Dangote Group, and the participants were drawn from this list. The participants were conveniently selected from this list.

#### *4.6.3 Sampling Strategy*

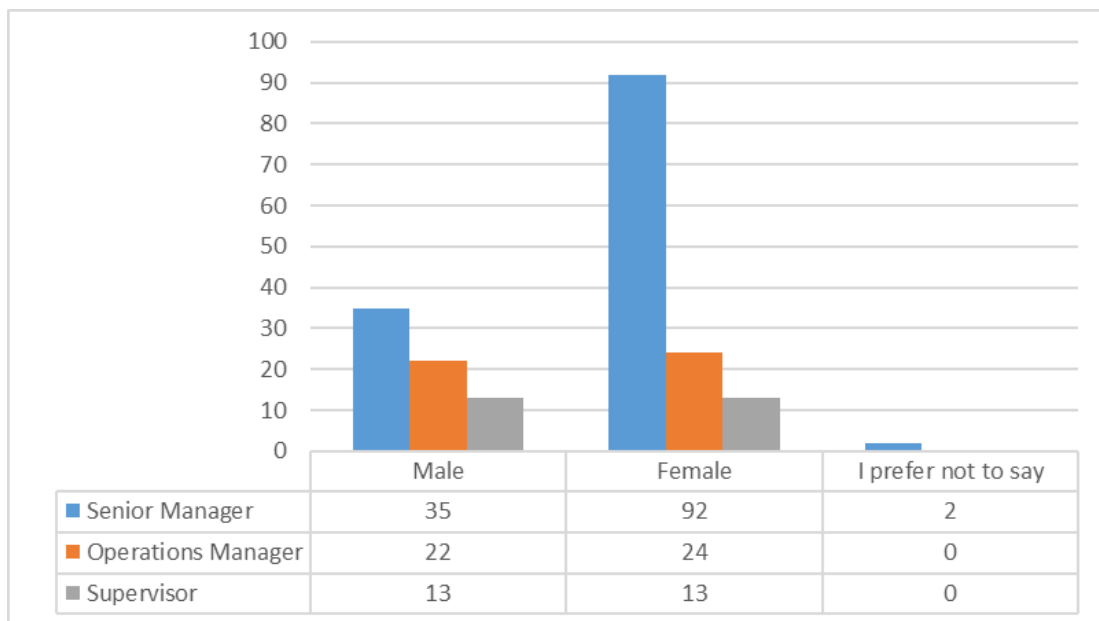
The study adopts a non-probability sampling strategy because of the need for voluntary participation. Probability sampling strategies require that every element in the population has a known chance of being selected. For instance, random sampling would mean that every element selected by the procedure must take part, and yet, the study is guided by the principle of voluntary participation (Denscombe, 2017). Hence, respondents were selected using a convenience sampling strategy. However, the researcher also purposively included different population sub-groups to hear their views. This would not have been achieved using probability

sampling techniques because of limitations imposed by the principles of voluntary participation. Hence, the study adopted a non-probability sampling strategy.

#### 4.6.4 Sample Size

The decision about the sample size is not straightforward. It is dependent on several considerations, and there is no definitive answer for this. Usually, the sample size is affected by considering time and cost (Bryman and Bell, 2011). Of all the respondents, the majority (129) were females, whilst the minority (70) were male, and only 2 did not state their gender. These were distributed across different levels of the organisation, with 129 working as senior managers, 46 working as operations managers, and 26 working as supervisors, as illustrated in Table 9. Further, the respondents were also drawn from different companies within the Dangote Group, as illustrated in Table 10.

*Table 9: Characteristics of Respondents (in Respondent Number)*



However, even after multiple reminders, some questionnaires were not returned, preventing a fully representative sample from being obtained. Nonetheless, the sample size obtained is adequate for drawing certain inferences.

The present study employed a sample of respondents selected from various companies within the Dangote Group. This sampling approach was chosen to ensure that a diverse range of perspectives and experiences were captured. Specifically, it was anticipated that by selecting respondents from multiple companies within the group, the research would be less prone to the

bias that may have arisen from limiting the sample to a single division. This is because, given the decentralised nature of the Dangote Group, employees across different companies may have varying perspectives and experiences related to their unique roles, responsibilities, and organisational structures. The use of a sample comprising respondents from different companies was therefore deemed critical in ensuring that the findings were more representative of the broader range of experiences and perspectives that exist within the Dangote Group. This is also a change from earlier research that just looked at one aspect of the Dangote Group (see Zakari, 2017; Abdul et al., 2019).

For the qualitative study, a convenience sample of 10 participants were selected from different companies within the Dangote Group, as illustrated in Table 10. The participants were purposively selected because of their role in the company, the number of people supervised, work location, and years of working experience within the Dangote Group. In total, the participants had a combined 106 years' worth of working experience and supervised teams ranging from 10 employees to 85 employees. A sample of 10 participants is consistent with previous qualitative studies (see Epp and Price, 2010; Chitakunye and Maclaran, 2014; Epp, Schau and Price, 2014; Islam and Chitakunye, 2019). It is expected that the researcher will achieve data saturation in qualitative research with the sample of 10 interviewees. This means that similar patterns and instances of qualitative data will start repeating more frequently with the growth of the participant number (Saunders et al., 2017). In turn, this would strengthen the researcher's confidence in the investigation process and serve as a sign that no additional interviews should be run. However, if data saturation is not achieved when reaching the threshold level of 10 respondents, the researcher will proceed with interviews and increase the originally planned sample to 12-15.

*Table 10: Characteristics of the participants*

Participant Number	Job title	Years in role	Working Location	Number of workers supervised
1	Control Room Supervisor	10 years	Dangote Refinery in the Lekki Free Zone near Lagos, Nigeria	25 employees
2	distribution manager	12 years	Dangote Flour Mills (DFM), Apapa, Kano	85 employees
3	Quality Control Manager	11 years	Dangote Sugar Refinery in Lagos, Nigeria.	15 Quality Control officers
4	Quality Control Manager	11 years	Dangote Sugar Refinery in Lagos, Nigeria.	15 Quality Control officers
5	Civil Engineer	12 years	Dangote Cement PLC in Nigeria	35 staff

6	Supply Manager	12 years	Dansa Foods Limited	30 other supply officers
7	Planning Manager	8 years	Dangote Salt Ltd	30 other supply officers
8	Project Manager	5 years	Dangote's NASCON Allied Industries	12 other project officers
9	Field Inspector	15 years	Dangote refinery	10 field operatives
10	Production Manager	10 years	Dangote Sugar factory	13 production officers under my supervision.

The justification for interviewing participants from different companies of the Dangote Group is to obtain a broad and diverse understanding of the leadership and management styles within the group. By interviewing individuals from different companies within the group, the study can gain insights into the various approaches used to manage and lead employees in different sectors and at different levels. For example, the participants selected in this study come from a variety of roles, including control room supervisors, distribution managers, quality control managers, civil engineers, supply managers, planning managers, project managers, field inspectors, and production managers. Each of these roles requires different skills and approaches to leadership and management. Therefore, the study can gain a comprehensive understanding of the leadership and management practices used across the Dangote Group by interviewing individuals from different roles and sectors.

Moreover, the participants are spread across different locations, including the Lekki Free Zone near Lagos, Nigeria, Apapa, Kano, and several other locations. By interviewing individuals from different locations, the study can gain insights into how leadership and management practices vary across different geographical locations within the Dangote Group. Drawing interview participants from different companies of the Dangote Group provides a broad and diverse understanding of the leadership and management practices used across the group. By interviewing individuals from different roles and sectors across different locations, the study can gain a comprehensive understanding of the leadership and management practices used within the group.

Furthermore, Epp, Schau and Price (2014) noted that sample size in qualitative research has no set standards and is determined by the research's goal. As a result, even a single example in qualitative research could have an extremely tiny sample size. Furthermore, the information richness, validity, and insights derived from qualitative research have more to do with substance of the information than the sample size (Chitakunye and Maclaran, 2014). The

researcher obtained data saturation after conducting 10 interviews, indicating that sufficient and high-quality data has been gathered to help answer the research questions.

Research indicates that member checks are widely utilised in qualitative research for soliciting participant insight on research findings. Although they are appraised as the gold standard for establishing trustworthiness, limited descriptions and detail exist regarding how to conduct member checks (Kornbluh, 2015). The credibility of the research was established by drawing insights from different sections of the Dangote Group and participants of varying ages, gender, and experiences. The qualitative data sets were subject to member checking to ensure that the transcripts were captured accurately. Further, the qualitative data set was triangulated against the survey data set and the secondary data. Insights from the qualitative data were also used to refine prior conceptual models, as illustrated in Chapter 2. This practice of establishing trustworthiness is consistent with previous studies (Cloutier and Ravasi, 2021). For instance, Lemon and Hayes (2020) used triangulation to enhance the trustworthiness of their qualitative data sets.

#### *4.6.5 Sampling Method*

Two types of sampling approaches are acknowledged in methodological literature (Bell et al., 2018; Dencombe, 2017). They are probability or representative sampling and non-probability or judgmental sampling. This section discusses whether the chosen sampling strategy is probability sampling or non-probability sampling, as well as the justification for that choice.

Probability sampling is a method of selecting a sample from a population in which each unit has a known chance of being chosen (Dencombe, 2017). The goal of probability sampling is to minimise the sampling error. Surveys and, to a lesser extent, experiment research are typically related to probability sampling (Bell et al., 2018). On the other hand, a non-probability sample was not chosen by a random procedure (Creswell, 2021). This means that some members of the population are more likely to be chosen than others.

The researcher purposefully selected a sample size for the survey that included respondents from several Dangote Group entities. Although statistical approaches were employed to establish the sample size, the researcher had to adhere to the principles of voluntary participation, which meant that the number of reminders issued for completion of the questionnaire had to be kept to a minimum. Furthermore, before participating in the survey, respondents had to expressly approve their willingness to participate. Participation was also

entirely at the discretion of the participants. On the other hand, every permanent employee of the organisation had an equal chance of being chosen. All supervisors, managers, and senior managers received the survey. Even though these roles were purposefully chosen, membership in these groups meant that every member had an equal chance of getting chosen. Random methods have not been used because every population unit should have a known chance of being selected. This was not possible because of the need to draw insights from respondents voluntarily. Moreover, there was a need to target those respondents that were better placed to share their perceptions and insights. These were strategically located and had to be selected purposively.

Furthermore, the researcher used a non-probability sampling approach to determine the sample size for the qualitative interview. Convenience and purposive sampling were used as sample approaches. Interview participants were chosen based on their convenience, accessibility, and willingness to engage in the study. Furthermore, this sample approach allowed the researcher to save money and time while capturing qualitative data, which was critical for finishing the research on time.

#### 4.7 Data Collection and Analysis

The quantitative data set was analysed using the statistical software for the social sciences (SPSS). Here, data were first screened using frequencies to assess the patterns in the data. Descriptive analysis was conducted and then followed by correlational analysis.

Qualitative data were analysed with Atlas.ti 9, a qualitative data analysis software. This helped to visualise the pattern in the text used by participants. Here, word clouds were used to visualise the text, followed by thematic analysis to see the context in which text was used. The text was coded using open, axial, and selective coding techniques. For instance, some text was coded at the word level, others sentence level, whilst others were coded at the question or paragraph level. This coding was visualised using charts, which helped to see how similar codes were grouped, and then meanings were assigned to the text.

Qualitative data analysis was conducted iteratively by moving forwards and backwards between the interview transcripts and across transcripts. This helped to compare emergent codes and themes. In the process, text was decontextualised and then re-contextualised to help extract meanings. The coding started at the question level before going into the text itself and assigning meanings to words or chunks of text. For instance, meanings assigned included employee, target, compliance, reduced, product, measures, accidents, manager, compliance,

teams, and so forth. However, this was not the end of the analysis. Each transcript was read on a line-by-line basis, and meanings were assigned to words and chunks of text. Word searches were conducted to help determine the pattern in the text, as illustrated in Table 11.

*Table 11: Emergent Themes*

Codes	Word	Length	Count	%	Challenges	%	Contributions
Search Codes	aspect	6	6	0.38	2	0.69	0
	assessing	9	1	0.06	0	0.00	0
	assigned	8	1	0.06	0	0.00	0
	assignments	11	1	0.06	0	0.00	0
	assigns	7	1	0.06	0	0.00	0
	assistance	10	1	0.06	0	0.00	0
	assistances	11	1	0.06	0	0.00	0
	assurance	9	1	0.06	1	0.34	0
	auditor	7	2	0.13	2	0.69	0
	barges	6	1	0.06	0	0.00	0
	based	5	2	0.13	0	0.00	0
	basic	5	2	0.13	2	0.69	0
	basis	5	2	0.13	0	0.00	0
	begin	5	1	0.06	0	0.00	0
	behind	6	1	0.06	0	0.00	1
	believe	7	1	0.06	0	0.00	1
	best	4	4	0.25	0	0.00	2
	better	6	3	0.19	0	0.00	0
	beyond	6	1	0.06	1	0.34	0
	board	5	1	0.06	0	0.00	0
	bond	4	2	0.13	0	0.00	0
	brain	5	1	0.06	0	0.00	1
	brief	5	1	0.06	0	0.00	0
	briefings	9	1	0.06	0	0.00	0
	budget	6	3	0.19	0	0.00	0
	budgets	7	3	0.19	2	0.69	0
	building	8	1	0.06	0	0.00	0
	bureaucracy	11	1	0.06	0	0.00	1
	business	8	2	0.13	0	0.00	0
	buyers	6	1	0.06	0	0.00	0
	calibration	11	1	0.06	1	0.34	0
	calibre	7	1	0.06	1	0.34	0
	can	3	3	0.19	0	0.00	0
	career	6	5	0.32	0	0.00	0
	careers	7	1	0.06	0	0.00	0
	cement	6	3	0.19	0	0.00	1
	chain	5	4	0.25	0	0.00	0
	challenge	9	5	0.32	5	1.72	0
	challenges	10	3	0.19	3	1.03	0
	challenging	11	3	0.19	3	1.03	0
	chemical	8	1	0.06	0	0.00	0
	choose	6	1	0.06	0	0.00	0
	civil	5	2	0.13	0	0.00	0
	clear	5	4	0.25	0	0.00	3
	client	6	1	0.06	0	0.00	0
	clients	7	4	0.25	0	0.00	1
	close	5	1	0.06	1	0.34	0
	close	7	1	0.06	0	0.00	0

The use of Atlas.ti helped the researcher to visualise text coded under each code, as illustrated in Table 11. For instance, words coded under the theme challenges are, as illustrated in Figure 14, easily isolated from the rest of the text. This helped to deepen the thinking and analysis of this text and assign meanings.



Figure 14: Coding per the Theme

Codes	Word	Length	Count	%	Challenges	%
	ability	7	2	0.69	2	0.69
	able	4	2	0.69	2	0.69
	act	3	2	0.69	2	0.69
	addition	8	1	0.34	1	0.34
	affecting	9	2	0.69	2	0.69
	agencies	8	1	0.34	1	0.34
	agreed	6	1	0.34	1	0.34
	allows	6	1	0.34	1	0.34
	also	4	2	0.69	2	0.69
	analytical	10	1	0.34	1	0.34
	aspect	6	2	0.69	2	0.69
	assurance	9	1	0.34	1	0.34
	auditor	7	2	0.69	2	0.69
	basic	5	2	0.69	2	0.69
	beyond	6	1	0.34	1	0.34
	budgets	7	2	0.69	2	0.69
	calibration	11	1	0.34	1	0.34
	calibre	7	1	0.34	1	0.34
	challenge	9	5	1.72	5	1.72
	challenges	10	3	1.03	3	1.03
	challenging	11	3	1.03	3	1.03
	close	5	1	0.34	1	0.34
	collaborative	13	1	0.34	1	0.34
	come	4	1	0.34	1	0.34
	comes	5	2	0.69	2	0.69
	company	7	1	0.34	1	0.34
	competence	10	1	0.34	1	0.34
	compliance	10	1	0.34	1	0.34
	conditions	10	1	0.34	1	0.34
	conduct	7	1	0.34	1	0.34
	conflict	8	2	0.69	2	0.69
	contract	8	1	0.34	1	0.34
	control	7	1	0.34	1	0.34
	controlling	11	1	0.34	1	0.34
	coordination	12	1	0.34	1	0.34
	cost	4	2	0.69	2	0.69
	daily	5	1	0.34	1	0.34
	day	3	1	0.34	1	0.34
	difficult	9	1	0.34	1	0.34
	direct	6	1	0.34	1	0.34
	diverse	7	2	0.69	2	0.69
	effective	9	1	0.34	1	0.34
	employee	8	1	0.34	1	0.34
	employees	9	4	1.37	4	1.37
	end	3	2	0.69	2	0.69
	ensuring	8	1	0.34	1	0.34
	entrepreneurial	15	2	0.69	2	0.69

Figure 15 illustrates the coding that was done for a transcript. As can be seen, the question asked was used as the main code, and then sub-codes emerged dependent on the text that the participant provided.

The meaning was assigned to words or chunks of text, as illustrated in Figure 16. Clicking on the meaning assigned, in this example, “experiences”, would highlight the text assigned that meaning. This process was repeated for each transcript. At each stage, the researcher had to contextualise and decontextualise text to help establish deeper meanings. Similar codes were grouped. The text coded at this level was read repeatedly to help determine meanings. This was done in an iterative process to deepen understanding and meanings.

Figure 15: Coding per Transcript

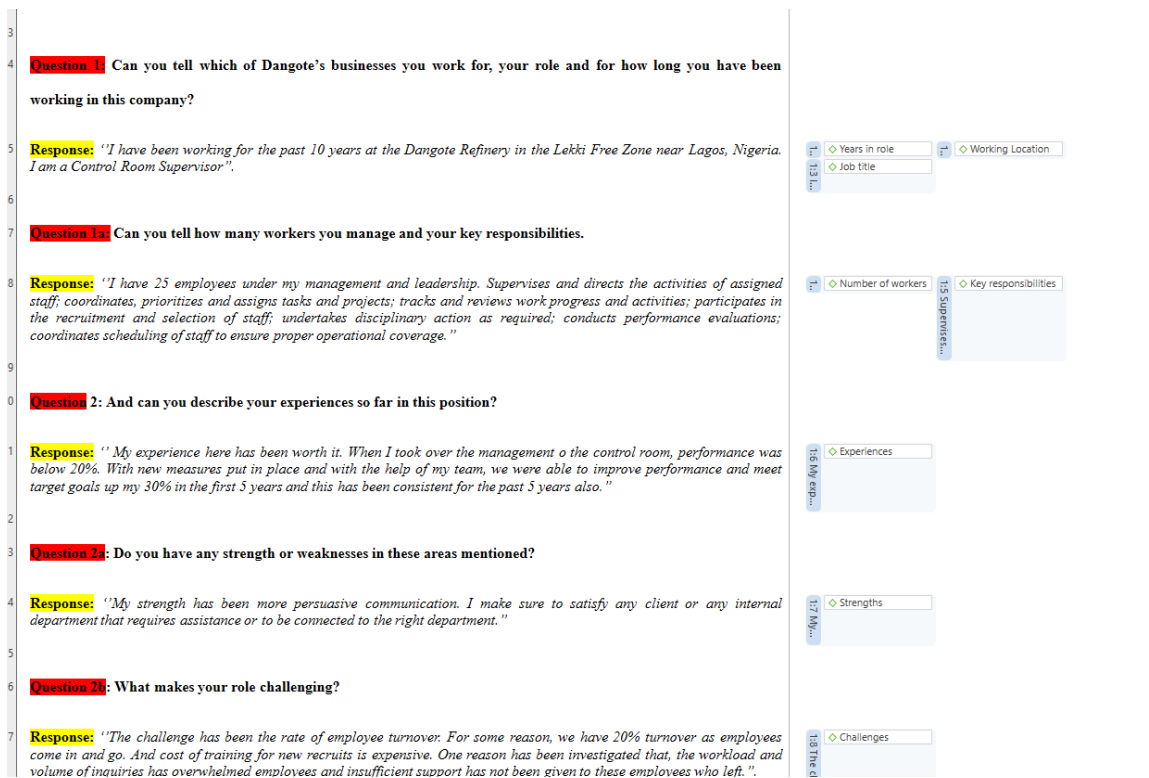
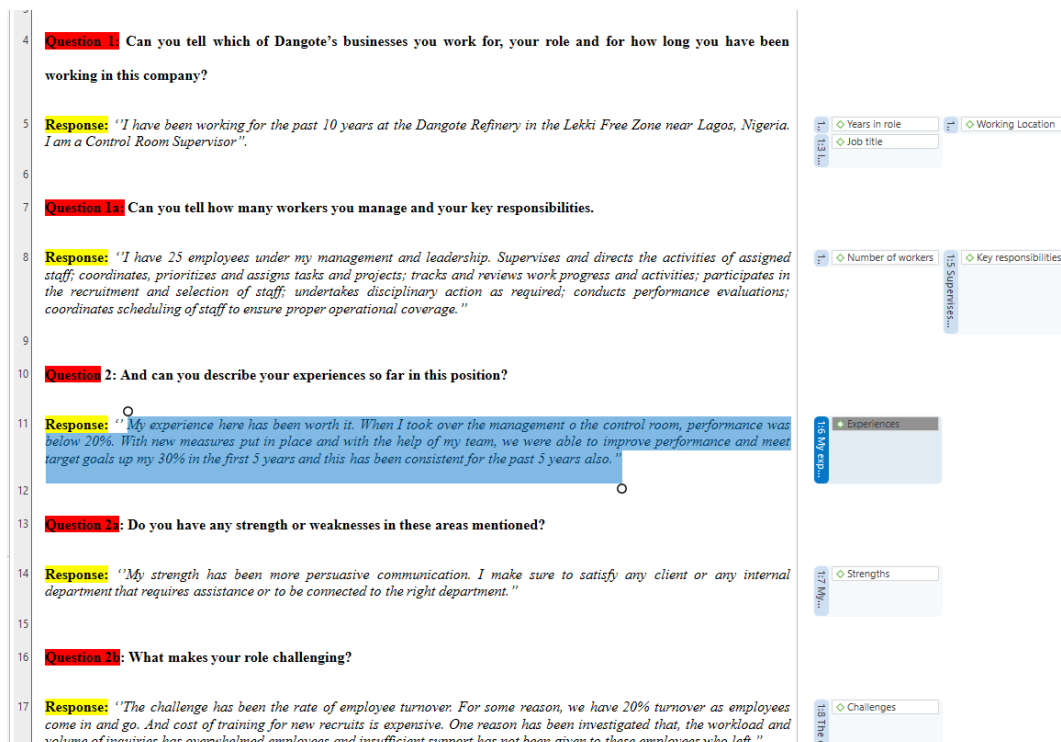


Figure 16: Coded Text



## 4.8 Validity and Reliability

Validity refers to the "suitability" of the tools, techniques, and data used in a study (Cohen, Manion, and Morrison, 2017). The conclusions are likely to be valid if the methodologies, strategies, and approaches truly match and measure the concerns under investigation (Drost, 2011). Similarly, consistency and the quality of the research are factors in reliability (Ghauri, Grønhaug, and Strange, 2020). If another researcher does the same research activities with the same kind of participants as the original researcher, the findings are likely to be replicated. However, their findings do not have to be similar.

To improve the validity and reliability of this study, the researcher used both quantitative and qualitative approaches, which are complementary rather than contradictory (Denscombe, 2017), and provides a good level of generalisability of the research findings and data integrity. The methodological research has concluded that the qualitative research technique is the most acceptable, with the case study being the most suited research design.

Analysing available interviews of saturating samples, field notes, and researcher observations formed the basis of the data-gathering technique. Creswell (2014) suggests that qualitative research methodology focuses on understanding how the world functions from a humanistic perspective. This method is more appropriate when necessary to comprehend how individuals perceive, feel, interact, or behave (Kalra, 2013). Due to the nature of the research's objective, most of the data collected from various approaches are subjective instead of quantitative research, which generates objective, quantifiable data. Ontology is the philosophical belief regarding the nature of reality and focuses on societal changes throughout history. Therefore, qualitative ontology focuses on why a particular event or situation occurs, how the people associated with that event or situation are involved, and how they feel, react, or participate.

Quantitative research, on the other hand, is concerned with determining the relationship between variables, establishing causation whenever possible, and measuring frequencies during observations (Creswell, 2014). The primary distinction between qualitative and quantitative approaches is the ability to count and measure data in quantitative research (Hoare & Hoe, 2012).

In qualitative research, non-probability sampling techniques, particularly purposive sampling, are utilised. In purposive sampling, samples are chosen deliberately by selecting participants or data sources for use in a study based on their anticipated usefulness in answering the study's research questions (Staller, 2021). In probability sampling, the sample used for the

study is determined by random selection. In non-probability sampling, the researcher does not randomly select the sample used in the study (Berndt, 2020). It requires a 60-person sample that is purposeful and relevant to answer the research questions. The sample's saturation is one of the factors that must be considered. To ensure the study's validity, the researcher must ensure that a representative sample is used, with enough participants to draw valid conclusions.

Furthermore, saturation may vary from study to study and depend on the research design. In certain instances, data saturation can be achieved with as few as six interviews if the sample size is small. Nevertheless, some scholars are of the view that sample saturation should be addressed when there are sufficiently rich and thick data (Braun and Clarke, 2021; Mwita, 2022). Rich data refers to high-quality data whilst thick data refers to large quantities of data (Gill, 2020). Moreover, using various research methods to triangulate data collection and analysis improves the accuracy and confidence in research findings (Natow, 2020). The symbiotic link between qualitative and quantitative data can produce synergistic benefits.

Previous research urges the usage of qualitative and quantitative methodologies to produce more credible research (Bell et al., 2018; Creswell, 2021; Denscombe, 2017). As a result, the researcher was able to use the strengths of each research strategy to reinforce each other and produce a stronger study result by combining qualitative and quantitative methodologies. It is important to note that this study used quantitative research methodologies to collect detailed and definite primary data to improve validity and dependability.

An extensive questionnaire survey was used to make the study more generalisable to the Dangote Group. Further, the research constructs were adopted from previously published studies (Manolis, Burns, Assudani, and Chinta, 2013; Drummond, 2020; Madlock, 2008), meaning that the variables used had already been tested in other contexts, but not the Dangote Group. The surveys were sent out to everyone in the Dangote Group. Furthermore, it aided the researcher in promoting the generalisability of both qualitative and quantitative research findings.

Furthermore, the researcher used the SPSS reliability test to assess the instrument's reliability in this study (Statistical Package for Social Sciences). Cronbach's Alpha is a test that determines the reliability of research. When utilising Cronbach's Alpha coefficient value to measure dependability, according to Pallant (2011), a value above 0.7 is acceptable; however, a value above 0.8 is preferred. The Cronbach's Alpha of all research constructs combined is illustrated in Table 12.

*Table 12: Overall Reliability*

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.923	83

As reflected in Table 12, the combined Cronbach alpha coefficient was .923 for all the 83 evaluative statements; hence research instruments of this study were highly reliable. However, the researcher also wanted to learn more about the reliability of different research constructs when analysed independently, and the results are illustrated in Table 13.

*Table 13: Reliability for Different Research Constructs*

Research Construct	<b>Reliability Statistics</b>	
	Cronbach's Alpha	N of Items
Learning Style	.844	17
Leadership Style	.915	19
Leadership Effectiveness	.682	11
Strategy Effectiveness	.896	10
Employee Satisfaction	.749	11
Change Readiness	.798	10
Performance Gap	.761	5

The reliability for all constructs was above the 0.7 mark, apart from that of leadership effectiveness. However, these results were usable.

#### 4.9 Ethical Consideration

The researcher conducted study within the prescribed ethical standards, adhering strictly to the University's ethical guidelines. Honesty, rigour, transparency, respect, and care are the four pillars of research integrity. All four components were at the forefront of this study. The researcher was truthful in her work intentions, disclosing all findings, acknowledging others' efforts, and providing valid interpretations. The researcher was meticulous in

identifying and following appropriate methodologies, as well as in drawing conclusions and disseminating the findings. In reporting conflicts of interest, data gathering procedures, data analysis, and making findings freely available to the public, the researcher followed the idea of transparency. Additionally, the researcher showed respect for and looked after the participants in the study by safeguarding their dignity, rights, welfare, and safety.

By giving free and informed consent, the researcher accepted that all participants have the freedom to choose their path. Participants received information about the research study and a consent form from the researcher. Details of the research and its aim and objectives were also presented to obtain informed consent. They were given enough time to examine this information attentively and discuss it with others. It was up to the participants to determine whether they wanted to participate in the study. Participants were given an information sheet to keep and encouraged to sign a consent form if they wished to participate. However, the participants were informed of their right to withdraw if they felt threatened, in pain, or uncomfortable.

The researcher informed all participants of their right to privacy and secrecy. Unless otherwise approved in advance, all information gathered from and about participants was kept private. All data was maintained in a secure and lockable cabinet for the duration of the study project, in compliance with the Data Protection Act of 1998. Individual and organisational identifiers were deleted, and pseudonyms were employed to write the study's findings. As a result, participants were given pseudonyms to preserve their privacy and uphold the ideals of confidentiality and privacy. The researcher kept all the data gathered private and did not share it with anyone under any circumstances. The data sets were only accessible to the researcher and research supervisor, and the information acquired was only used for the research endeavour.

By preserving the participants' interests and integrity from physical, psychological, and cultural harm, the researcher ensured that they were not subject to bodily or emotional harm. In addition to the principles, the researcher sought ethical approval from the University ethics committee before including any participants in the study.

#### 4.10 Summary of the Chapter

The underlying research's methodological concerns were discussed in this chapter. This research utilised qualitative and quantitative research methods, and data were analysed using several approaches to provide a deep and layered understanding of the subject matter. The

researcher conducted the research ethically and ensured that the University's ethical norms were complied with. The essential elements of research integrity were followed in this investigation.

To improve the correctness and appropriateness of the underlying research, the researcher ensured generalisability, validity, and dependability. The next chapter presents the qualitative and quantitative results. To improve the validity and reliability of this study, the researcher used both quantitative and qualitative approaches, which are complementary rather than contradictory (Denscombe, 2017), and provides a good level of generalisability of the research findings and data integrity. The methodological research has concluded that the qualitative research technique is the most acceptable, with the case study being the most suited research design. Analysing available interviews of saturating samples, field notes, and researcher observations formed the basis of the data-gathering technique. Creswell (2014) suggests that qualitative research methodology focuses on understanding how the world functions from a humanistic perspective. This method is more appropriate when necessary to comprehend how individuals perceive, feel, interact, or behave (Kalra, 2013).

## CHAPTER 5: RESULTS FROM QUANTITATIVE STUDY

### 5.1 Introduction

This chapter presents the results of the study in a sequential manner. First, the results from the secondary data are presented. This is closely followed by a presentation of results from the survey and then the qualitative results in the next chapter. In-depth descriptive inquiries, such as gaining knowledge of how multiple situations give insight into a problem or unique case, were the questions the design created and aimed to answer (Creswell et al., 2007). Although sample size recommendations vary from author to author, the minimum sample size suggested for case study designs varies from five (Creswell, 2013) to fifteen (Guest et al., 2006). In this chapter demographic information is presented, followed by the descriptive statistics of the research constructs: learning style, leadership style, leadership effectiveness; strategy effectiveness; employee satisfaction; change readiness; and performance gap analysis. This is then followed by correlation analysis to determine the presence, direction, and strengths of association between the research constructs. The results are presented using charts and tables.

Evaluative statements were used to assess the perceptions of respondents about learning styles. These statements were evaluated on a six-point Likert scale from strongly disagree (SD), moderately disagree (MD), disagree (D), agree (A), moderately agree (MA), and strongly agree (SA). Numerical values were attached to each point of the rating scale to establish an equidistance between the points on the scale. Evaluative statements were used to assess the perceptions of respondents about leadership styles. These statements were evaluated on a six-point Likert scale from Other (OT), Never (N), Seldom (S), Occasionally (O), Frequently (F), and Always (A). Numerical values were attached to each point of the rating scale to establish an equidistance between the points on the scale.

Evaluative statements were used to assess the perceptions of respondents about leadership effectiveness. These statements were evaluated on a five-point Likert scale from strongly disagree (SD), disagree (D), Neutral (N), agree (A), and strongly agree (SA). Numerical values were attached to each point of the rating scale to establish an equidistance between the points on the scale. Evaluative statements were used to assess the perceptions of respondents about strategy effectiveness. These statements were evaluated on a five-point Likert scale from Never (N), Seldom (S), Occasionally (O), Frequently (F), and Always (A).



Numerical values were attached to each point of the rating scale to establish an equidistance between the points on the scale.

Evaluative statements were used to assess respondents' perceptions about the performance gap. These statements were evaluated on a five-point Likert scale from strongly disagree (SD), disagree (D), Neutral (N), agree (A), and strongly agree (SA). Numerical values were attached to each point of the rating scale to establish an equidistance between the points on the scale. A correlation was then conducted to test the relationship between the research constructs. Of interest was the presence of an association, the direction of the association, and the strength of the association.

## 5.2 Secondary Data Analysis

This section discusses results obtained from the company reports, focusing mainly on the results from the balance sheet as presented in Table 14. The intention was to examine performance indicators such as earnings per share, net assets per share, profit after taxation, and the turnover for the Dangote Group.

*Table 14: Performance Indicators for the Dangote Group (2016- 2020)*

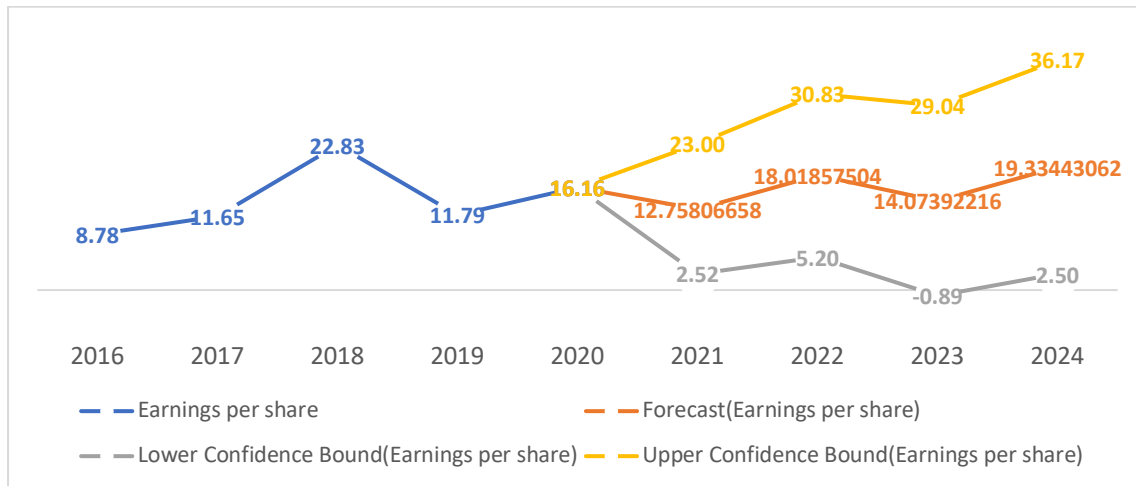
Year	Earnings per share	Net assets per share	Profit after Taxation (Million Naira)	Turnover (Million Naira)
2016	8.78	42.58	142858	615103
2017	11.65	45.85	204248	805582
2018	22.83	57.9	390325	901213
2019	11.79	52.69	200521	891671
2020	16.16	52.29	276068	1034196

It is important to note that earnings per share are based on profit after taxation and the weighted average number of issued and fully paid ordinary shares at the end of each financial year. The results present a fluctuating trend but are forecasted to continue growing using the upper confidence bound.

FORECAST.ETS.CONFINT(target date, values, timeline, [confidence level], [seasonality], [data completion], [aggregation])

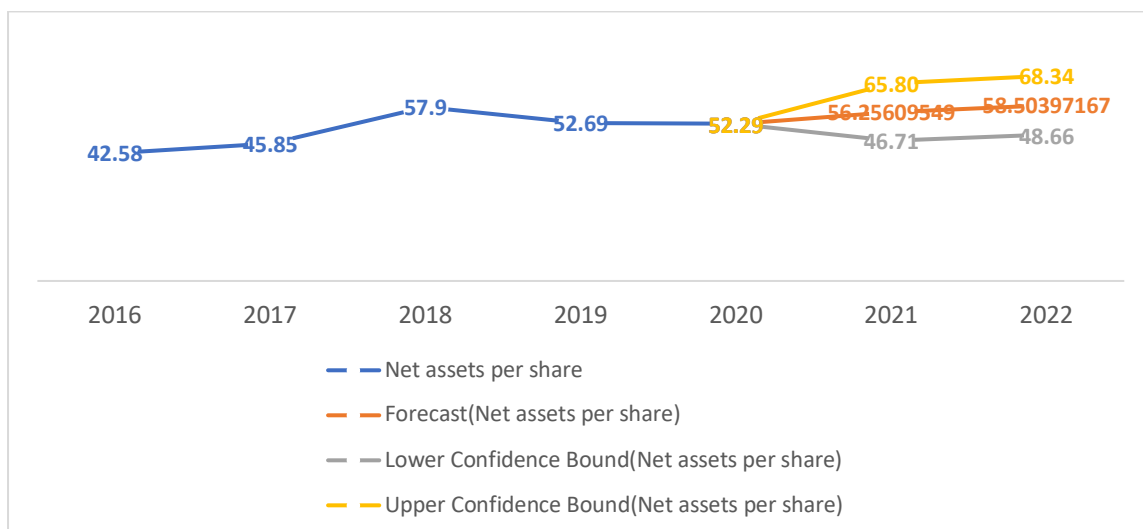
Here, the historical and known indicators were inputted into the excel spreadsheet, and then the confidence level was set at 95%. Data were inspected for any missing values, and there were none. The formula for forecasting, as indicated above, was embedded in the software.

Figure 17: Trend Analysis of Earnings per Share



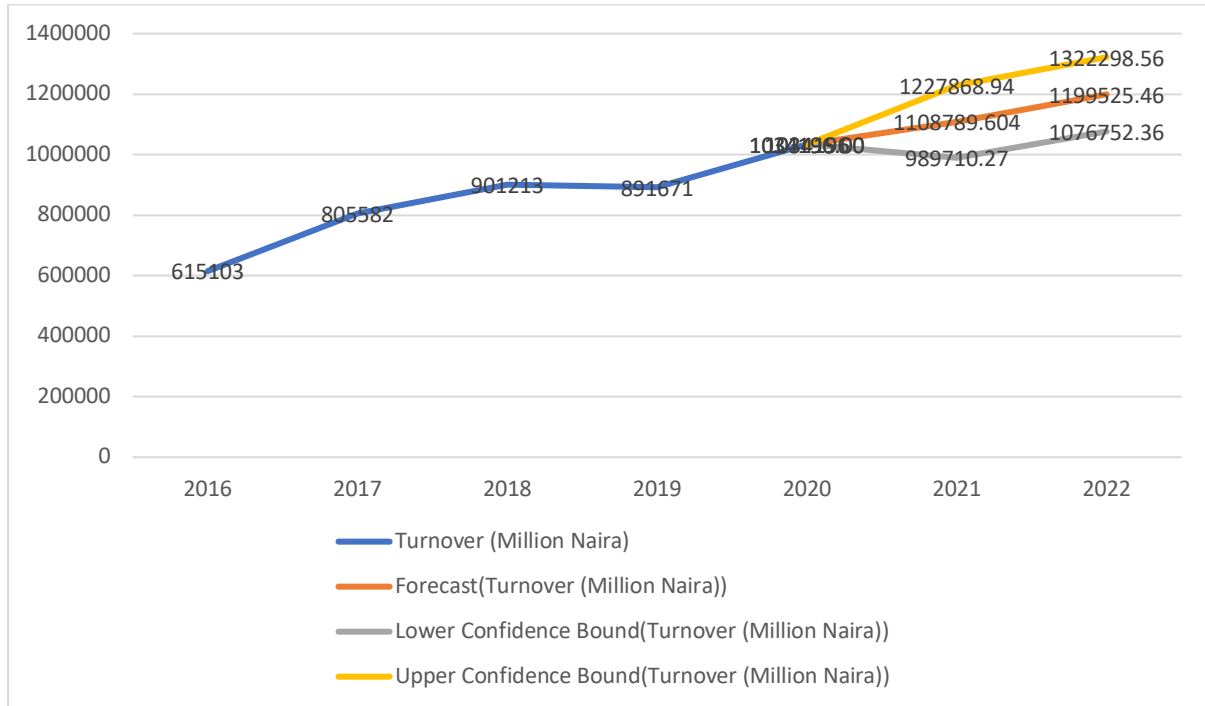
Net assets per share are based on net assets and the weighted average number of issued and fully paid ordinary shares at the end of the financial year. The results present a fluctuating trend but are forecasted to continue growing using the upper confidence bound. Here, Excel was used to create a forecast for future earnings per share, as illustrated in Figure 18. This indicates a positive outlook for the Dangote Group, with net assets per share of 45.58%, 45.85%, 57.9%, 52.69% and 52.29% for the years 2016, 2017, and 2018, 2019, and 2020 respectively. Although there was a decline in earnings per share in 2019, the year 2020 onwards presented a positive outlook. A forecast was created in excel for the years 2021 and 2022. The results obtained are 65.80% and 68.83%, respectively. This signifies a positive performance outlook for the Dangote Group.

Figure 18: Trend Analysis of Net Assets per Share



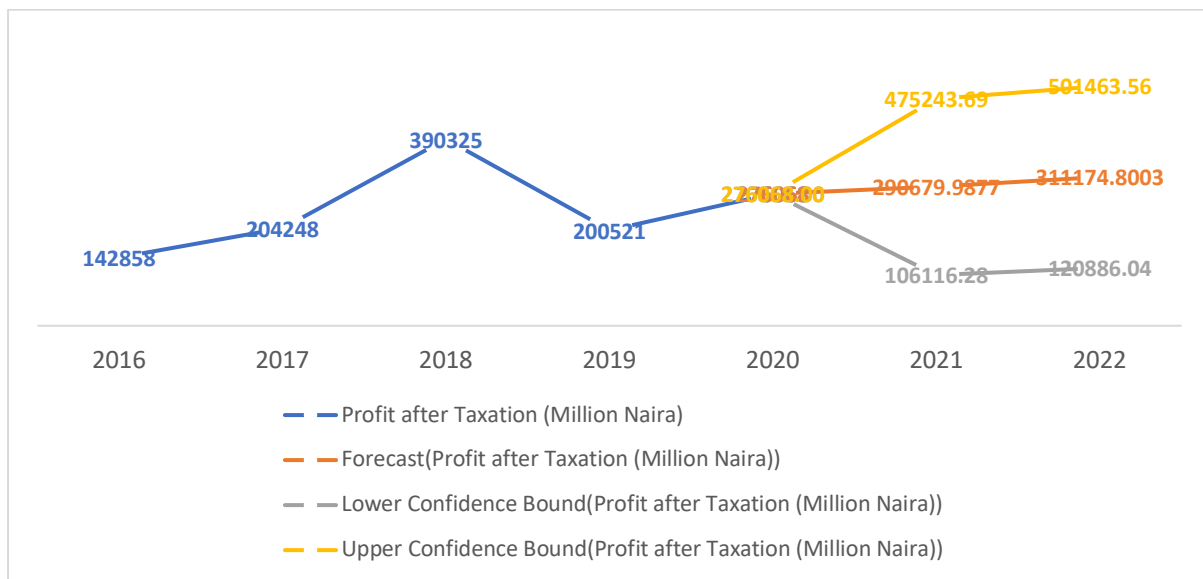
Turnover of the Dangote Group was also considered for the 5 years and subjected to the forecasting technique using excel. The results are illustrated in Figure 19. This indicates a positive performance outlook.

Figure 19: Trend Analysis of Turnover



The profit after taxation was subjected to the same analysis. Although there was a decline in profitability in 2019, profits started to increase again in 2020. The decline in profitability in 2019 could be attributed to strict stay-at-home orders at the start of the Covid-19 pandemic. However, the predictions for 2021 and 2022 are increasing, as illustrated in Figure 20. This indicates a positive performance outlook for the Dangote Group.

Figure 20: Trend Analysis of Profit After Taxation



The financial performance indicators depict a positive outlook for the Dangote Group. However, in 2019, there was a decline in profit after taxation, turnover, net assets per share, and earnings per share. This is attributed to travel restrictions and stay-at-home measures in the early part of the covid-19 pandemic. Nonetheless, performance indicators were back on an upward trend in the year 2020 and are predicted to continue rising for the years 2021 and 2022. This is possible because of the leadership provided at the Dangote Group.

### 5.3 Findings from the Survey

This part of the thesis presents the survey results. Firstly, demographic information is presented, followed by the descriptive statistics of the research constructs: learning style, leadership style, leadership effectiveness; strategy effectiveness; employee satisfaction; change readiness; and performance gap analysis. This is then followed by correlation analysis to determine the presence, direction, and strengths of association between the research constructs. The results are presented using charts and tables.

#### 5.3.1 Demographics

Figure 21 presents the classification of information related to the participants' gender. The largest portion of the sample indicated that there were females (64.18%), whilst males were only 34.83%. Only 1% of the respondents preferred not to state their gender.

Figure 21: Gender of Respondents

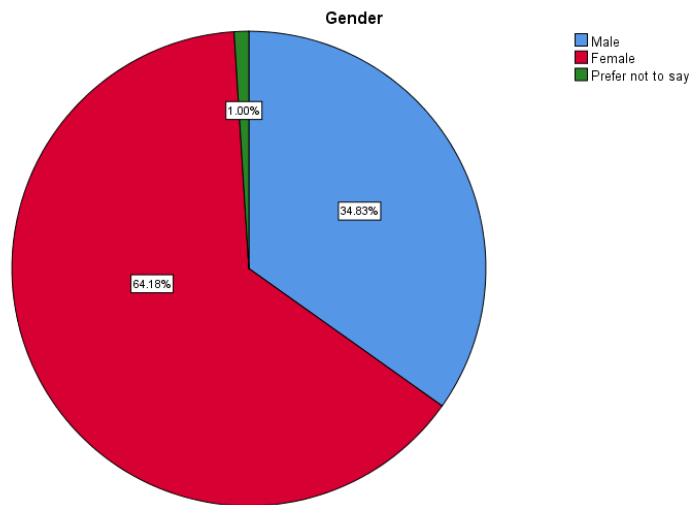


Figure 22: Year of Birth Statistics

Statistics		
Year of Birth		
N	Valid	201
	Missing	0
Mean		1980.01
Median		1980.00
Mode		1976
Range		29
Minimum		1965
Maximum		1994

The researcher was desirous of knowing the age of the participants. It was found that the mean year of birth was 1980, with a mode year of birth being 1976. The range was 29 years. The standard deviation was 6 years, as illustrated in Figure 23. This means there were fewer aged employees and more economically active groups in the workforce.

In terms of working location, it was found that respondents worked at different sites, with those working for Dangote Sugar constituting 19.5% of the sample, whilst those working for Dangote Salt also constituted 19.5% of the sample. 12% worked for Petrol chemicals, whilst 95 worked for the oil refinery. Dangote Flour was represented by 7%, whilst another 7% of the respondents also represented NASCON Allied Industries. Dangote Cement was represented by 7.5% of the sample, whilst Dansa Food was represented by 5% of the sample. Further, Dangote Real Estate was represented by 4% of the sample, and Dangote Macroni and Dangote Agro

Sacks constituted 3.5% of the sample each. The least amount of representation was for Dangote Transportation (1.5%), and Distribution and Packing was represented by only 1% of the sample. These results indicate that insights for this study were drawn from different companies of the Dangote Group, as illustrated in Figure 24. This is important because it highlights the age distribution of employees, meaning that the workforce is much younger and may have a different appreciation of African leadership practices than the older employees.

Figure 23: Year of Birth Statistics

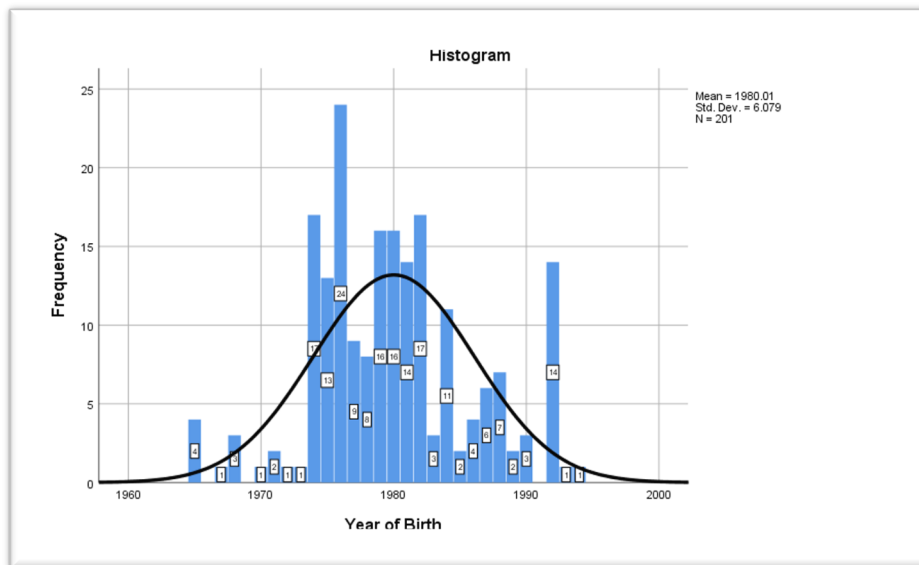
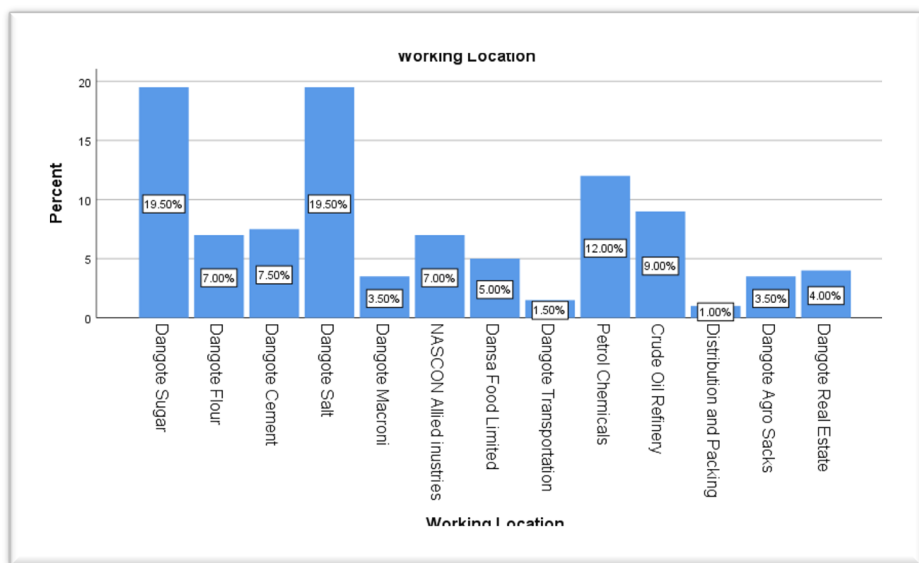


Figure 24: Working Location



Asked about their professions, 30% said they were in service management, whilst 12.94% said they were in planning. A further 8.96% reported that they were in quantity surveying, whilst 6.97% reported that they worked within the supply chain management system. Representation for all other professions is illustrated in Figure 25. This indicates that insights were obtained from respondents in different areas of specialism within the Dangote Group and with a diverse skill set.

Figure 25: Profession

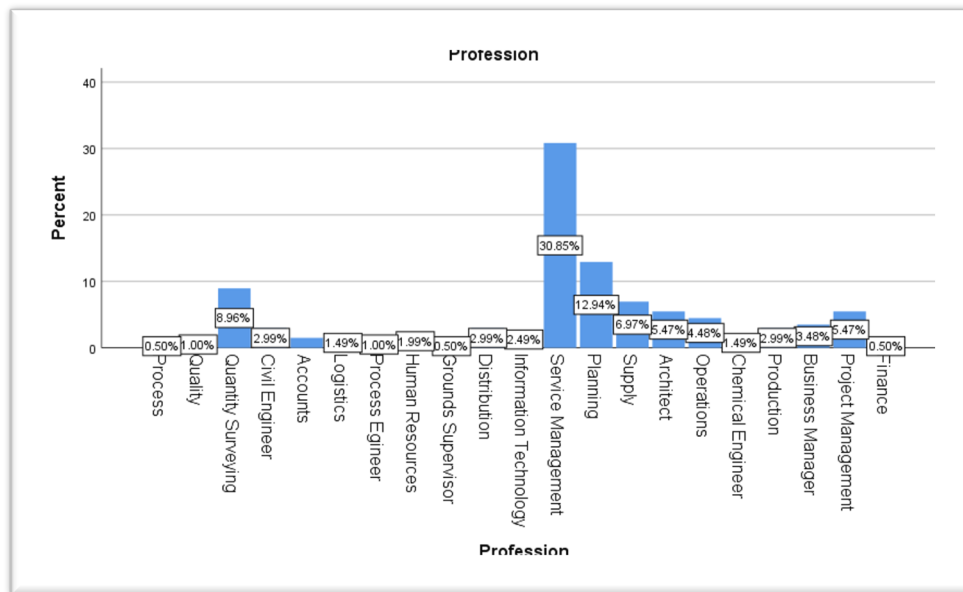
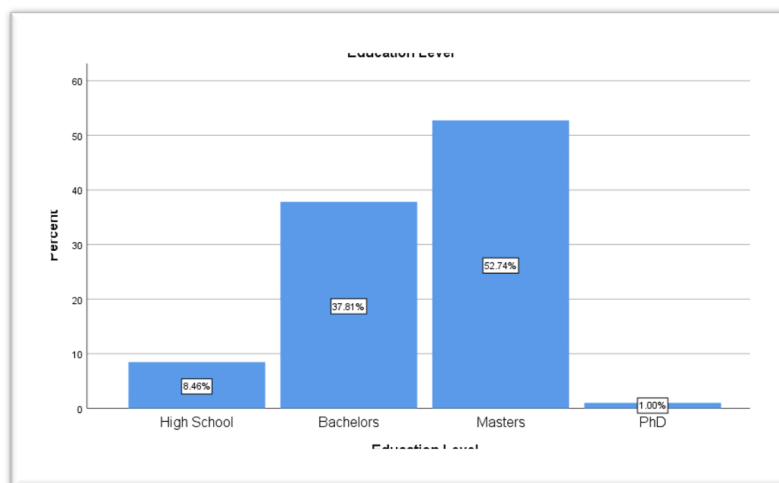
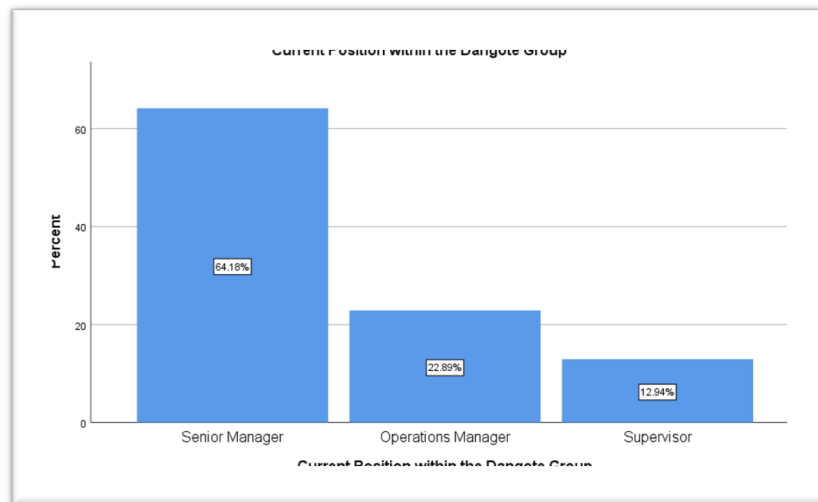


Figure 26: Level of Education



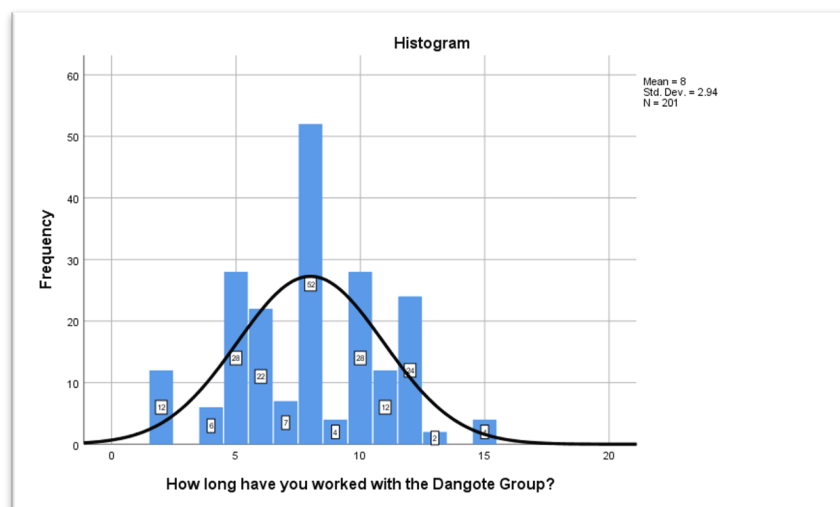
Regarding educational qualification, 8.46% reported that they had a high school qualification, whilst 37.81% reported that their highest educational qualification was a bachelor's degree. Most respondents (52.74%) had attained a master's degree, whilst 1% had attained a PhD, as illustrated in Figure 26.

Figure 27: Current Position



It was found that 64.18% hold positions as senior managers, whilst 22.89% were classified as operations managers. Only 12.94% were classified as supervisors, as illustrated in Figure 27. This indicates that insights were obtained from staff at different levels of management.

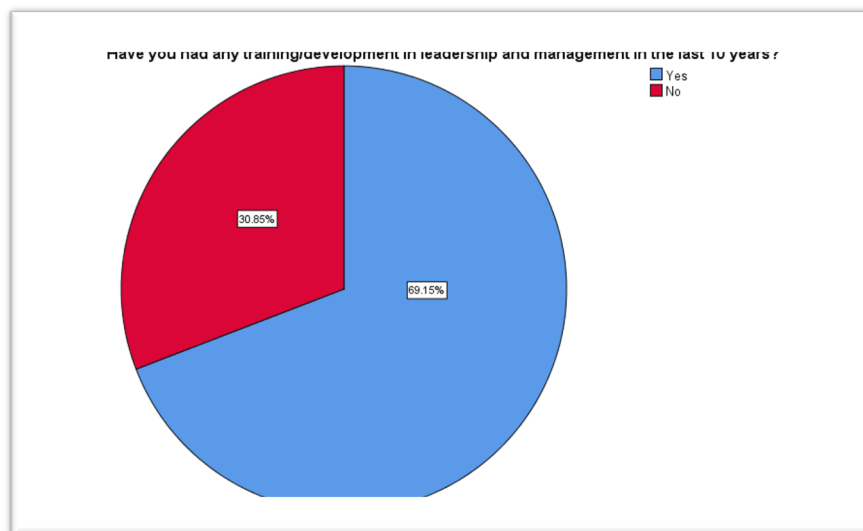
Figure 28: Years of Experience





The researcher also wanted to know how long the respondents had worked for the Dangote Group. The mean obtained was 8 years and a standard deviation of 2.94, as illustrated in Figure 28. This indicates that the participants had spent a considerable number of years working for the Dangote Group and were thus able to offer richer insights. This is also interpreted as a show of loyalty to the organisation because employees, once employed, do not want to leave, or join any other organisation. This is also interpreted as an indication of positive African leadership practices. It is also potentially arguable that due to the difficulty in getting jobs in Nigeria, individuals who have jobs at the Dangote group are afraid of testing the waters and applying/getting other jobs. Regardless of this fact, this thesis posits that whilst that may be an issue, what is ascertainable from the findings is that there is a large concentration of job satisfaction. The role of leadership in this regard cannot be undermined. Furthermore, assuming the issue of getting other jobs is such a herculean task, it is arguable that persons who have worked with the Dangote Group may not find it so difficult getting another job all things equal, considering the level of success the Group has recorded.

*Figure 29: Training*



Asked whether they had received any training in leadership and management within the last 10 years, 69.15% said yes, whilst 30.85% said no, as illustrated in Figure 29. This is also interpreted as a commitment to the organisation's activities and growth. The training is interpreted as an investment geared towards establishing organisational loyalty.

### 5.3.2 Learning Style

Evaluative statements were used to assess the perceptions of respondents about learning styles. These statements were evaluated on a six-point Likert scale from strongly disagree (SD), moderately disagree (MD), disagree (D), agree (A), moderately agree (MA), and strongly agree (SA). Numerical values were attached to each point of the rating scale to establish an equidistance between the points on the scale.

Each of the evaluative statements was allocated a unique code to help avoid duplication in the analysis; the findings, as illustrated in Table 15, revealed that the majority of the respondents expressed positive perceptions of each evaluative statement (agree, moderately agree, or strongly agree), whilst only a few of the respondents expressed negative perceptions with the statements (disagree, moderately disagree, and strongly disagree). For instance, when presented with an evaluative statement stating that, “*I like to seek new ideas and take the first opportunity to experiment with applications*”, the majority of the respondents had a positive perception (45.8%+16.4%+23.9%), whilst only a few expressed negative perceptions (6.5%+2.5%+5.0%). In other words, 86.1% were positive, whilst only 14% were negative. In a similar vein, when presented with an evaluative statement stating that “*I like to try out ideas, theories, and techniques to see if they work in practice*”, the majority were supportive (32.3%+28.9%+22.4%), whilst only 16.5% were negative (3%+6%+7.5%).

**Table 15: Learning Styles Statistics**

CODE	Evaluative Statement	Rating					
		SD (%)	MD (%)	D (%)	A (%)	MA (%)	SA (%)
		1	2	3	4	5	6
LS1	I am keen on basic assumptions, principles, theories, models, and systems thinking	13.9	9.2	12.4	47.3	9.2	8.0
LS2	I tend to act first and consider the consequences later	5.0	21.4	7.0	47.8	0.0	18.9
LS3	I like to try anything that is challenging	5.0	21.9	8.0	43.3	0.0	21.9
LS4	I prefer to find solutions to problems by brainstorming	5.0	19.4	6.5	44.8	0.0	24.4
LS5	I am optimistic about anything new and therefore unlikely to resist change	3.5	21.4	8.5	44.8	0.0	21.9
LS6	I like to analyse and study situations beforehand	3.5	20.9	7.5	44.8	5.0	18.4
LS7	I like to seek new ideas and take the first opportunity to experiment with applications	6.5	2.5	5.0	45.8	16.4	23.9
LS8	I like to get on with things and act quickly and confidently on ideas that are interesting	3.0	5.0	6.0	42.8	13.4	29.9
LS9	I tend to be impatient with ruminating and open-ended discussion	5.0	4.5	8.5	51.7	14.4	15.9
LS10	I am essentially practical in my approach to problem solving	3.5	6.0	6.0	45.3	15.9	23.4
LS11	I approach problem solving in a step by step, rational and logical manner	2.0	4.0	9.5	46.3	14.9	23.4
LS12	I tend to be a thoughtful, thorough, and methodical person	3.0	4.5	8.5	47.3	10.0	26.9
LS13	I like to analyse matters by analysing experiences and observing them from many different perspectives	3.5	6.5	6.5	43.3	13.4	26.9
LS14	Before making any decision I tend to consider all possible angles and implications	1.0	4.0	9.0	46.8	12.9	26.4
LS15	I work well under pressure and a tight deadline	7.0	4.5	9.5	46.3	12.9	19.9
LS16	I enjoy learning new things and practices	2.5	6.0	9.5	49.3	13.4	19.4
LS17	I like to try out ideas, theories, and techniques to see if they work in practice	3.0	6.0	7.5	32.3	28.9	22.4

### 5.3.3 Leadership Style

Evaluative statements were used to assess the perceptions of respondents about leadership styles. These statements were evaluated on a six-point Likert scale from Other (OT), Never (N), Seldom (S), Occasionally (O), Frequently (F), and Always (A). Numerical values were attached to each point of the rating scale to establish an equidistance between the points on the scale. Each evaluative statement was allocated a unique code to help avoid duplication in the analysis; the findings, as illustrated in Table 16, revealed that the majority of the respondents expressed positive perceptions of each evaluative statement (always, frequently, or occasionally), whilst only a few of the respondents expressed negative perceptions with the statements (seldom, never, and other).

*Table 16: Leadership Styles Statistics*

CODE	Evaluative Statement	Rating					
		Ot (%)	N (%)	S (%)	O (%)	F (%)	A (%)
		1	2	3	4	5	6
LEADS1	I like to make others feel good	0.0	3.0	24.4	0.0	19.4	53.2
LEADS2	I would prefer to communicate using uncomplicated language	0.0	6.5	11.4	17.9	35.3	28.9
LEADS 3	I tend to persuade others to think of new ways to solve problems	0.0	5.5	11.9	17.4	16.9	48.3
LEADS 4	I usually help others to develop themselves	0.0	6.0	8.5	15.4	33.8	36.3
LEADS 5	I prefer to let others know exactly what they should do in order to achieve their goals	0.0	3.0	7.0	18.4	19.4	52.2
LEADS 6	I am satisfied when I perceive that others have performed well	0.0	3.5	10.0	16.4	38.3	31.8
LEADS 7	I would let others do their work in the way that they think best	0.0	5.5	12.9	19.4	14.9	47.3
LEADS 8	Others tend to have a lot of respect for me	0.0	6.5	10.9	13.9	36.8	31.8
LEADS 9	I make others feel that they can accomplish their assigned tasks	0.0	5.0	9.0	20.9	15.4	49.8
LEADS 10	I usually provide others with new ideas to solve tough problems	0.0	5.5	12.9	18.9	32.8	29.9
LEADS 11	I provide feedback when others are performing their assigned tasks	0.0	5.5	12.9	16.9	18.9	45.8
LEADS12	I reward others and make them feel appreciated when they have completed assigned tasks	0.0	4.0	11.9	14.9	37.3	31.8
LEADS 13	As long as the tasks have been accomplished, I will not make any changes to the working method	0.0	7.0	12.4	12.9	12.4	55.2
LEADS 14	I tend to support whatsoever method others have decided to employ in order to complete their tasks	0.0	5.0	9.5	18.4	35.3	31.8
LEADS 15	Others feel that I am pleasant to work with	0.0	3.5	7.5	18.9	16.9	53.2
LEADS 16	I help others to find ways to accomplish their assigned tasks	0.0	6.5	7.5	16.9	34.3	34.8
LEADS 17	I tend to encourage others to think in different and unconventional ways	0.0	3.5	13.4	13.4	17.9	51.7
LEADS18	I am aware and try to pay special attention to others who have been isolated from the workplace	0.0	3.5	12.4	15.9	35.3	32.8
LEADS19	I usually reward others after their assigned tasks have been accomplished	0.0	3.0	10.9	40.3	13.9	31.8

When presented with an evaluative statement stating that, “I like to make others feel good”, most of the respondents had a positive perception (19.4%+53.2%), whilst only a few expressed negative perceptions (24.4%+3%). In other words, 72.6% were positive, whilst only

27.4% were negative. In a similar vein, when presented with an evaluative statement stating that “I usually reward others after their assigned tasks have been accomplished”, the majority were supportive (40.3%+13.9%+31.8%), whilst only 13.9% were negative (10.9%+3%). The rest of the results are illustrated in Table 16.

### 5.3.4 Leadership Effectiveness

Evaluative statements were used to assess the perceptions of the respondents about leadership effectiveness. These statements were evaluated on a five-point Likert scale from strongly disagree (SD), disagree (D), Neutral (N), agree (A), and strongly agree (SA). Numerical values were attached to each point of the rating scale to establish an equidistance between the points on the scale. Each evaluative statement was allocated a unique code to help avoid duplication in the analysis. As illustrated in Table 17, the findings revealed a mixed view pattern.

*Table 17: Leadership Effectiveness Statistics*

CODE	Evaluative Statement	Rating				
		SD (%)	D (%)	N (%)	A (%)	SA (%)
		1	2	3	4	5
LEADE1	Employees need to be supervised closely, or they are not likely to do their work	7.5	4.5	26.4	24.9	36.8
LEADE 2	Employees want to be part of the decision-making process	10.4	1.0	29.9	34.8	23.9
LEADE 3	In complex situations, leaders should let subordinates work problems out on their own	27.9	7.5	19.4	21.9	23.4
LEADE 4	It is fair to say that most employees in the general population are lazy	51.2	12.9	12.4	9.5	13.9
LEADE 5	Providing guidance without pressure is the key to being a good leader	19.9	5.0	30.3	24.9	19.9
LEADE 6	Leadership requires staying out of the way of subordinates as they do their work	29.4	9.0	25.4	19.4	16.9
LEADE 7	As a rule, employees must be given rewards or punishments in order to motivate them to achieve organisational objectives	31.8	9.5	27.9	19.4	11.4
LEADE 8	Most workers want frequent and supportive communication from their leaders	10.0	4.5	31.8	37.3	16.4
LEADE 9	As a rule, leaders should allow subordinates to appraise their own work	17.4	3.0	25.4	29.9	24.4
LEADE 10	Most employees feel insecure about their work and need direction	11.9	4.5	40.3	27.9	15.4
LEADE 11	The leader is the chief judge of the achievements of the members of the group	8.0	8.0	27.4	25.9	30.8

When presented with an evaluative statement stating, “*Employees need to be supervised closely, or they are not likely to do their work*”, the majority of the respondents had a positive perception (36.8%+24.9%), whilst 26.4% remained neutral. A further 12% (7.5% + 4.5%) were not supportive. The prevailing majority of positive perceptions demonstrate that most

respondents recognised the relationship between transactional leadership style (Rubim et al., 2020) and higher leadership effectiveness. This positive association supports Hypothesis 2, but it does not allow for confirming it. Conversely, when presented with another evaluative statement stating that “*It is fair to say that most employees in the general population are lazy*”, the majority were not supportive (51.2%+12.9%), whilst only 12.4% were impartial. Only 23.4% (9.5%+13.9%) were supportive of the statement. Hence, individual judgements regarding leadership styles and leadership effectiveness promoted by Hypothesis 2 to a substantial degree depended on the respondents’ assumptions about own willingness to work and the needed degree of control (Brautigam et al., 2002; Rubim et al., 2020). The rest of the results are illustrated in Table 17.

### 5.3.5 Strategy Effectiveness

Evaluative statements were used to assess the perceptions of respondents about strategy effectiveness. These statements were evaluated on a five-point Likert scale from Never (N), Seldom (S), Occasionally (O), Frequently (F), and Always (A). Numerical values were attached to each point of the rating scale to establish an equidistance between the points on the scale. Each evaluative statement was allocated a unique code to help avoid duplication in the analysis. As illustrated in Table 18, the findings revealed a mixed view pattern.

When presented with an evaluative statement stating, “*All levels of leadership are consulted in drafting company's SMART goals periodically*”, 41.3% of the respondents had a positive perception (25.9% +15.9%), whilst 18.9% were neutral. A further 39.8% (18.9% + 20.9%) were not supportive. The rest of the results are illustrated in Table 18.

Table 18: Strategy Effectiveness Statistics

CODE	Evaluative Statement	Rating				
		N (%)	S (%)	OC (%)	O (%)	A (%)
		1	2	3	4	5
STRATE1	All levels of leadership are consulted in drafting company's SMART goals periodically	18.9	20.9	18.9	25.9	15.4
STRATE2	Management and high-level staff use external analysis to formulate strategies for their departments	10.4	14.9	27.4	19.4	27.9
STRATE3	Business performance options (such as cost reduction, production improvements etc) are analysed internally by managers and leaders	10.9	12.9	14.9	34.3	26.9
STRATE4	The company decides its strategy based on risk and return criteria	10.4	14.4	15.4	20.9	38.8
STRATE5	The company clearly assigns lead responsibility for implementation to a person or team	8.5	17.9	20.4	28.4	24.9
STRATE6	Individual employees responsible for strategic planning and execution are rewarded for successful performance	9.0	14.4	21.4	22.9	32.3
STRATE7	Teams responsible for strategic planning execution are rewarded for successful performance	12.4	11.9	21.9	29.9	23.9
STRATE8	Direct supervisors are performance-accountable	11.4	11.4	19.4	21.4	36.3
STRATE9	Change process is well structured	10.0	12.4	14.9	31.3	31.3
STRATE10	Effectiveness of intervention is evaluated	8.0	12.9	26.4	21.9	30.8

### 5.3.6 Employee Satisfaction

Evaluative statements were used to assess the perceptions of respondents about employee satisfaction. These statements were evaluated on a five-point Likert scale from strongly disagree (SD), disagree (D), Neutral (N), agree (A), and strongly agree (SA). Numerical values were attached to each point of the rating scale to establish an equidistance between the points on the scale. Each evaluative statement was allocated a unique code to help avoid duplication in the analysis. The findings, as illustrated in Table 19, revealed a pattern of mixed views.

When presented with an evaluative statement stating, “*I am given a chance to do multiple things associated with the projects assigned to*”, the majority of the respondents had a positive perception (39.8%+22.9%), whilst 22.4% were neutral. A further 15% (5% + 10%) were not supportive.

*Table 19: Employee Satisfaction Statistics*

CODE	Evaluative Statement	Rating				
		SD (%)	D (%)	N (%)	A (%)	SA (%)
		1	2	3	4	5
PES1	I am given the chance to do multiple things associated with the projects assigned to	5.0	10.0	22.4	39.8	22.9
PES2	My job provides for steady personal growth	6.0	13.4	24.4	33.8	22.4
PES3	I think my skills are not thoroughly utilised in my job	11.4	24.4	30.3	17.9	15.9
PES4	We know who our safety committee member or safety reps are	8.0	17.4	31.8	29.4	13.4
PES5	Our company reviews and updates our safe work procedures regularly	6.5	16.4	30.8	35.3	10.9
PES6	We always get feedback on what's happening with our safety issues within seven days	6.5	15.9	29.4	32.8	15.4
PES7	I am forced to work more than I should	22.9	21.9	23.9	20.4	10.9
PES8	The company give fair opportunities for promotions and career growth	10.0	15.4	25.4	38.8	10.4
PES9	I believe this is an excellent place to work	10.4	16.9	18.9	28.9	24.9
PES10	I would be delighted to spend the rest of my career with this company	10.4	16.9	23.4	33.3	15.9
PES11	I do not feel any necessity to continue with my current employer	11.9	31.3	21.4	24.9	10.4

On the other hand, when presented with an evaluative statement stating, “I am forced to work more than I should”, 44.8% of the respondents were not supportive, whilst 23.9% were neutral. Only 31.3% were supportive of the statement. The rest of the results are illustrated in Table 19.

### 5.3.7 Change Readiness

Evaluative statements were used to assess the perceptions of respondents about change readiness. These statements were evaluated on a five-point Likert scale from strongly disagree (SD), disagree (D), Neutral (N), agree (A), and strongly agree (SA). Numerical values were attached to each point of the rating scale to establish an equidistance between the points on the scale. Each evaluative statement was allocated a unique code to help avoid duplication in the analysis. The findings, as illustrated in Table 20, revealed a pattern of mixed views.

When presented with an evaluative statement stating, “*I think that the organisation always benefits from a change initiative*”, the majority of the respondents had a positive perception (35.3%+27.4%), whilst 25.9% were neutral. A further 11.5% (4% + 7.5%) were not supportive. On the other hand, when presented with an evaluative statement stating, “*I get worried that a proposed change will disrupt many of the personal relationships I have developed*”, 59.3% of the respondents were not supportive, whilst 8.5% were neutral. Only 31.8% were supportive of the statement. The rest of the results are illustrated in Table 20.

Table 20: Change Readiness Statistics

CODE	Evaluative Statement	Rating				
		SD (%)	D (%)	N (%)	A (%)	SA (%)
		1	2	3	4	5
CR1	I think that the organisation always benefits from a change initiative	4.0	7.5	25.9	35.3	27.4
CR2	It doesn't make much sense for us to initiate change	9.5	23.4	25.4	28.9	12.9
CR3	Our senior leaders encourage us all to embrace change	9.0	14.4	29.9	29.4	17.4
CR4	Every change initiative matches organisation's priorities, mission, and goals	4.5	16.9	32.8	28.9	16.9
CR5	Our organisation's top decision makers put all their support behind change initiatives	8.0	10.9	24.4	38.3	18.4
CR6	I do not anticipate any problems adjusting my task when a change plan is adopted	5.5	10.0	22.4	37.3	24.9
CR7	My past experience makes me confident that I will be able to perform successfully after a change is made	6.0	9.5	24.4	33.3	26.9
CR8	I get worried that I will lose some of my status in the organisation when a change is proposed and implemented	34.8	13.9	14.9	17.4	18.9
CR9	I get worried that a proposed change will disrupt many of the personal relationships I have developed	46.3	13.4	8.5	12.9	18.9
CR10	My future in this job will be limited because of an unknown future change	45.3	12.9	12.9	13.4	15.4

### 5.3.8 Performance Gap Analysis

Evaluative statements were used to assess respondents' perceptions about the performance gap. These statements were evaluated on a five-point Likert scale from strongly disagree (SD), disagree (D), Neutral (N), agree (A), and strongly agree (SA). Numerical values were attached to each point of the rating scale to establish an equidistance between the points on the scale. Each evaluative statement was allocated a unique code to help avoid duplication in the analysis. There were positive perceptions across all the evaluative statements, as illustrated in Table 21.



*Table 21: Performance Gap Statistics*

CODE	Evaluative Statement	Rating				
		SD (%)	D (%)	N (%)	A (%)	SA (%)
		1	2	3	4	5
PGAP1	Our department achieved more than 50% of revenue goal in the last 3-5 years	17.4	3.5	10.9	42.8	25.4
PGAP2	Our department achieved more than 50% of revenue goals in the last 3-5 years	3.0	6.5	19.9	41.3	29.4
PGAP3	I feel the efforts of management has improved revenue and sales growth of my department in the 3-5 years	5.0	4.0	10.0	50.2	30.8
PGAP4	We have reduced staff turnover in the last 3-5 years	4.0	7.5	10.9	50.2	27.4
PGAP5	I feel effective management has improved revenue growth in the last 3-5 years	4.0	4.5	11.4	54.7	25.4

### 5.3.9 Correlation Analysis

A correlation was then conducted to test the relationship between the research constructs. Of interest was the presence of an association, the direction of the association, and the strength of the association. The results are illustrated in Table 22. Here, a Spearman’s correlation was conducted because the data was measured using ordinal scales. The interpretation of Spearman’s correlation coefficient was guided by Table 22.

*Table 22: Interpretation of Spearman's Correlation Coefficient*

Interpretation of the Pearson's and Spearman's correlation coefficients.				
Correlation Coefficient		Dancey & Reidy (Psychology)	Quinnipiac University (Politics)	Chan YH (Medicine)
+1	-1	Perfect	Perfect	Perfect
+0.9	-0.9	Strong	Very Strong	Very Strong
+0.8	-0.8	Strong	Very Strong	Very Strong
+0.7	-0.7	Strong	Very Strong	Moderate
+0.6	-0.6	Moderate	Strong	Moderate
+0.5	-0.5	Moderate	Strong	Fair
+0.4	-0.4	Moderate	Strong	Fair
+0.3	-0.3	Weak	Moderate	Fair
+0.2	-0.2	Weak	Weak	Poor
+0.1	-0.1	Weak	Negligible	Poor
0	0	Zero	None	None

Source: Akoglu (2018:92).

*Table 23: Results of Correlation Analysis*

			Correlations						
			Learning style	Leadership style	Leadership Effectiveness	Strategy Effectiveness	Employee Satisfaction	Change Readiness	Performance Gap
Spearman's rho	Learning style	Correlation Coefficient	1.000	.528**	.104	.234**	.462**	.271**	.370**
		Sig. (2-tailed)	.	.000	.143	.001	.000	.000	.000
		N	201	201	201	201	201	201	201
	Leadership style	Correlation Coefficient	.528**	1.000	.075	.391**	.380**	.205**	.313**
		Sig. (2-tailed)	.000	.	.293	.000	.000	.003	.000
		N	201	201	201	201	201	201	201
	Leadership Effectiveness	Correlation Coefficient	.104	.075	1.000	-.112	.350**	.358**	.222**
		Sig. (2-tailed)	.143	.293	.	.114	.000	.000	.002
		N	201	201	201	201	201	201	201
	Strategy Effectiveness	Correlation Coefficient	.234**	.391**	-.112	1.000	.176*	.113	.269**
		Sig. (2-tailed)	.001	.000	.114	.	.013	.110	.000
		N	201	201	201	201	201	201	201
	Employee Satisfaction	Correlation Coefficient	.462**	.380**	.350**	.176*	1.000	.560**	.411**
		Sig. (2-tailed)	.000	.000	.000	.013	.	.000	.000
		N	201	201	201	201	201	201	201
	Change Readiness	Correlation Coefficient	.271**	.205**	.358**	.113	.560**	1.000	.385**
		Sig. (2-tailed)	.000	.003	.000	.110	.000	.	.000
		N	201	201	201	201	201	201	201
	Performance Gap	Correlation Coefficient	.370**	.313**	.222**	.269**	.411**	.385**	1.000
		Sig. (2-tailed)	.000	.000	.002	.000	.000	.000	.
		N	201	201	201	201	201	201	201

\*\* . Correlation is significant at the 0.01 level (2-tailed).  
\* . Correlation is significant at the 0.05 level (2-tailed).

The results of the correlation analysis are presented in Table 23. Results revealed a significant relationship between learning style and leadership style ( $p=0.000$ , correlation coefficient=.528). This correlation was significant at the 0.01 level (2-tailed). This relationship was positive, and its strength moderate, which allows for confirming Hypothesis 1. There was also a significant relationship between learning style and strategy effectiveness ( $p=0.01$ , correlation coefficient=.234). Though this relationship was positive, its strength was weak. This correlation was significant at the 0.01 level (2-tailed). Therefore, Hypothesis 3 can be confirmed only partially due to a weak connection between the variables. It should be considered that Hypothesis 3 originally implied the relationship between leadership styles and strategy effectiveness, while the correlation analysis here tested the link between learning styles and strategy effectiveness. Since positive relationships were established between leadership styles and learning styles in Hypothesis 1, the two concepts may substitute each other in Hypothesis 3, thus confirming it partially.

Another significant correlation was between learning style and employee satisfaction ( $p=0.000$ , correlation coefficient =.462). This correlation was significant at the 0.01 level (2-tailed). This relationship was positive, and its strength was moderate. Hence, Hypothesis 4 can be confirmed only partially bearing in mind that the leadership styles of managers at the Dangote Group and their learning styles are not full substitutes (although they were positively correlated in Hypothesis 1). There was also a significant correlation between learning style and

readiness for change ( $p=0.000$ , correlation coefficient=.271). This correlation was significant at the 0.01 level (2-tailed). Though this relationship was positive, its strength was weak. Finally, there was also a significant correlation between learning style and the performance gap ( $p=0.000$ , correlation co-efficient =.370). This correlation was significant at the 0.01 level (2-tailed). Though this relationship was positive, its strength was weak.

The results also revealed a significant relationship between leadership style and strategy effectiveness ( $p=0.000$ , correlation coefficient =.391). This correlation was significant at the 0.01 level (2-tailed). Though this relation was positive, its strength was weak. The same variables (i.e., leadership style and strategy effectiveness) were incorporated in Hypothesis 3, which can be confirmed only partially due to the weak strength. Another significant relationship was between leadership style and employee satisfaction ( $p=0.000$ , correlation co-efficient = .380). Though this relation was positive, its strength was weak. This correlation was significant at the 0.01 level (2-tailed). Due to the weak association between the variables, Hypothesis 4 is partially confirmed by the obtained quantitative results.

Further, there was a significant relationship between leadership style and change readiness ( $p=0.003$ , correlation co-efficient=.205). This correlation was significant at the 0.01 level (2-tailed). Though this relation was positive, its strength was weak. Similarly, Hypothesis 5 can be confirmed only partially with respect to the management within the Dangote Group, as the relation between the variables was estimated as weak. There was also a significant relationship between leadership style and the performance gap ( $p=0.000$ , correlation co-efficient =.313). This correlation was significant at the 0.01 level (2-tailed). Though this relation was positive, its strength was weak. These results allow for concluding that Hypothesis 6 can be partially confirmed because of the weak link remaining positive and significant.

The study also found a significant relationship between leadership effectiveness and employee satisfaction ( $p=0.000$ , correlation co-efficient=.350). This correlation was significant at the 0.01 level (2-tailed). Further, there was a significant relationship between leadership effectiveness and change readiness ( $p=0.000$ , correlation co-efficient =.358). This correlation was significant at the 0.01 level (2-tailed). Finally, there was also a significant relationship between leadership effectiveness and the performance gap ( $p=0.002$ , correlation co-efficient =.222). This correlation was significant at the 0.01 level (2-tailed). Though these relations were positive, the strength was weak. Since none of the correlation tests implied a direct link between leadership styles and leadership effectiveness, Hypothesis 2 cannot be confirmed by the discussed quantitative findings. At the level of empirical literature, Louw et al. (2018) found a strong connection between transformational leadership competencies and overall leadership

effectiveness. Similarly, Azar and Asiabar (2015) confirmed that both transformational and transactional leadership contribute to leadership effectiveness.

There was also a significant relationship between strategy effectiveness and employee satisfaction ( $p=0.013$ , correlation coefficient= $.176$ ). This correlation was significant at the 0.05 level (2-tailed). Further, there was a significant relationship between strategy effectiveness and the performance gap ( $p=0.000$ , correlation coefficient = $.269$ ). This correlation was significant at the 0.01 level (2-tailed). Though these relations were positive, the strength was weak.

Further results revealed a significant relationship between employee satisfaction and change readiness ( $p=0.000$ , correlation coefficient= $.560$ ). This correlation was significant at the 0.01 level (2-tailed). This relationship was positive, and its strength moderate. Another significant relationship was between employee satisfaction and the performance gap ( $p=0.000$ , correlation coefficient= $.411$ ). This correlation was significant at the 0.01 level (2-tailed). This relationship was positive, and its strength moderate. There was also a significant relationship between change readiness and the performance gap ( $p=0.000$ , correlation coefficient = $.385$ ). This correlation was significant at the 0.01 level (2-tailed). Though this relation was positive, its strength was weak.

## 5.4 Discussion of the Quantitative Results

This section discusses the findings of the quantitative study. These findings are categorised into four main themes, (1) performance areas affected by leadership/management styles; (2) relationship between leadership/management styles with performance; (3) factors that enhance or inhibit the success of leadership and management in Dangote Group; and (4) the role of African leadership in organisational performance. This is closely followed by revisiting the conceptual model developed in Chapter 2 and then enhancing it with what was deduced from the study. On the findings, the contributory statement of the study is developed. During this section, insights are drawn from existing research which assist in providing a detailed understanding of the findings. Some parts of the findings are consistent with the literature, while others are not.

Consistent with existing research, the quantitative results show a significant relationship between learning style and leadership style ( $p=0.000$ , correlation coefficient= $.528$ ). This correlation was significant at the 0.01 level (2-tailed). This relationship

was positive, and its strength moderate. This means that leadership styles affect the learning styles and vice versa. Similarly, the results also revealed a significant relationship between leadership style and strategy effectiveness ( $p=0.000$ , correlation coefficient =.391). This correlation was significant at the 0.01 level (2-tailed). Though this relation was positive, its strength was weak. This means that the effectiveness of an organisational strategy is largely dependent on the leadership/management style.

The results of this study contribute significantly to our understanding of African business leadership, specifically regarding the relationship between learning style, leadership style, and strategy effectiveness. The findings highlight a significant positive correlation between learning style and leadership style, indicating that these two factors are interdependent and affect each other. This means that leaders who understand their own learning style and that of their team members are more likely to be effective in their leadership roles.

Furthermore, the study also revealed a significant relationship between leadership style and strategy effectiveness, indicating that the effectiveness of an organisational strategy is largely dependent on the leadership/management style. While this correlation was found to be weak, the results nonetheless suggest that leaders who adopt effective leadership styles are more likely to achieve success in implementing organisational strategies.

These findings provide important insights into the role of leadership in the African business context and offer guidance for businesses seeking to improve their performance through effective leadership strategies. By emphasising the importance of understanding learning styles and adopting effective leadership styles, businesses can improve their overall strategy effectiveness and achieve greater success. Overall, this study contributes significantly to the existing knowledge of African business leadership and offers valuable insights for future research in this area.

#### *5.4.1 Performance Areas Affected by Leadership/Management Styles*

Previous studies have found that leadership styles are essential to ensure compliance with rules and regulations (Clarke, 2013; Pilbeam *et al.*, 2016). Clarke (2013) found that active transactional leadership had a positive association with perceived safety climate, safety participation and safety compliance. Similarly, Pilbeam *et al.* (2016) conducted a systematic review on the available academic literature on safety leadership practices and observed safety outcomes. They argue that while safety leadership may contribute to successfully achieving

these other actions, there is no empirical evidence for this. In this study, compliance is intended to ensure safety within the workplace. It is argued that safety is another performance area impacted by different leadership styles. Upholding the required standards helps to minimise the risks of non-compliance, such as poor product quality, customer complaints, product damages, reduced accidents, and potential litigation issues. In this way, the department contributes to the overall company performance by ensuring a safe working environment, safe working practices, and compliance with industry and international standards.

Research indicates that the leadership style adopted by a team leader affects team cohesion, perceptions of learning, and learning-related performance within the team (Bucic et al., 2010; Froehlich *et al.*, 2014). Consistent with this literature, the quantitative results revealed a significant relationship between learning style and leadership style ( $p=0.000$ , correlation coefficient=.528). This correlation was significant at the 0.01 level (2-tailed). This relationship was positive, and its strength moderate. This means that leadership styles affect the learning styles and vice versa.

The results also revealed a significant relationship between leadership style and strategy effectiveness ( $p=0.000$ , correlation coefficient =.391). This correlation was significant at the 0.01 level (2-tailed). Though this relation was positive, its strength was weak. This means that the effectiveness of an organisational strategy is dependent upon the leadership/management style.

Research has suggested that leaders and managers combine the various leadership styles to produce positive outcomes in terms of employee satisfaction and, consequently, organisational performance (Kara *et al.*, 2013; Ranjbar *et al.*, 2019; Khan and Waraich, 2019). In this sense, leadership/management styles affect employee satisfaction. The quantitative results revealed a significant relationship between leadership style and employee satisfaction ( $p=0.000$ , correlation co-efficient = .380). Though this relation was positive, its strength was weak. This correlation was significant at the 0.01 level (2-tailed). Based on the findings, there therefore is a need to adopt leadership styles suitable for different departments.

Another area that is affected by leadership styles is employee readiness for change. For instance, Lyons *et al.* (2009) explored the concept of change leadership in the US military organisation undergoing extensive organisational changes. The findings revealed that change leadership from senior executives was most predictive of individuals' reported change readiness for military officers and civilian personnel. The findings revealed a significant

relationship between leadership style and change readiness ( $p=0.003$ , correlation coefficient=.205). This correlation was significant at the 0.01 level (2-tailed). Though this relation was positive, its strength was weak. Hence, there is a need to think more critically about the transtheoretical model of behaviour change (TTM), as it may be a useful model for predicting intentions to engage in and support organisational change initiatives. Further, contextual understandings of this model are important because of the diverse leadership styles within the Dangote Group.

The results of this study significantly contribute to the knowledge about African business leadership by providing empirical evidence of the relationship between leadership style, compliance, employee satisfaction, learning style, strategy effectiveness, and employee readiness for change. The study confirms that effective leadership styles are crucial for ensuring compliance with rules and regulations, promoting employee satisfaction, and achieving successful organisational strategies. The findings also highlight the importance of adopting suitable leadership styles for different departments and provide practical guidance for organisations seeking to improve their performance through effective leadership strategies. Overall, the results offer valuable insights into the complex dynamics of African business leadership and provide a foundation for future research in this area.

#### *5.4.2 Relationship Between Leadership/Management Styles with Performance*

Consistent with existing research, the quantitative results revealed a significant relationship between leadership style and the performance gap ( $p=0.000$ , correlation coefficient =.313). This correlation was significant at the 0.01 level (2-tailed). Though this relation was positive, its strength was weak. Moreover, the literature suggests that successful leadership in an organisation involves the demonstration of characteristics such as positivity, reliability and pro-activeness, a clear vision of business goals, a firm's commitment to meeting defined goals, an ability to communicate their vision effectively, commitment to their team and their organisation (Rima, 2014; Crews, Brouwers, and Visagie 2019; and Bhana, and Bayat, 2020).

One deducible fact that cannot be disputed is that the level of passion that resides within the leaders at the Dangote Group effective is unmatched. They drive strategy, and some lead by example. Some consistently surpass set targets because of a passion for doing good for the company and making a positive contribution to society. Consistent with this kind of leadership,

research suggests that many leadership qualities almost come directly from within (Olesia *et al.*, 2013; Wira and Ketut, 2019). These are the qualities that are harder to train but which make leading other people smoother. Useful qualities include a commitment to the vision and passion for the group. Honesty, accountability, and having inspirational attitudes (Olesia *et al.*, 2013; Wira and Ketut, 2019).

It can be summarised that mixed results between leadership/management styles and overall organisational performance were obtained. These were largely attributed to different contextual factors, such as the age of the employees, culture, education, and others in the context of the Dangote Group. Hence, Hypothesis 7 is partially confirmed by the findings of the quantitative analysis. While the relationship between leadership style and overall organisational performance is more pronounced in extant empirical literature (Saleh *et al.*, 2018; Orabi, 2016; Jiménez, 2018; Sandybayev, 2019), this thesis has managed to establish only limited association between the two.

The results contribute to knowledge about African business leadership by confirming the significant relationship between leadership style and performance gap, which is consistent with existing research. The study also highlights the importance of leadership qualities such as passion, commitment to the vision, honesty, accountability, and inspirational attitudes, which are difficult to train but crucial for leading others effectively. Moreover, the study shows that the relationship between leadership style and overall organisational performance is complex and influenced by various contextual factors, such as age, culture, education, and others. Therefore, the study emphasizes the need for a nuanced understanding of leadership in the African business context, considering these contextual factors. Overall, these findings add to the existing knowledge on African business leadership and can guide future research and practice in this field.

#### *5.4.3 Factors That Enhance or Inhibit the Success of Leadership and Management*

It was discovered that one of the most inhibiting factors is a lack of training. For instance, Garavan *et al.* (2021) found that training is positively and directly related to organisational performance with no statistically significant difference between training quality and quantity measures. When asked whether they had received any training/ development and management in the last 10 years, 30.85% said no, whilst 69.15% said yes. It is concerning that



over 30% have not received this training, which is interpreted as an inhibiting factor to the success of leadership and management in Dangote Group.

Previous studies have explored age-related differences in organisational performance (Bal, and Dorenbosch, 2015; Bieling *et al.*, 2015; Ali and French, 2019). For instance, Grund and Westergaard-Nielsen (2008) found a pyramidal or inverse U-shaped interrelation between mean age and standard deviation of age and value-added per employee, respectively. The current study found that of the 201 respondents, the mean year of birth was 1980, indicating a young workforce. The mode year of birth was 1976. The range was 29 years. The standard deviation was 6 years. This means that the wealth of experience that is often an asset of an ageing workforce is unaccounted for.

Further, the participants had different learning styles, indicating a need to adopt leadership/management styles relevant to the employees' departmental needs and skills set. Quantitative results revealed a significant relationship between learning style and leadership style ( $p=0.000$ , correlation coefficient=.528). This correlation was significant at the 0.01 level (2-tailed). This relationship was positive, and its strength moderate. This indicates that management must be aware of the different learning styles in the workforce to adopt leadership styles that will help to increase employee performance.

The findings of this study contribute significantly to our understanding of the factors that affect leadership and management in organisations, particularly in the context of the Dangote Group. The study highlights the importance of training in improving organisational performance, as well as the need to consider the age and learning styles of employees when adopting leadership styles. The results also underscore the significance of contextual factors in determining the effectiveness of leadership and management practices. The study findings suggest that the Dangote Group, and other organisations facing similar challenges, can benefit from investing in training and development programs to improve leadership and management practices and better understand the learning styles of their workforce. Overall, this study's insights into the relationship between training, age, learning styles, and leadership/management performance can inform future research and practice in the field of organisational management.

#### *5.4.5 Role of African Leadership in Organisational Performance*

It emerges that the contextual aspects of a leadership style are often ignored in most accounts of leadership styles. It is argued that this context determines the sort of leadership style that will be adopted. The results revealed a significant relationship between learning style

and leadership style ( $p=0.000$ , correlation coefficient= $.528$ ). This correlation was significant at the 0.01 level (2-tailed). This relationship was positive, and its strength moderate, which allows for confirming Hypothesis 1. The contextual information that emerged from the qualitative study revealed different teams being managed and entities operating in different industries. These must not be ignored when discussing the relationship between leadership and learning styles. Further studies are needed to explore this relationship in different contexts.

The results also revealed a significant relationship between leadership style and strategy effectiveness ( $p=0.000$ , correlation coefficient = $.391$ ). This correlation was significant at the 0.01 level (2-tailed). Though this relation was positive, its strength was weak. However, the qualitative findings revealed that some managers led from the front to achieve the intended goals, with some surpassing the targets because of an entrepreneurial mindset. Strategy effectiveness also was evident in the cement products that were the brainchild of employees of the Dangote Cement factory but are now being marketed globally. In this sense, proximity to primary resources helped to produce a product required by the global market. Hence, one must consider contextual factors when discussing the relationship between leadership style and strategy effectiveness.

Further, there was a significant relationship between leadership style and change readiness ( $p=0.003$ , correlation co-efficient= $.205$ ). This correlation was significant at the 0.01 level (2-tailed). Though this relation was positive, its strength was weak. These and other relations must continue to be explored in different contexts. Moreover, there has been a silence in the literature about the context in which different leadership styles emerge. This study brings contextual characteristics, such as national cultures, and how this shapes leadership styles. This is an area that warrants further investigation. Though some relationships were found not to be significant, it is worth conducting further research in different contexts to explore these relationships further.

The findings of this study contribute to knowledge about African business leadership by highlighting the importance of considering contextual factors when discussing the relationship between leadership style and strategy effectiveness, change readiness, and learning styles. The study reveals that leadership styles and their effectiveness are influenced by the context in which they are applied, such as national cultures, team diversity, and industry differences. The results also suggest that leadership style can have a positive impact on strategy effectiveness and change readiness, albeit with weak to moderate correlations. These findings

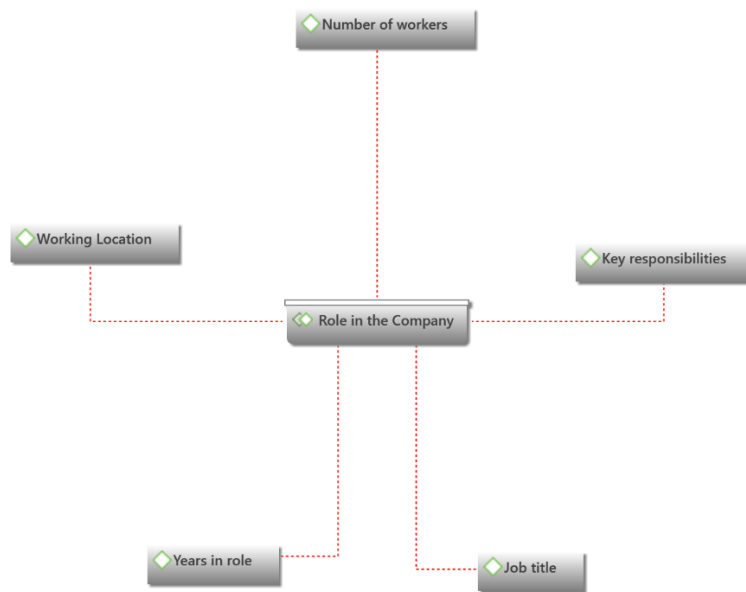
call for further research in different contexts to explore the relationships between leadership style, strategy effectiveness, and change readiness. Overall, the study underscores the importance of context in understanding the dynamics of leadership in African businesses, and the need for tailored leadership approaches that account for contextual differences.

## 5.5 Summary of the Survey Results

This chapter presented the quantitative results and linked them back to extant empirical literature. Insights from the 201 participants reveal an interesting pattern of relationships between the research constructs. The interaction between learning style, leadership style; leadership effectiveness; strategy effectiveness; employee satisfaction; change readiness, and performance gap analysis reveals managerial practices at the Dangote Group. These relationships will be discussed in more detail in Chapter 6. However, the survey results reinforce westernised leadership paradigms, as discussed in Chapter 2. In a way, this cannot be ignored when discussing leadership within the Dangote Group. For insights into the African leadership practices, the researcher turned to the qualitative part of the study.



Figure 31: Sub-Themes for Role in the Company



Each of the transcripts was read on a line-by-line basis, and their job titles, years in the role, work location, and several workers supervised were summarised as illustrated in Table 24.

Table 24: Characteristics of Participants (Qualitative)

Participant Number	Job title	Years in role	Working Location	Number of workers supervised
1	Control Room Supervisor	10 years	Dangote Refinery in the Lekki Free Zone near Lagos, Nigeria	25 employees
2	distribution manager	12 years	Dangote Flour Mills (DFM), Apapa, Kano	85 employees
3	Quality Control Manager	11 years	Dangote Sugar Refinery in Lagos, Nigeria.	15 Quality Control officers
4	Quality Control Manager	11 years	Dangote Sugar Refinery in Lagos, Nigeria.	15 Quality Control officers
5	Civil Engineer	12 years	Dangote Cement PLC in Nigeria	35 staff
6	Supply Manager	12 years	Dansa Foods Limited	30 other supply officers
7	Planning Manager	8 years	Dangote Salt Ltd	30 other supply officers
8	Project Manager	5 years	Dangote’s NASCON Allied Industries	12 other project officers
9	Field Inspector	15 years	Dangote refinery	10 field operatives
10	Production Manager	10 years	Dangote Sugar factory	13 production officers under my supervision.

### 6.1.2 Job Title

Participants were asked about their job titles, and responses obtained included:

*“I am a Control Room Supervisor” (Participant 1).*

*“I work as a distribution manager” (Participant 2)*

*"I work as a Quality Control Manager in the refinery" (Participant 3)*

*"Works as Civil Engineer" (Participant 5)*

*"I am the lead planning manager" (Participant 7)*

*"I work as a project manager" (Participant 8)*

It became apparent that the participants worked in different managerial roles, requiring different levels of expertise. This means that insights obtained from these participants vary across the company positions that they hold and help to bring in a deeper understanding of African leadership practices within these roles

### *6.1.3 Working Location*

The researcher sought to understand more about the working location of the participants. Whilst the idea of qualitative data is to get a rich understanding of complex issues, finding out where these participants work is equally important because it helps to understand the role of African leadership as applied in different departments of the Dangote Group. The text generated at this sub-theme included:

*"I work at Dangote Sugar factory" (Participant 10).*

*"At Dangote's NASCON Allied Industries" (Participant 8).*

*"I am working at Dangote Salt Ltd" (Participant 7).*

*"I work for Dansa Foods Limited, which is one of the companies with the Dangote Group" (Participant 6).*

*I am at the Dangote Cement PLC in Nigeria (Participant 5).*

*"I work at the Dangote Sugar Refinery in Lagos, Nigeria" (Participant 4).*

*"The Dangote Flour Mills (DFM) which is a Nigerian-based company engaged in wheat milling, flour and pasta manufacturing and distribution. The company site is in Apapa, Kano" (Participant 2).*

*The Dangote Refinery in the Lekki Free Zone near Lagos, Nigeria (Participant 1).*

The text provided is interpreted as an indication of the company's size, operating from multiple locations. Further, the company is diversified because it operates in different industries. Hence, insights were shared by participants from different strategic business units. Therefore, the practices of African leadership will be discussed across different job roles and departments.

#### 6.1.4 Number of Years in the Job Role

Participants were further asked about the number of years that they had spent in their current role, and the responses obtained included:

*"I have been working for the past 10 years" (Participant 1).*

*"I have been working for the past this company for the past 12 years" (Participant 2).*

*"I have been with the company since 2010, and this is my 11th year" (Participant 3).*

*"I have been working in this position for the past 7 years; however, my entire working period for Dangote sums up to 12 years of service" (Participant 5).*

*"For the past 15 years" (Participant 9).*

The number of years on the job role is important for this study because it signifies the period the participants have had interphase with African Leadership practices. This engagement helps to produce a deep understanding of African leadership practices as the participants live them. Here, spending a long time in one company is interpreted as an expression of loyalty to the company. This indicates that the company has a good staff retention policy. Further, participant 5, and many others, have changed positions within the company. This indicates that there is a policy of encouraging staff growth, and promoting them from within, depending on their performance. Spending a prolonged period in the same company is interpreted as a sign of good leadership skills within the company and an opportunity for staff to develop a deeper understanding of the company's activities. In this sense, employees become inseparable from the company's success story.

#### 6.1.5 Number of Workers Supervised

Participants were also asked about the number of workers that they supervised, and the responses obtained included:

*"I have 25 employees under my management and leadership" (Participant 1).*

*"I manage 85 employees within the distribution department" (Participant 2).*

*"There are 15 Quality Control officers who report directly to me" (Participant 4).*

*"I have 35 staff working directly under my supervision and management" (Participant 5).*

*“There are 30 other supply officers under my command, and I oversee their duties on a day-to-day basis” (Participant 6).*

*“There are 30 other supply officers under my command, and I oversee their duties on a day-to-day basis” (Participant 7).*

*“I manage 12 other project officers ensuring these responsibilities are shared and executive” (Participant 8).*

*“ I manage 10 field operatives” (Participant 9).*

*“I have 13 production officers under my supervision” (Participant 10).*

Knowing the number of workers supervised is important because it helps to inform the span of control in which African leadership practices emerge. This helps to provide further context on the African leadership practices. The findings reveal that the participants manage teams of different sizes. For instance, participant 10 manages *“13 production officers”*, whilst participant 2 manages *“85 employees within the distribution department”*. Participant 1 states, *“I have 25 employees under my management and leadership”*, whilst participant 7 states, *“There are 30 other supply officers under my command, and I oversee their duties on a day-to-day basis”*. The diversity in the span of control requires different leadership styles. Some of the staff supervised are well-trained professionals, and participants must provide *“leadership”* and *“oversee their duties on a day-to-day basis”*. By saying that *“There are 15 Quality Control officers who report directly to me”*, participant 4 draws attention to the enormity of the task and the need to manage and lead well-trained professionals.

#### *6.1.6 Key Responsibilities*

Participants were asked about their key responsibilities in the company. For participant 1 and many others, key duties are summarised as below:

*“Supervises and directs the activities of assigned staff; coordinates, prioritises and assigns tasks and projects; tracks and reviews work progress and activities; participates in the recruitment and selection of staff; undertakes disciplinary action as required; conducts performance evaluations; coordinates scheduling of staff to ensure proper operational coverage” (Participant 1)*

By saying *“supervises and directs the activities of assigned staff”*, the participant is drawing attention to issues of leadership required in executing their duties. The duties undertaken are strategic, and this requires leadership and managerial skills. Within this team, there is a sense of community because of the drive to *“ensure proper operational coverage”*. Here, the team leader is in a position of authority because they *“undertake disciplinary action*



as required". Others, such as participant 9, perform routine tasks, as illustrated by the extract below:

*I perform routine inspection work in petroleum, petrochemical terminals, and refineries; also perform inspection work on board barges and ships following industry standards and the procedures as well as the sampling and transportation of samples to the company's laboratory and storage facilities" (Participant 9).*

It emerges that the nature of the job requires meticulous attention to ensure compliance with "industry standards". By saying "the sampling and transportation of samples to the company's laboratory and storage facilities", the participant is drawing attention to responsibilities within the quality control team and how this must be managed effectively. Others perform the tasks of planning, controlling, leading, and monitoring, as illustrated by the extract below:

*Project managers lead in planning, executing, monitoring, controlling, and closing projects. They are expected to deliver a project on time, within the budget, and brief while keeping everyone in the know and happy (Participant 8).*

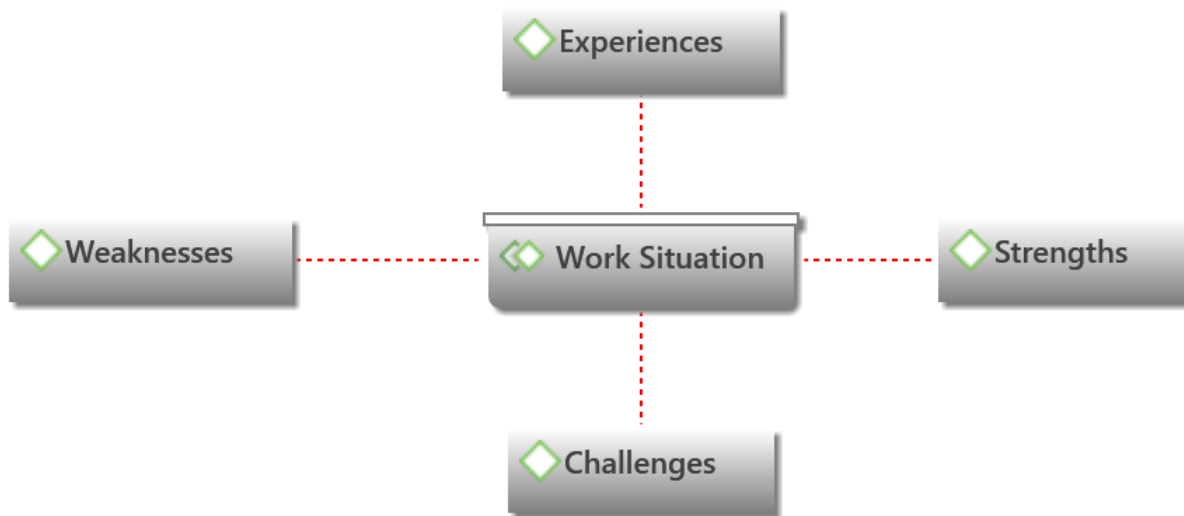
By saying, "They are expected to deliver a project on time, within the budget, and brief while keeping everyone in the know and happy", the participant is drawing attention to the complexities of the duties. Here, we learn that project managers are in a position of authority because of their "lead role in planning, executing, controlling, and closing projects". There is also a sense of togetherness and community as illustrated by "keeping everyone in the know and happy". Here, the word "happy" is interpreted as an aspect of the Ubuntu concept of seeking happiness and respect in all people. Time management is of the essence, and the ability to operate within departmental budgets. This requires managerial skills and effective communication skills. For participant 5, and many others, results must be communicated to senior management, as illustrated by the extract below:

*"My responsibilities include writing project plans and proposals; recruiting and training staff teams; monitoring staff performance; managing the development of small-scale samples or prototypes; analysing and interpreting data; writing progress reports and presenting results to senior managers" (Participant 5).*

Here, project planning and proposals require critical thinking skills. Recruiting and training staff requires human resources skills. Monitoring staff performance requires numerical and leadership skills. Managing the development of prototypes requires creative thinking skills. Analysing and interpreting data requires both qualitative and quantitative data analytical skills. Writing progress reports requires written skills and presenting results to senior management



Figure 33: Sub-Themes for a Work Situation



### 6.1.8 Experiences

Asked about experiences in their current role, participants revealed varied experiences. For instance, participant 1 had this to say:

*“My experience here has been worth it. When I took over the management of the control room, performance was below 20%. With new measures put in place and with the help of my team, we were able to improve performance and meet target goals up by 30% in the first 5 years, and this has been consistent for the past 5 years also” (Participant 1).*

By saying, “*My experience here has been worth it*”, the participant is expressing satisfaction with the job role and the work situation. Here, the participant is more motivated by achieving targets and feels self-fulfilment. By saying, “*we were able to improve performance and meet target goals up by 30% in the first 5 years, and this has been consistent for the past 5 years also*”, the participant is drawing attention to the team's performance. This sense of achievement or accomplishment characterises the experiences of this participant in their current role. Here, there is also that entrepreneurial mentality that helps to “*improve performance and meet target goals*”. The term “*with the help of my team*” is interpreted as a sense of community and teamwork. This is a key component of African leadership.

Others are motivated by their “*commitment to the organisation*”, as illustrated by the extract below:

*“As a manager for the past 3 years, getting used to people management has not been easy. However, my commitment to the organisation for the past 12 years motivates me enough to support individual efforts for the good of the company*

*and the people. My career progression with this company has been positive, and I do not see myself working elsewhere. The employer looks after both personal needs of its employees, and I have enjoyed my role very much” (Participant 2).*

By saying, “*my career progression with this company has been positive*”, the participant is drawing attention to growth opportunities within the company. This is interpreted as a positive experience. By saying, “*I do not see myself working anywhere else*”, the participant is expressing their satisfaction with the experiences within their current role. This is interpreted as experiences that meet or exceed the participant’s expectations. Here, there is a sense of good leadership within the company, as reinforced by the assertion that “*the employer looks after both personal needs of its employees*”. In African leadership, another element that previous studies have not reported is commitment. Here, we learn that participant 2 has a “commitment to the organisation”. This commitment is not short-term but long-term in nature. This also alludes to a sense of loyalty that has failed to capture the imagination of previous researchers. The need for development is also highlighted by positive “career progression” in the company. This is an inseparable part of African leadership practices.

The findings reveal that the experiences of participants have been positive because of opportunities for career progression, as illustrated by the extract below:

*“My role in the refinery has been a positive one for my career and the business growth I have witnessed in the past 5 years. The quality culture has massively improved, and our products are leading in the African regional market. I feel that my experiences greatly contributed to the growth, and the support team have made my work more effective” (Participant 4).*

By saying “*my career and for the business growth*”, the participant is drawing attention to opportunities for career progression and how this contributes to the organisation's growth. Further, positive experiences are a manifestation of “*the quality culture*”. This is also enhanced by “*the supportive team*”, helping to co-create positive experiences and memories. This alludes to a sense of community, ubuntu, Afrocentric, and need for development, as depicted by the elements of African business leaders. The term “the African regional market” is interpreted as alluding to Afrocentrism. For other participants, “*the journey has not been simple*”, as illustrated by the extract below:

*“The Journey has not been simple, but one with complex issues and problems. The supply chain in this company is large and requires adequate resources in terms of staff, budget” (Participant 6).*

By saying “with complex issues and problems”, the participant is saying that though the experience was positive, there were some challenges that had to be overcome. The term

“requires adequate resources” alludes to a lack of resources as depicted by the elements of African leadership. The size of the company manifests complexities, and much travel required in some roles, as reinforced by the extract below:

*“The job requires about 50-75% off Travel and having the opportunity to supervisor different field operations and meeting new people with different mindsets and knowledge. It has been worth it so far” (Participant 9).*

Participant 9’s job involves much travel and supervises “*different field operations*”. The idea of “*meeting new people with different mindsets and knowledge*” is more rewarding to participant 9, and many others. This is interpreted as a positive experience in their current job roles.

### 6.1.9 Strengths

Participants had an awareness of their strengths within their current job roles, as illustrated by the extract below:

*“My strength is IT, project management and communication skills” (Participant 10).*

*“I have excellent research skills, data interpretation and communication skills” (Participant 5).*

The participants have diverse skills, including research, communication, ICT, and managerial skills. Others, like participant 3, also acknowledge that they had “*strong analytical and problem-solving skills*”, as illustrated by the extract below:

*“My strength includes strong communication and interpersonal skills, strong analytical and problem-solving skills and an excellent project management skill” (Participant 3).*

Here, there is a sense of self-awareness, which is interpreted as a resource that helps African leadership to be more effective. For other participants, technical skills are important, as illustrated by the extract below:

*“My strength is in the technology-based aspect of my job. Because technical know-how does more than enable project managers to communicate ideas effectively to all those involved. Good project managers use their technical understanding to win team members’ respect. Since project managers influence more decisions than anyone else in the company, their primary task is to use what they know not just to win employees’ respect but keep it throughout the project and into the future” (Participant 8).*

Here, we learn that effective communication is another element of African leadership. However, there is silence in the literature about this element. From their position of authority, the “managers influence more decisions than anyone else in the company”. The managers must also get loyalty from their employees, as illustrated by the term, “not just win employees’ respect, but keep it throughout the project and into the future”. This loyalty helps to retain staff and produce required results for the organisation. However, the literature on African business leaders fails to capture employee loyalty as an important element of African leadership. For participant 8, technical skills are an important resource “*to win team members’ respect*”. Therefore, there is an awareness that these managers, and leaders, must have a skill set, including both technical and soft skills. It is important to note that participants spoke of their strengths in terms of the different skills they possess. This is interpreted as an important and intangible strategic resource. Whilst participants were aware of their strengths, they were also aware of their weaknesses.

#### 6.1.10 Weaknesses

Participants had an awareness of their weaknesses within their current job roles, as illustrated by the extract below:

*“Identifying individual motivational triggers has been a weakness for me”  
(Participant 3).*

*“I have poor personal motivation which has affected my team colleagues as well”  
(Participant 5).*

There is self-awareness for failing to identify “*individual motivational triggers*”. This is interpreted as an opportunity to develop appropriate staff training programmes that can help managers. This is consistent with the elements of African leadership outlined in the literature. I will suggest that a summary of what is held in this regard is incorporated here. This is an opportunity for the company to provide the appropriate support to managers, as illustrated by the extract below:

*“Let me begin addressing weaknesses which I have made clear to the manager for support. I have not been effective in managing the people aspect of my team. I tend to focus more on targets and getting the job done, which has seen few workers leave because I did not take the time to listen and address personal concerns”  
(Participant 2).*

Teamwork or community emerges as another important element of African leadership. There is a realisation of not being “*effective in managing the people aspect*” of the team.

Participant 2 acknowledged that the focus is more on attaining “*targets and getting the job done*”. This approach to people management is interpreted as authoritarian, with the focus on attaining targets at the expense of the well-being of staff. Consequently, some “*workers leave*” because of a lack of focus on their “*personal concerns*”. This is interpreted as a lack of Ubuntu when leadership practices are being negotiated between a westernised view and an African view. In Ubuntu, personal concerns are of importance. Whilst Ubuntu as a concept is widely accepted within African leadership (Aliye, 2020; Barac, Kirstein, and Kunz, 2021), the findings reveal a disconnection with westernised leadership practices. With Ubuntu and the communal approach to African leadership, employees feel wanted and have a natural sense of belonging. However, the findings reveal that workers feel unwanted and uncared for because of a disconnection between the concept of Ubuntu and westernised ideals of individualism. There is a lack of that sense of belonging that results from the authoritative managerial style.

*“On another hand, negotiating for better terms of working conditions for my staff have fallen short of expectation and this I feel let down and looking for ways I can improve the working conditions of my staff” (Participant 7).*

Others fail to negotiate “*for better terms of working conditions*”, leaving staff feeling neglected. However, there is a realisation that working conditions for staff must be improved. This level of self-awareness is an important aspect of African leadership. Here we see the negotiation of African leadership practices within westernised ideals of leadership.

*“My weakness is in the area of persuasive communication, which I have several times allowed some employees to have their way when I should have been able to have a dialogue in persuading them to take a right personal decision about their careers” (Participant 9).*

Others have weaknesses “*in the area of persuasive communication*”. By saying, “*I have several times allowed some employees to have their way*”, the participant is alluding to a democratic leadership style and regrets that they were not able to assert their authority for staff “*to take a right personal decision about their careers*”. This also alludes to African leadership, where there is trust because of loyalty. One can only allow people to have their way when there is trust and loyalty. However, research on African leadership has failed to consider loyalty as an element of African business leaders.

### *6.1.11 Challenges*

Participants were asked about what makes their job roles challenging. Here, different views were shared. For instance, participant 10 had this to say:

*“In a large company like this, there is a close link between production management and general or strategic management and marketing or finance roles. The challenge is effective coordination between these functions” (Participant 10).*

Whilst some experience challenges in “*effective coordination*” between different functions because of the size of the organisation others experience challenges within the nature of their roles, as illustrated by the extract below:

*“This position is performed inside and outside weather conditions, including extreme heat. This impacts the well-being of other field operatives, so we have a high turnover of employees; however, with the use of agencies, we get a supply of workers now and then. This makes the cost of retraining high and takes time” (Participant 9).*

By saying, “*this position is performed inside and outside weather conditions including extreme heat*”, the participant is drawing attention to potential occupational health and safety hazards that might be within the work environment and how as a manager, these must be managed to attain optimum productivity from workers. Failure to manage these hazards and rotate staff accordingly might impact the “*wellbeing of other field operatives*”. Consequently, this might result in a “*high turnover of employees*”. In this regard, it is essential that proficient managerial and leadership skills are incorporated to assist in overcoming these challenges.

*“The challenge is getting or recruiting sufficient project officers with good entrepreneurial skills in addition to their competence for the job. Good project managers are people with an excellent entrepreneurial mindset. This allows them to think about a project beyond the basic skill set needed to manage it, and it is the project manager’s job to direct teams and team members to the finish line. The project’s success or failure rests solely on the project manager’s shoulders, and he or she is the one responsible for the result” (Participant 8).*

For participant 8, “*the challenge is getting or recruiting sufficient project officers with good entrepreneurial skills*”. This is interpreted as a scarcity of the skills required to perform the jobs within the team. A lack of “*an excellent entrepreneurial mindset*” amongst the staff affects team performance. Similarly, this influences the managerial and leadership styles to be adopted. There is an acknowledgement that “*it is the project manager’s job to direct teams*”. By saying, “*this allows them to think about a project beyond the basic skill set needed to manage it*”, the participant is drawing attention to the relationship between leadership styles and the skill set of the employees.

*“I work with highly specialised professionals and managing such a calibre of specialists presents issues such as independence and controlling issues. However,*



*my team have worked well to forge unity and collaborative skills over the past 5 years” (Participant 5).*

It was also found that “*highly specialised professionals*” are challenging to manage because they desire independence in executing their duties. This affects the leadership style that is adopted. At times there are conflicts, and these must be managed, as illustrated by the extract below:

*“To be successful in this role, you should be familiar with various inspection techniques and be able to act as an auditor for all our internal systems identifying issues and recommending solutions. This comes with diverse challenges such as conflict of interest with other managers who may see some recommendations as affecting their budgets or insignificant” (Participant 4).*

The foregoing highlights the fact that the participants face “diverse challenges” in performing their duties. These challenges require a range of skills to navigate. Moreover, the challenges must also be viewed as opportunities for the company to improve.

#### *6.1.12 Contributions to Performance*

Participants were asked to share their opinion on what specific thing has contributed to the increasing performance of the company. A word cloud was conducted to determine the pattern in the text used. This generated 140 tokens, and a token ratio of 0.671, indicating less variability in the text used.



*“Ensuring the compliance of quality measures across the refinery have reduced errors, machine damages, work floor accidents and employee safety.” (Participant 3).*

Participant 3 is more about “*ensuring the compliance of quality measures across the refinery*”. Upholding the required standards helps to minimise the risks of non-compliance, such as poor product quality, customer complaints, product damages, reduced accidents, and potential litigation issues. In this way, the department contributes to the overall company performance by ensuring a safe working environment, safe working practices, and compliance with industry and international standards. In doing this, participant 3 is taking leadership to ensure that the organisational goals are achieved.

*“My team have been the brain behind our high valued cement product in the market. Our product has also been competitive globally because excellent research and development were invested.” (Participant 5).*

By saying, “*my team have been the brain behind our high valued cement product in the market*”, participant 5 highlights the team's contributions through product innovations. Without the “*high valued cement product*”, the company would not be able to attract customers nor achieve the desired sales levels. In this sense, the “*high valued cement product*”, a brainchild of the team, contributes to the company's performance.

Participants’ departments also contribute to the overall performance of the company by meeting specified departmental and individual targets, as illustrated by the extracts below:

*“Company target in my department has been able to reach its target by 35% in the past 3 years consistently” (Participant 9).*

*“Performance targets are at 50% increase under my tenure.” (Participant 10)*

*“Target and goals have increased by 50% in the last 5 years, and it has been rewarding as I was adjudged best manager of the year in 2018” (Participant 6).*

By saying, “*target and goals have increased by 50% in the last 5 years*”, the participant is drawing attention to the fact that previous targets were achievable and met. Hence, more challenging targets were set because of the consistent positive performance of the team. Participant 6 “*was adjudged best manager of the year in 2018,*” meaning their performance was outstanding. It is interesting that the participant found it “*rewarding*” to meet higher targets. This is interpreted as motivational. In this way, participant 6 provides leadership and leads by example.

*“My contribution has been clear over the past three years. I have developed clear, straightforward plans that stimulate my teams to reach their full potential. I have*

*been able to cut down on bureaucracy and steer the teams down a clear path to the final goal.” (Participant 8).*

For participant 8, contributions were in the form of leadership that “*stimulated*” the whole team “*to reach their full potential*”. By saying, “*I have been able to cut down on bureaucracy and steer the teams down a clear path to the final goal*”, the participant is drawing attention to the team working more efficiently and effectively towards company goals. This leadership has helped the team contribute positively to the overall performance of the company.

## 6.2 Discussion of the Qualitative Results

This section discusses the findings of the qualitative study. The findings are categorised into four main themes, (1) leadership and management styles within the Dangote Group; (2) performance areas affected by leadership/management styles; (3) relationship between leadership/management styles with performance; (4) factors that enhance or inhibit the success of leadership and management in Dangote Group; and (5) the role of African leadership in organisational performance.

### 6.2.1 Leadership/Management Styles Within the Dangote Group

The findings reveal different leadership/management styles within the Dangote Group. The leadership styles that emerge as dominant within the Dangote Group are autocratic, laissez-faire, and democratic. The findings reveal an autocratic leadership style within the text shared by participants in the qualitative interviews.

*I tend to focus more on targets and getting the job done, which has seen few workers leave because I did not take the time to listen and address personal concerns (Participant 2).*

Position of authority is an element of African business leadership (Lerutla and Steyn, 2021), and it emerged as relevant in the findings. However, African leadership can also be blinded by someone’s position of authority, thereby failing to listen to subordinates for better ways to improve operational activities. An example of this is illustrated by the term “I did not take time to listen and address personal concerns”. However, these personal concerns are an inseparable part of the sense of community and Ubuntu (Barac, Kirstein and Kunz, 2021; Gaim and Clegg, 2021). Here, the leader had absolute control with a focus on targets and less on the “*personal concerns*” of the employees. Participant 2 has no “*time to listen*”. Things must be done their way. This is characteristic of an autocratic leadership style. Research suggests that

autocratic leadership is a style in which the leader has absolute control of all decision-making matters (Akpaprep, Jengre, and Mogre, 2019). It emerges that participant 2, and many others, are authoritative and perceived as hostile by subordinates (Akpaprep, Jengre, and Mogre, 2019). This has “*seen few workers leave*”.

This study as also highlighted the laissez-faire leadership as one of the leadership styles (Nwokocha and Iheriohanma, 2015). It is said that leaders in this kind of leadership style attempt to share the responsibility of decision-making among the employees of an organisation or members of a group (Chowdhury, 2014; Gill, 2014; Ajayi, 2020). Others suggest that this leadership style is most favourable in installing a relaxed working atmosphere intended to bring down optimism and reduce efficiency (Goleman, 2017; Xie *et al.*, 2018). Moreover, laissez-faire is best when working in a creative field with highly motivated, skilled, creative, and dedicated people (Puni *et al.*, 2014; Ajayi, 2020). Findings from the study also reveal the laissez-faire leadership style is practised within the Dangote Group. For instance, a participant had this to say:

*I work with highly specialised professionals and managing such a calibre of specialists presents issues such as independence and controlling issues. However, my team have worked well to forge unity and collaborative skills over the past 5 years (Participant 5).*

This group of ‘*highly specialised professionals*’ are often left alone to think creatively. They desire “*independence*” in what they do and less “*controlling*” attitudes. In fact, they “*forge unity*” of purpose through their “*collaborative skills*”. All these characteristics are consistent with the laissez-faire leadership style, as depicted in the literature.

One thing that was evident in this research is that the Dangote Group also utilises the democratic leadership style. Research in the democratic leadership style has highlighted the fact that every willing team member can participate and bring his or her ideas, thoughts, and suggestions (Caillier, 2020; Olayisade and Awolusi, 2021). While the democratic process tends to focus on group equality and the free flow of ideas, the group leader still makes the final decision. One of the major elements as proposed by research that indicates the operation of the democratic leadership style by the Dangote Group is that it operates a decentralised decision-making system (Tannenbaum and Schmidt 2012; Essien, and Ekoriko, 2020). For instance, one participant had this to say:

*Good project managers are people with an excellent entrepreneurial mindset. This allows them to think about a project beyond the basic skill set needed to manage*

*it, and it is the project manager's job to direct teams and team members to the finish line. The project's success or failure rests solely on the project manager's shoulders, and he or she is responsible for the result (Participant 8).*

The response of this participant highlights the importance of “*an excellent entrepreneurial mindset*”. This is interpreted as an element of African leadership, as proposed by existing literature (Lerutla and Steyn, 2021). This mindset thrives when team members actively participate in decision-making and share their ideas. However, it is important to highlight the fact that the leader is responsible for the result and final making. The response of the participant saying “*the project's success or failure rests solely on the project manager's shoulders*” highlights this further which unarguable is consistent with a democratic leadership style.

Research as highlighted in the preceding chapters suggests that a leader's character at work largely determines the behaviour of others (Inyang *et al.*, 2018). The qualitative findings of this research confirm this theoretical standpoint. For instance, a participant had this to say:

*My team works hard, and the example I set by working twice as hard encourages everyone to achieve the same” (Participant 2).*

This extract is consistent with the assertion that a positive and confident leader will not only stand like a rock in the team but will also help the entire team be full of confidence. This is leading by example. Here, the term “my team” is used to signify the sense of togetherness in African leadership and the position of authority. Further, the term “the example I set by working twice as hard” is interpreted as alluding to Ubuntu and its effectiveness in African leadership practices. However, very little empirical research has been conducted on the concept of Ubuntu to determine its effectiveness in leadership practice (Tsayang, Bulawa, and Kgotlaetsile, 2021).

### *6.2.2 Performance Areas Affected by Leadership/Management Styles*

Research has indicated that leadership styles affect different performance areas such as job performance (Wen *et al.*, 2019), service or product quality (Purwanto *et al.*, 2019; Sunarsi *et al.*, 2020), employee satisfaction (Barasa and Kariuki, 2020; Sari *et al.*, 2021), overall organisation performance (Igbaekemen, 2014), and so forth (Wen *et al.*, 2019). Consistent with this literature, the qualitative findings revealed that the performance of one area of the organisation also affects the performance of other areas. Therefore, there is a need to have a

leadership that encourages employees to realise their full potential. For instance, a participant had this to say:

*My department has been able to sustain the flow of work throughout all the other departments, connected to our outside stakeholders and clients (Participant 1).*

In this regard, the above extract highlights the importance of leadership which is essential to be “*able to sustain the flow of work throughout all the other departments*”. The extract also highlights the fact that if one department fails to perform means there is the possibility that other departments will be adversely affected. It is thus clear the department's performance is related to the leadership or management style as proficient management will see all interconnected departments flourish with the adverse effect being the case if one department fails to perform. The performance of the Dangote Group over the years is highlighted in Chapter 2 with the performance indicators drawn from company reports and excel was used to help project future performance in Chapter 5.

The findings reveal a laissez-faire leadership style in one of the departments, which has resulted in creativity and innovation amongst the workforces. Ultimately, this department managed to develop a “*high valued cement product*” that “*has been competitive globally*”, as illustrated by the extract below:

*“My team have been the brain behind our high valued cement product in the market. Our product has also been competitive globally because excellent research and development were invested.” (Participant 5).*

Here, we learn that product quality and ideas are affected by leadership/management styles.

### *6.2.3 Relationship Between Leadership/Management Styles with Performance*

Previous studies have found relationships between leadership styles and organisational performance (Orabi, 2016; Jiménez, 2018; Saleh *et al.*, 2018; Sandybayev, 2019). For instance, Basit (2020) explored the link between leadership style and performance to offer insight into how leadership style creates the distinction between making the food organisation more efficient and enhancing organisational performance in food organisations. They found a positive relationship between shared leadership style and organisation performance. A positive relationship between leadership styles and employee retention was also found. Contrary to these findings, the current study revealed a high employee turnover in some of the Dangote

Group companies. This is indicative of a leadership style that fails to retain staff. Despite this, performance targets are still met. For instance, one of the participants had this to say:

*“Despite the employee turnover rate, targets are still met, and my department has been able to sustain the flow of work throughout all the other departments, connected to our outside stakeholders and clients” (Participant 1).*

Another leadership style “*encourages everyone to achieve the same*”. This means the style encourages teamwork and togetherness. It is because of this ethos and shared understanding within the team that targets are met, as illustrated by the extract below:

*“I believe that in meeting production targets, I have been consistent in the past 5 years. My team works hard, and the example I set by working twice as hard encourages everyone to achieve the same” (Participant 2).*

Here, the leader works “*twice as hard*”. This is interpreted as leading by example, and this ultimately “*encourages everyone*” in the department to put in an equal amount of effort. This type of leadership encourages performance from all team members, ultimately meeting departmental and organisational performance goals.

Another type of leadership that encourages employees to be innovative and creative within their roles. It encourages an entrepreneurial mindset, and this is a resource through which performance goals are met. For instance, another participant had this to say:

*“My team have been the brain behind our high valued cement product in the market. Our product has also been competitive globally because excellent research and development were invested.” (Participant 5).*

Here, we learn that being given room to think creatively, develop ideas, and turn those ideas into tangible products and services. Ultimately, this contributes to meeting performance goals. Similarly, the performance goals would not have been met without a leadership style that encourages independent thinking and creativity among employees. We also learned that for performance targets to be met, the manager or leader must do this together with their team. For instance, another participant had this to say:

*I have developed clear, straightforward plans that stimulate my teams to reach their full potential. I have been able to cut down on bureaucracy and steer the teams down a clear path to the final goal.” (Participant 8).*

Here, we learn that the performance goals must be negotiated with the team. Though the participant developed the plans, these should be in such a way that they can “*stimulate*” the “*teams to reach their full potential*”. Hence, this leadership approach values the importance of providing an environment where employees can “*reach their full potential*”. Further, this



leadership style requires direct and clear lines of communication, which is achieved by cutting down on “*bureaucracy*”. In this regard, departmental, and organisational performance could not have been achieved without leadership encouraging employees to reach their full potential and open lines of communication. The leadership is approachable and not feared. Employees are encouraged to share their ideas. In summary, the reviewed qualitative results partially confirm Hypothesis 7 that implied a direct relationship between leadership style and overall organisational performance. This link cannot be denied at the example of evidence obtained from the Dangote Group; however, high diversity of management styles, their perceptions, and varying measures of performance do not allow for proclaiming a strong positive link between the two.

#### *6.2.4 Factors That Enhance or Inhibit the Success of Leadership and Management*

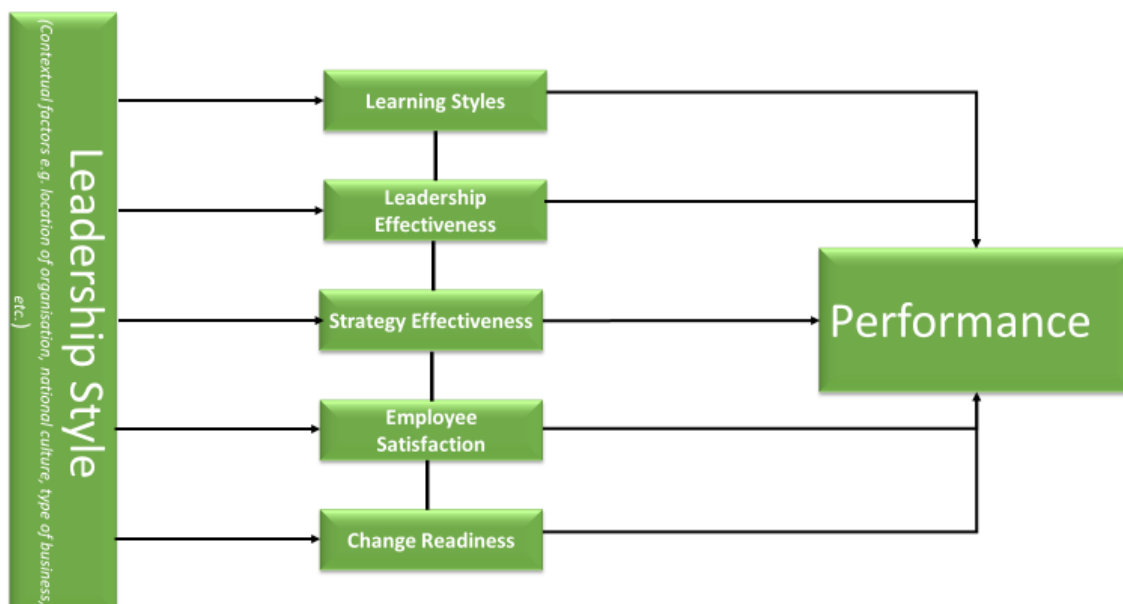
Research suggests that understanding leadership styles is essential for better service and an effective working process between leaders and followers (Sethuraman and Suresh, 2014; Chatman *et al.*, 2020). Some researchers hypothesised that leadership style is a kind of relationship whereby a leader employs some methods to persuade people to work together for a common task (Huang and Huang, 2020; Ballaro *et al.*, 2020). Therefore, an effective leadership style is required to achieve organisational goals, employee job satisfaction, and strategy effectiveness.

The findings from this study revealed that participants spent many years working for the Dangote Group. On average, respondents spend at least 8 years working for the Dangote group. This is indicative of leadership that helps to retain staff. Paradoxically, the qualitative findings reveal a high turnover rate within some ranks. Thus, a high turnover rate inhibits the success of leadership and management at the Dangote Group. This is because each time, new employees must be trained. This wastes time and consumes resources that could be allocated to other areas in need. In this regard, the results produce mixed outcomes. Whilst the quantitative results paint a picture of employees serving for a long time within the Dangote Group, the qualitative findings go deeper to unveil that within this, there are staff in other ranks that feel unwanted and leave the organisation.

### 6.2.5 Role of African Leadership in Organisational Performance

Chapter 2 of this thesis developed a theoretical framework providing the potential relationships from sub-factors to learning and leadership styles (see Figure 35). The intention was to acknowledge potential links to organisational effectiveness to answer the research. Many managers recognise this and put the necessary effort into defining the company goals and performance indicators and evaluating them (Thomes, 2018). The current study measured organisational growth by focusing on a subjective approach based on the perceptions of the participants selected from the individual firms of the Dangote Group of Companies in Nigeria. The respondents were asked to evaluate their organisational growth based on their learning and leadership effectiveness, strategy formulations, employee satisfaction, change readiness and performance gap analysis. Finally, gender, age, education, and experiences demographics were included as means of quantitatively analysing the effective attributes of managers; at the same time, these variables were used qualitatively to explore alternative ways to enhance organisational effectiveness. Insights from the quantitative and qualitative parts of the study point towards a context-based framework of the role of leadership in organisational performance, as depicted in Figure 35.

Figure 35: Framework of Leadership Styles



The findings from both the quantitative and qualitative parts of this study suggest the need for a context-based framework of the role of leadership in organisational performance. By

examining the relationships between leadership style and various factors that impact organisational performance, this study highlights the importance of considering contextual factors when developing leadership strategies.

The quantitative results revealed significant relationships between leadership style and learning style, strategy effectiveness, and change readiness. These relationships suggest that leadership strategies must be tailored to the specific needs of employees and departments, as well as the broader organisational context, to optimise performance. Similarly, the qualitative findings highlighted the importance of considering contextual factors such as industry, team composition, and national culture when developing leadership strategies. For example, the study found that some managers were able to achieve exceptional results by adopting an entrepreneurial mindset and leveraging their proximity to primary resources. These findings suggest that leadership strategies must be flexible and adaptable to respond to changing contexts and conditions.

Taken together, the results of this study provide valuable insights into the complex relationship between leadership and organisational performance. By highlighting the importance of considering contextual factors when developing leadership strategies, this study contributes to the development of a more nuanced and context-based understanding of the role of leadership in organisational performance. As such, it provides a valuable foundation for further research in this area and for the development of effective leadership strategies that can enhance organisational performance in diverse contexts.

## 6.3 Summary of the Chapter

This chapter discusses the findings of the study. It emerged that the context of a leadership style is important to help establish a deep understanding of the relationship between leadership styles and learning styles, strategy effectiveness, change readiness, employee satisfaction, leadership effectiveness, and so forth. The context of a leadership style has been the missing link in most leadership accounts. Understanding the context helps us better understand the relationship between leadership styles and organisational performance. For instance, whilst the literature focuses on eight elements of African business leaders, this study unveils organisational loyalty as an inseparable part of African leadership. All the other elements of African leadership depicted in the literature revolve around organisational loyalty. This means employee loyalty to what they do and the organisational goals and practices. Therefore, leadership styles and strategy effectiveness are informed by these elements of African business leaders. However, this understanding has been ignored in the literature. As for the Dangote Group of Companies, the relationship between leadership styles and organisational performance is mediated by the change readiness of the employees, employee satisfaction, and other variables, as depicted in Figure 35. Future studies are needed to explore the proposed framework, as depicted in Figure 35, in different contexts.

Though qualitative findings are reported in the same section, this thesis uses multiple data sets and separates the results of all data sources from the discussion. This helps to establish consistency in the presentation of results. This will also help to show the triangulation of results clearly and then build a more comprehensive and coherent discussion.

## CHAPTER 7: CONCLUSION, CONTRIBUTIONS, AND RECOMMENDATIONS

### 7.1 Introduction

This chapter summarises the findings of the study. This is achieved by revisiting each research objective and then outlining the evidence that supports achieving the stated objectives. The chapter then focuses on outlining the contributions of the study. These are divided into three areas that are theoretical, methodological, and managerial contributions. Practical and actionable recommendations that are informed by the findings are then made. This is done to help understand the impact of leadership and management styles on the Dangote Group in Nigeria. Within this, the researcher focuses on the four main themes that emerged from the findings.

- (1) *Leadership styles within the Dangote Group.*
- (2) *Departments affected by elements of African leadership.*
- (3) *The relationship between leadership/management styles with performance; and*
- (4) *Factors that enhance or inhibit the success of leadership and management in Dangote Group.*

This helps to reflect more deeply on the conceptual model developed in Chapter 2 and then unpack the study's contributions to improving African leadership practices and organisational performance. The chapter also acknowledges the research limitations and makes suggestions for future studies.

### 7.2 Summary and Main Conclusions

#### 7.2.1 Summary of the Research

The study explored the impact of leadership and management styles on the Dangote Group in Nigeria. It developed a context-based framework of the role of leadership styles in the performance of an organisation. Insights were drawn from quantitative and qualitative data sets provided by staff within the Dangote Group. To achieve the research aim, four research objectives were developed. To address these objectives, data was gathered using a mixed

methods approach by obtaining quantitative and qualitative data from respondents working at the top echelon at the Dangote Group. However, a critical literature review was first conducted to help identify gaps in knowledge and position the study within ongoing academic debates.

The first objective was to identify different leadership and management styles within the Dangote Group. Insights from the literature were used to deepen understanding of the different leadership and management styles. This was then enhanced by drawing insights from both the qualitative and quantitative data sets, thereby helping to compare emergent insights with the academic literature.

The second objective was designed to determine the departments affected by the elements of African leadership. The literature was used to establish better knowledge of different performance areas affected by leadership and management styles. This understanding was then contextualised by extracting insights from qualitative and quantitative data sets, allowing emergent insights to be compared to academic literature.

The third objective was designed to ascertain the relationship between leadership/management styles with performance within the Dangote Group. To better grasp, this relationship, insights from previous studies were reviewed. This was then reinforced by extracting insights from qualitative and quantitative data sets, allowing emergent insights to be compared with the academic literature.

The fourth objective was to establish the factors that enhance or inhibit the success of leadership and management in the Dangote Group. Insights to achieve this objective were extracted from primary data sets, both qualitative and quantitative.

Finally, objective five was designed to develop guidelines that can be used to improve African leadership practices and organisational performance. Here, the focus was on understanding African leadership within a given context and giving voice to those African leadership practices that often go underreported in most accounts of business leadership in Africa.

### *7.2.2 Achieving the Research Objectives*

This section examines each research objective and demonstrates how they were met.

### 7.2.2.1 Objective Number One

The first objective was “*to identify different leadership and management styles within the Dangote Group.*”. The aim of identifying these are to pinpoint the type of leadership styles that have been identified by research as well as identify knowledge gaps and critically evaluate current theoretical understandings. As a result of the critical analysis, context-based perspectives on leadership and management styles emerged. Both qualitative and quantitative findings reveal different leadership/management styles at play. For instance, qualitative results tell a story of a leader with absolute control and a focus on targets. This entails less focus on the “*personal concerns*” of the employees. Results also reveal a leadership that works with “*highly specialist professionals*”, often left alone to think creatively. It emerged that these professionals desire “*independence*” in what they do and less “*controlling*” attitudes. They “*forge unity*” of purpose through their “*collaborative skills*”. The quantitative results revealed that leadership style is necessary for different contexts. For instance, the results revealed a significant relationship between leadership style and strategy effectiveness ( $p=0.000$ , correlation coefficient =.391). In this sense, it can be concluded that there were different leadership styles applied within the Dangote Group, and these styles were context based. In this regard, this research has achieved the first objective.

The results reported in this study appear to agree with previous research that has highlighted the importance of leadership styles in driving organisational effectiveness. Specifically, the quantitative findings suggest that the effectiveness of a leadership style is contingent on the specific context in which it is applied. This aligns with prior research that has emphasised the importance of tailoring leadership practices to suit the unique needs and challenges of a particular organisational setting (Avolio et al., 2013; Day et al., 2014).

On the other hand, the qualitative results appear to conflict with some of the previous findings in the area. While previous research has highlighted the importance of leaders being attuned to the personal concerns and needs of their employees (Liu et al., 2010; Nielsen et al., 2017), the qualitative results in this study suggest that the leader's focus on targets and less emphasis on personal concerns was viewed positively by employees. Additionally, while prior research has emphasised the importance of leaders controlling and guiding employees (Yukl, 2012; Wang et al., 2020), the qualitative results in this study suggest that employees valued a more independent and less controlling leadership style.

Therefore, while the results reported in this study may align with some previous research on the importance of context-specific leadership styles, they appear to conflict with some prior research on the specific leadership practices and skills that are most effective in driving organisational success. Further research is needed to reconcile these differences and provide a more nuanced understanding of the factors that drive effective leadership in different organisational settings.

#### 7.2.2.2 Objective Number Two

The second objective was “*to determine how different departments are affected by the elements of African leadership*” Existing research indicate that leadership styles have an impact on job performance (Wen *et al.*, 2019), service or product quality (Purwanto *et al.*, 2019; Sunarsi *et al.*, 2020), employee satisfaction (Barasa and Kariuki, 2020; Sari *et al.*, 2021), and overall organisation performance (Igbaekemen, 2014; Wen *et al.*, 2019). The qualitative findings revealed that leadership is required “*to sustain the flow of work throughout all the other departments*”. Failure of one department to perform means other departments will be adversely affected. African leadership elements such as community, entrepreneurship, the position of authority, and the need to be developed were more prominent across different departments. However, other emergent elements included loyalty, and previous studies have not captured this. Loyalty to the organisation was evident across different departments. We also learned that product quality and ideas are affected by leadership/management styles. Chapter 3 revealed the performance of the Dangote Group over several years. Projections were also made of these performance indicators, as explained in Chapter 5.

Like the qualitative findings, the quantitative findings demonstrated a significant association between learning style and leadership style ( $p=0.000$ , correlation coefficient=.528). At the 0.01 level, this connection was significant (2-tailed). This was a positive relationship with a modest level of strength. As a result, leadership styles impact learning styles and vice versa. A significant association between leadership style and strategy effectiveness was also discovered ( $p=0.000$ , correlation coefficient =.391). At the 0.01 level, this connection was significant (2-tailed). This relationship was pleasant, yet it lacked strength. This suggests that the leadership/management style impacts the effectiveness of an organisation's strategy. In this regard, this research has achieved the second objective.



The results of the current study agree with previous findings that leadership styles have a significant impact on various aspects of organisational performance, such as job performance, service/product quality, employee satisfaction, and overall organisation performance. However, the qualitative findings suggest that African leadership elements such as community, entrepreneurship, and loyalty were more prominent in different departments of the Dangote Group than captured in previous studies. Additionally, the current study found that leadership styles impact learning styles and vice versa, which is consistent with previous research.

On the other hand, the current study's findings conflict with previous research in that loyalty to the organisation was revealed as an emergent element in the qualitative findings, which was not captured in previous studies. Furthermore, the quantitative findings revealed a modest level of strength in the relationship between leadership style and strategy effectiveness, whereas previous studies have found a stronger association between the two.

Overall, while the current study's findings agree with previous research regarding the impact of leadership styles on organisational performance, the study's unique qualitative findings provide additional insights into the importance of African leadership elements such as community and loyalty in different departments of the Dangote Group.

#### 7.2.2.3 Objective Number Three

The third objective is “*to ascertain the relationship between leadership/management styles with performance within the Dangote Group*”. The extant study revealed a high employee turnover in some Dangote Group companies. This is indicative of a leadership style that fails to retain staff. Despite this, performance targets are still met. There was also evidence of a leadership style that “*encourages everyone to achieve the same*”. This means the style encourages teamwork and togetherness. It is because of this ethos and shared understanding within the team that targets are met. The quantitative results revealed a significant relationship between leadership style and the performance gap ( $p=0.000$ , correlation co-efficient =.313). This correlation was significant at the 0.01 level (2-tailed). Though this relation was positive, its strength was weak.

Most importantly, it was found that the leaders at the Dangote Group are effective because of the passion that resides within them. This passion helps them to drive strategy and lead by example. Some consistently surpass set targets because of a passion for doing good for the company and making a positive contribution to society. In this regard, this research has achieved the third objective.

The results of this study seem to conflict with some previous studies in this area. Specifically, previous studies have suggested that a high level of employee turnover can negatively impact organisational performance (Tett and Meyer, 1993; Meyer *et al.*, 2002), while this study found that even with high employee turnover, performance targets were still being met. Additionally, some studies have found that a leadership style that emphasises teamwork and collaboration can have a positive impact on employee satisfaction and performance (Avolio *et al.*, 2009; Huang *et al.*, 2018), which is consistent with the findings of this study.

On the other hand, the finding that leadership style has a significant relationship with the performance gap is in line with previous research that has highlighted the importance of leadership in organisational performance (Liu *et al.*, 2014; Wang and Cheng, 2017). The idea that effective leaders are characterised by their passion for the company and their desire to make a positive contribution to society is also consistent with some previous studies that have emphasised the importance of leaders' values and vision in driving organisational success (Collins and Porras, 1991; Sosik *et al.*, 2005).

#### 7.2.2.4 Objective Number Four

The fourth objective was “*to establish the factors that enhance or inhibit the success of leadership and management in the Dangote Group*”. According to the findings, participants spent a significant amount of time working for the Dangote Group. Respondents have worked for the Dangote group for an average of 8 years. This is a sign of leadership that encourages employees to stay. The qualitative data, on the other hand, suggest a significant rate of turnover within various levels. As a result, the Dangote Group's leadership and management are hampered by a high employee turnover rate. This is because new personnel must be trained regularly. This is a waste of time and resources that may be better used in other areas. In this sense, the findings are contradictory. While the quantitative data portray a picture of Dangote Group employees who have been with the company for a long time, the qualitative findings reveal that there are employees in other ranks who feel unwelcome and leave the company.

When asked whether they had received any training/development and management in the last 10 years, 30.85% said no, whilst 69.15% said yes. It is concerning that over 30% have not received this training, which is interpreted as an inhibiting factor to the success of leadership and management in Dangote Group. It was also found that of the 201 respondents, the mean year of birth was 1980, indicating a young workforce. The mode year of birth was

1976. The range was 29 years. The standard deviation was 6 years. This means that the wealth of experience that is often an asset of an ageing workforce is unaccounted for.

Furthermore, the participants had a variety of learning styles, highlighting the necessity for leadership/management styles that are appropriate for the department's needs and employees' skill sets. According to quantitative findings, there was a significant association between learning style and leadership style ( $p=0.000$ , correlation coefficient=.528). At the 0.01 level, this connection was significant (2-tailed). This was a positive relationship with a modest level of strength. This means that management needs to be aware of the various learning styles in the workforce to implement leadership approaches that would assist employees in performing better. Considering this evidence, the research has achieved the fourth objective.

The results of this study both conflict and agree with previous findings around leadership and management. On the one hand, the finding that leadership styles impact job performance, service/product quality, employee satisfaction, and organisational performance aligns with previous studies (Wen et al., 2019; Purwanto et al., 2019; Sunarsi et al., 2020; Barasa and Kariuki, 2020; Sari et al., 2021; Igbaekemen, 2014). Similarly, the finding that leadership style impacts strategy effectiveness is also consistent with previous research.

On the other hand, the results conflict with previous studies that suggest a positive relationship between leadership style and employee turnover. In this study, the high employee turnover rate was associated with a leadership style that fails to retain staff, indicating a negative relationship. Additionally, the qualitative findings revealed a high rate of turnover within various levels, contradicting the quantitative data that suggest a picture of Dangote Group employees who have been with the company for a long time.

The finding that over 30% of participants had not received training or development inhibits the success of leadership and management in the Dangote Group, which aligns with previous studies emphasising the importance of training and development in enhancing job performance and employee satisfaction. However, the young workforce and a variety of learning styles highlight the necessity for leadership/management styles that are appropriate for the department's needs and employees' skill sets, which is consistent with previous studies. In summary, this study provides both conflicting and supportive evidence regarding the relationship between leadership style and various organisational outcomes, highlighting the need for further research in this area.

### 7.2.2.5 Objective Number Five

The fifth objective was “to develop guidelines that can be used to improve African leadership practices and organisational performance”. The intention was to provide practical recommendations that can help managers within the Dangote Group to overcome the factors that enhance or inhibit success. This objective was achieved as illustrated by Chapter 6. By focusing on contextual understandings of leadership styles and their relationship with learning styles, leadership effectiveness, strategy effectiveness, employee satisfaction, and change readiness, managers at the Dangote Group can better prepare themselves to achieve their set targets. Following this, practical managerial recommendations are made. Considering the evidence summarised above, this research has achieved the fifth objective.

### 7.2.3 Testing the Operational Hypotheses

Following from the research aims and objectives, this thesis is expected to conclude whether the operational hypotheses from Section 3.8 are confirmed or rejected. The next summary chart organises the obtained results.

*Table 25: Testing the Operational Hypotheses*

Hypotheses	Assumption	Based on Literature	Status	Comment
<b>Hypothesis 1</b>	There is a relationship between the leadership styles exhibited by managers at the Dangote Group and learning styles.	Arslan and Uslu (2014); Michie and Zumitzavan (2012); Yousef (2017)	Confirmed	Positive relationship with moderate strength
<b>Hypothesis 2</b>	There is a relationship between leadership styles adopted by management within the Dangote Group and leadership effectiveness.	Louw et al. (2018); Azar and Asiabar (2015); Weinberger (2009)	Rejected	Conflicting qualitative results on the individual effects of transactional leaders. The correlation tests did not reveal a direct link leadership styles and leadership effectiveness. There was a positive relationship between leadership effectiveness and employee satisfaction, change readiness, and performance gap but the

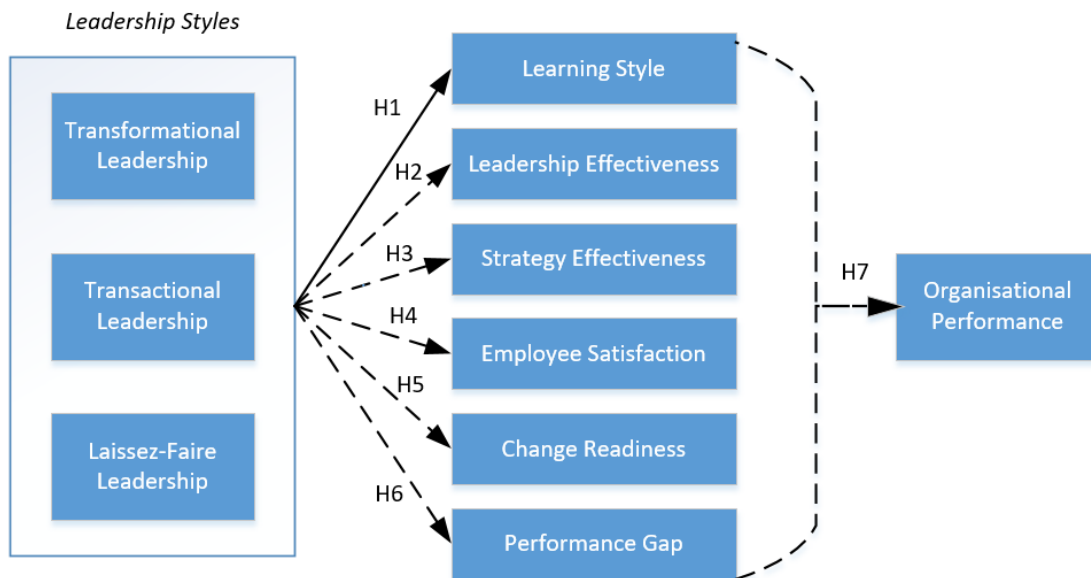
				strength of these links remained weak.
<b>Hypothesis 3</b>	There is a relationship between the leadership styles of managers at the Dangote Group and strategy effectiveness.	Werder and Holtzhausen (2009); Ramchunder and Martins (2014)	Partially confirmed	Although this relationship was positive, its strength remained weak.
<b>Hypothesis 4</b>	There is a relationship between the leadership styles exhibited by managers at the Dangote Group and employee satisfaction.	Kara et al. (2013); Ranjbar et al. (2019); Khan and Waraich (2019)	Partially confirmed	Although this relationship was positive, its strength remained weak.
<b>Hypothesis 5</b>	There is a relationship between leadership styles adopted by management within the Dangote Group and the change readiness of the employees.	Katsaros et al. (2020); Abbasi (2017); Lyons et al. (2009)	Partially confirmed	Although this relationship was positive, its strength remained weak.
<b>Hypothesis 6</b>	There is a relationship between leadership styles adopted by management within the Dangote Group and the performance gap.	Font et al. (2012); Atwater and Waldman (2007); Kollmann and Stöckmann (2014)	Partially confirmed	Although this relationship was positive, its strength remained weak.
<b>Hypothesis 7</b>	There is a relationship between leadership styles adopted by management within the Dangote Group and organisational performance.	Orabi (2016); Jiménez (2018); Saleh et al. (2018); Sandybayev (2019)	Partially confirmed	Although this relationship was positive, its strength remained weak.

#### *7.2.4 A Revised Framework of African Leadership*

The initial theoretical and conceptual frameworks of this thesis were presented in Section 3.8. At this point, when all empirical tests have been done, and the case of the Dangote Group has been analysed quantitatively and qualitatively, it would be valid to construct a

revised framework of African leadership accounting for the strength of links between the variables. Normal lines in the next figure denote stable positive relations, while dashed lines mean weaker and less durable links. A lack of lines shows that no relationship was established by the present thesis.

*Figure 36: A Revised Framework of African Leadership*



### 7.3 Contributions of the Research

This study has contributed to theoretical, methodological, and managerial concerns.

#### 7.3.1 Theoretical Contributions

Locating theoretical understandings of leadership and learning styles within the Dangote Group of companies helps us better understand the role of leadership and the change in the geopolitics of African countries. Even though the Dangote Group has been the fastest-growing company in Nigeria and Africa, some researchers such as Akinyoade and Uche (2016), Ekwueme (2016), Wolf and Itaman (2019), and Adetayo (2020) have argued that the Dangote Group's success is attributed to government policies, industrial policy and monopoly, and the ethics of state capture favouring this group. Some scholars, including Angahar (2014), Ibeenwo (2018), and Teryima (2018), have ascribed Dangote Group's success to its entrepreneurial heritage and attitude, as well as leadership and management qualities. While this process may stem from competent leadership and management connected with capital-intensive project

control, the size at which this occurs had not been investigated until the current study was undertaken. Hence, findings in this study contribute to the theoretical understanding of leadership styles and organisational performance. Of interest are the context-based understandings that are often ignored in most accounts of leadership styles and organisational performance.

Research focuses on eight elements of African leadership, namely, Afrocentric, community, lack of resources, hopefulness, the position of authority, entrepreneurship, need to be developed, and brokenness (Lerutla and Steyn, 2021). However, this study revealed that these elements rotate around organisational loyalty. Therefore, the framework proposed by Lerutla and Steyn (2021) can further be developed by locating organisational loyalty and the heart of African leadership practices. Here, it is argued that all the other elements rotate around organisational loyalty. For instance, the entrepreneurial mindset identified as a key element of African leadership can be seen as a product of employees' connectedness to the organisation. When employees feel a sense of loyalty and commitment to the organisation, they are more likely to invest effort in being creative and innovative, which can lead to the development of entrepreneurial opportunities. Similarly, the other elements of African leadership, such as Afrocentricity, community, and lack of resources, can also be seen as related to organisational loyalty. For example, a strong sense of community within the organisation can foster a sense of belonging and loyalty among employees. Lack of resources can also be overcome through a strong sense of organisational loyalty, as employees may be willing to go above and beyond to achieve organisational goals.

Similarly, the sense of community is connected to organisational loyalty. For instance, the community can be evidenced by teamwork. The strength of these teams or teamwork depends upon the loyalty bonds to the organisation and the amount of effort the workers put in performing their tasks. The study presented here suggests that the existing framework proposed by Lerutla and Steyn (2021) can be further developed by incorporating organisational loyalty as a central concept. This can help to broaden our understanding of the various elements that constitute African leadership and how they are intertwined with organisational loyalty. By focusing on organisational loyalty as a key concept, we can gain further insights into the complex and multifaceted nature of African leadership and how it can be leveraged to enhance organisational performance.

The findings of this study indicate that organisational loyalty plays a critical role in shaping other key elements of African leadership, such as entrepreneurship, community, hopefulness, and the position of authority. For instance, the study found that employees'

entrepreneurial mentality is a direct result of their connectedness with the organisation and their commitment to its success. This suggests that leaders can cultivate a culture of entrepreneurship by fostering a sense of loyalty and commitment among their employees.

In addition, the study highlights the importance of organisational loyalty in promoting community and social cohesion. The findings suggest that when employees are loyal to the organisation, they are more likely to view themselves as part of a broader community of colleagues and stakeholders, which can foster a sense of shared purpose and collective identity. This, in turn, can enhance organisational performance by promoting collaboration and cooperation among employees.

Overall, this study underscores the need to incorporate organisational loyalty as a central concept in any framework of African leadership. By doing so, we can gain a deeper understanding of the complex interplay between loyalty, commitment, and other key elements of African leadership, and provide insights into how leaders can leverage these factors to enhance organisational performance.

This study makes a significant contribution to the existing body of knowledge regarding leadership styles in the context of African business leaders. The findings of this study suggest that the leadership style adopted by an organisation is not solely responsible for shaping the organisational culture, but rather should be understood in relation to the specific organisational context. In fact, the study underscores the importance of considering the contextual factors that shape leadership styles and how they influence organisational outcomes. It highlights the need for a more nuanced and context-specific approach to leadership that considers the various factors that influence leadership style and its impact on organisational performance.

Moreover, this study adds to the growing body of research on leadership in Africa, which has traditionally been understudied compared to other regions of the world. By focusing on the contextual aspects of leadership styles in Africa, the study provides valuable insights into how African business leaders can effectively lead their organisations to success. Overall, this study emphasises the importance of a contextual approach to leadership in African business settings and provides a valuable contribution to the existing literature on leadership styles in the African context.

This entails adapting leadership practices to align with the organisational context. In other words, how the manager or supervisor chooses to behave towards subordinates and carries out the leadership function should be informed by the contextual factors within the organisation. For instance, we learn that being given room to think creatively, develop ideas,



and turn those ideas into tangible products and services contributes to organisational performance at the Dangote Group of Companies. Ultimately, this contributes to meeting performance goals.

The performance goals would not have been met without a leadership style that encourages independent thinking and creativity among employees. We also learned that for performance targets to be met, the manager or leader must have a shared understanding with their team. All these are possible because of shared contextual understandings between managers and employees.

The findings also reveal the importance of “*an excellent entrepreneurial mindset*” within the Dangote Group of companies. This mindset thrives when team members actively participate in decision-making and share their ideas. However, “*the project’s success or failure rests solely on the project manager’s shoulders*”. Here, the leader takes credit for success and is blamed for failure. In other words, the leader has the understanding to take responsibility for the “*result*” and final decisions made. Such understandings emerge within a given context. As in this case, the leadership style determines the effectiveness of the chosen strategy. Kafashpoor *et al.* (2013) discovered a link between leadership style and organisational effectiveness in their research.

Rahman *et al.* (2019) argue that strong organisations are the product of excellent organisational strategy and leadership implementation. In a similar line, Inyang *et al.* (2018) discovered that transformational leadership had a higher impact on the implementation of sales strategies. Thus, the study's results uncovered a significant relationship between leadership style and strategy effectiveness ( $p=0.000$ , correlation coefficient =.391). This correlation was significant at the 0.01 level (2-tailed). For the Dangote Group of companies, this is made possible by the existence of an entrepreneurial mindset within management structures and the workforce.

Research posits that the character of a leader at work has a significant impact on the behaviour of others (Inyang *et al.*, 2018). The qualitative findings of this study support this theoretical viewpoint. For example, one participant had this to say:

*My team works hard, and the example I set by working twice as hard encourages everyone to achieve the same” (Participant 2).*

This excerpt supports the claim that a positive and confident leader will not only be a rock in the team but will also help the rest of the team to be confident. This is what it means to lead by example. However, this study argues that this character is context dependent. Here,

relational capital is of importance. The “*team works hard*” because of the environment that prevails within the Dangote Group of companies and the rapport between the leader and the team. This is very much context-dependent and may vary in other settings. As such, it is important to develop an understanding of leadership styles within the context of the African leadership elements. More importantly, it is organisational loyalty that drives organisational performance. This understanding is important because it helps direct managerial efforts to the relevant elements of African leadership and ultimately positively impacts organisational performance.

### *7.3.2 Methodological Contributions*

The thesis employs a mixed methods methodology. However, it is important to note that most studies in this field use either a single or two data sets. This study emphasises the necessity of triangulation by examining the usage of different data sets in a single investigation. The study incorporates different data sets to help examine the phenomenon under study from various angles. In essence, this past advanced research in this area. This aided in the discovery of crucial information regarding the phenomena under inquiry. Moreover, to the extent that there is a dearth of studies focused on African business leadership, the adoption of this approach helped to unveil another key element of African business leaders, that is, organisational loyalty. This adds to the eight elements identified by Lerutla and Steyn (2021).

Most of the studies in this area tend to use mono methods, as depicted in the literature. Adopting one method would have limited the researcher from obtaining new insights about leadership styles within the Dangote Group of Companies. Further, the context nested aspects of leadership would have been overlooked. Hence, a mixed methods approach helped to generate results that can achieve theoretical generalisability. Thus, methodologically, this study guides future research on how to effectively use multiple data sets in a single study to help unpack the elements of African leadership practices and how this impact organisational performance.

### *7.3.3 Managerial Contributions*

The findings of this study offer valuable insights to managers in upcoming and already established organisations. The six managerial contributions are discussed below.

Figure 37: Contribution to Practice



#### 7.3.3.1 Pay Attention to Employees' Concerns

It is proposed that managers should pay more attention to employees' personal concerns within the Dangote Group of companies. This helps make employees feel wanted, resulting in a lower employee turnover rate. This entails showing less autocratic tendencies and adopting an interactive and participative approach to management and leadership. For instance, career progression policies can help encourage staff to remain within the Dangote Group of companies. Such policies can only be supported by a leadership style and practices that pay attention to employees' personal concerns and career progression. Such a leadership style may encourage creativity, innovation, and an entrepreneurial mindset amongst the employees. This will ultimately lead to employee retention. Moreover, spending a prolonged period in the same company is interpreted as a sign of good leadership skills and an opportunity for staff to develop a deeper understanding of the company's activities. In this sense, employees become an inseparable part of the success story of the company

#### 7.3.3.2 Build an Entrepreneurial Mindset Amongst Employees

It is proposed that an entrepreneurial mindset must be cultivated amongst the employees. We learn more about the need for “*an excellent entrepreneurial mindset*” that thrives where team members actively participate in decision-making and share their ideas. As

such, managers need to adopt leadership practices that encourage independent and creative thinking amongst the employees.

While conducting this study, it becomes clear that the participants possess a wide range of abilities, including research, communication, ICT, and managerial abilities. Others, such as participant 3, admit to having "*excellent analytical and problem-solving skills.*" It is recognised that these managers and leaders must possess a skill set that includes both technical and soft abilities. It is worth noting that participants talked about their strengths in terms of their various abilities. This is understood as a strategic resource that is both tangible and intangible. While the participants were aware of their strengths, they were also aware of their shortcomings. Managers must view these abilities as a resource that an entrepreneurial mindset relies on.

#### 7.3.3.3 Adopt Leadership Styles That Enhance Strategy Effectiveness

Earlier research has revealed a significant relationship between leadership style and strategy effectiveness as it postulates the likelihood of a positive relationship between leadership styles and employee retention. This study had dissimilar findings as it revealed a high turnover in some of the Dangote Group companies. This is indicative of a leadership style that fails to retain staff.

In this regard, it is thus essential that managers adopt leadership practices and styles that enhance strategy effectiveness through staff retention. In applying this to the Dangote Group, it will assist in implementing chosen strategies, thereby enhancing organisational effectiveness effectively. This thesis recommends the adoption of leadership styles that encourage teamwork and togetherness as it has the likelihood of leading to meeting targets because of shared understanding within the team.

It is important to highlight the fact that the participants had different learning styles, indicating a need to adopt leadership/management styles relevant to the employees' departmental needs and skills set.

#### 7.3.3.4 Create Internal Networks That Help to Build Trust

It is proposed that managers must be supported to create internal networks, both on the online and offline platforms. This will help to build trusting relations within the teams, share best managerial practices, and cross-pollinate ideas. The passion that exists within the Dangote Group's leaders is what makes them effective. This can be enhanced by building strong networks and trust amongst employees. The results reveal that some managers constantly

exceed stated goals because they are driven by a desire to accomplish well for the company and contribute positively to society. The literature reveals that many leadership attributes almost originate directly from within, which is consistent with this type of leadership (Olesia *et al.*, 2013; Wira and Ketut, 2019). These qualities are more difficult to develop but make leading others easier. Commitment to the vision and passion for the organisation are useful attributes. Hence, the importance of creating internal networks that help to be trusted and implement strategy effectively.

#### 7.3.3.5 Internationalisation and Innovation

This thesis proposes that the owners/ managers at the Dangote Group must think broadly beyond their departments in order to maintain and supersede the level excellence they have attained. They must use the wealth of knowledge about their departments and local markets to provide leadership that will help the Dangote Group to compete globally. There is also a need to prepare employees for changes within the domestic and international markets. This entails hosting awareness sessions and retraining staff, so they are ready to face new challenges.

## 7.4 Recommendations

Table 26 illustrates some practical recommendations guided by the study's findings.

1. In terms of learning styles, there is a need to align leadership styles with cultural understandings. Managers must adapt their leadership styles depending on the skill set of the employees, cultural, educational, gender, age, and religious composition of their workforce. This is to help avoid cultural misunderstandings and get the best out of the employees. Managers must also adopt a mix of leadership styles to help align with different learning styles.

*Table 26: Guidelines for Effective African Leadership*

<b>Focus Area</b>	<b>Context-based guidelines</b>
<b>Learning styles</b>	<ul style="list-style-type: none"> <li>• Align leadership styles with cultural understandings</li> <li>• Adopt a mix of leadership styles to help align with different learning styles</li> </ul>
<b>Leadership effectiveness</b>	<ul style="list-style-type: none"> <li>• Build strong internal networks</li> <li>• Earn the trust of employees to help be effective as a leader</li> <li>• Cultivate an entrepreneurial mindset amongst employees</li> <li>• Establish effective communication systems</li> <li>• Introduce employee loyalty programs</li> </ul>
<b>Strategy effectiveness</b>	<ul style="list-style-type: none"> <li>• Develop career progression guidelines</li> <li>• Pay attention to individual concerns of the employees to get the best out of each employee</li> <li>• Make employees feel wanted</li> <li>• Nature a sense of belonging amongst the employees</li> <li>• Build employee loyalty</li> </ul>
<b>Employee satisfaction</b>	<ul style="list-style-type: none"> <li>• Adopt participative work practices</li> <li>• Recognise and reward performance</li> <li>• Build a culture of open communication</li> <li>• Encourage creativity and innovation amongst employees</li> <li>• Celebrate success through loyalty programs</li> </ul>
<b>Change readiness</b>	<ul style="list-style-type: none"> <li>• Provide training courses</li> <li>• Retrain some staff</li> <li>• Create awareness of the changing business environment amongst the employees</li> <li>• Develop support systems to help employees cope with changes</li> </ul>

2. To ensure leadership effectiveness, there is a need to build strong internal networks and trust within the Dangote Group of companies. Further, managers must help to cultivate an entrepreneurial mindset amongst the employees so that they can help to achieve the set objectives. This can also be enhanced by establishing effective communication systems. This can also be enhanced by building a loyal workforce.
3. For strategy effectiveness, there is a need for managers to develop career progression guidelines for employees. The intention is to retain staff and make them grow with the organisation. This will help to make employees feel wanted, nature a sense of belonging, and implement strategies more effectively. It is essential to reiterate at that this point that employee loyalty is key to bringing the best out of African leadership practices.
4. There is also a need to maintain high standards of employee satisfaction. This can be achieved by recognising and rewarding performance and celebrating success.

Further, managers must encourage creativity and innovation amongst the employees, appealing to their innermost energies to help add value to their roles within the Dangote Group.

5. Managers must also prepare their staff for change. This can be achieved by providing training courses and creating awareness about change. In this process, managers must ensure a high degree of employee engagement to make them share their ideas and be part of the change process. In this, staff can also be retrained to acquire skills needed to function in a changing business environment.

## 7.5 Limitations of the Research

There were some limitations to this study that must be acknowledged:

1. This was doctoral research that needed to be finished within a specific time limit to meet the immigration requirements for a student visa in the United Kingdom. This meant that all data sets had to be acquired within this time window, and any data sets that were available outside of that time frame were omitted from the analysis.
2. The study's resources for data collection were also restricted. The research was self-funded, and the researcher had to use personal money to finish it. The high expense of travel had an impact on the sample size distribution. In this case, the researcher needed to select a location with many people to reduce trip expenditures.
3. Though the study started before the covid-19 era, much anxiety was created during covid. This meant the researcher had to adapt to working within online platforms while complying with travel restrictions. Access to physical library resources was limited, meaning that the researcher had to pay more attention to those available online resources. Very often, access was determined by the strength of internet connectivity and location.

## 7.6 Suggestions for Future Studies

1. Future studies can use multiple or mixed methods to help to achieve the generalisability of the results over a wider population. This will help to draw insights from larger sample size and make the results more generalisable.

2. There is the dire need for further studies to test existing hypothesis and the hypothesis propelled by this study as well as the effectiveness of the recommendations and the associated outcomes. Such studies can help to inform leadership practices and styles that can help the Dangote Group of Companies to perform more effectively.
3. Future studies can also focus on the internationalisation of Dangote products and services beyond the boundaries of the African continent. Such studies can also explore how different leadership styles can thrive in more competitive and global business environments.
4. Future studies could compare the insights gathered from this study across different companies within the Dangote Group to determine if the findings are consistent or vary between organisations. This would provide a broader understanding of the leadership and management styles within the Dangote Group and allow for a more comprehensive analysis of the factors that contribute to employee turnover and organisational performance. Additionally, it could help identify best practices across the different companies that can be applied to improve overall performance within the group.

## 7.7 Chapter Summary

The study explored the impact of leadership and management styles on the Dangote Group in Nigeria. It developed a context-based framework of the role of leadership styles in the performance of an organisation. Insights were drawn from quantitative and qualitative data sets provided by staff within the Dangote Group. The findings identified different leadership and management styles within the Dangote Group and concluded that context is very important to help effective leadership and strategy implementation. It was also revealed that different performance areas were affected by leadership and management styles within the Dangote Group. The performance of one area impacts other areas of the organisation, and thus a need to ensure a coordinated strategy across the Dangote Group. Mixed results between leadership/management styles and performance emerged, and these were attributed to different contextual factors such as the age of the employees, culture, education, and so forth. Different



factors that enhance or inhibit the success of leadership and management in the Dangote Group were unveiled. These must be understood to help implement strategies more effectively and adopt effective leadership practices. This study has also developed some context-based guidelines that would help to contribute to the role of leadership and management styles within the Dangote Group to improve organisational performance.

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## APPENDIX SECTION

### Appendix 1: Ethical Approval

#### APPLICATION FOR ETHICAL APPROVAL

**In order for research to result in benefit and minimise the risk of harm, it must be conducted ethically. A researcher may not be covered by the University's insurance if ethical approval has not been obtained prior to commencement.**

The University follows the OECD Frascati manual definition of **research activity**: "creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications". As such this covers activities undertaken by members of staff, postgraduate research students, and both taught postgraduate and undergraduate students working on dissertations/projects.

The individual undertaking the research activity is known as the "principal researcher".

Ethical approval is not required for routine audits, performance reviews, quality assurance studies, testing within normal educational requirements, and literary or artistic criticism.

**Please read the notes for guidance before completing ALL sections of the form.**

**This form must be completed and approved prior to undertaking any research activity.** Please see Checklist for details of process for different categories of application.

**Delete the Guidance Notes at the end of the form BEFORE submitting your application**

#### SECTION A: About You (Principal Researcher)

Full Name:					
Tick all boxes which apply:		Member of staff:	<input type="checkbox"/>	Honorary research fellow:	<input type="checkbox"/>
Undergraduate Student	<input type="checkbox"/>	Taught Postgraduate Student	<input type="checkbox"/>	Postgraduate Research Student	<input checked="" type="checkbox"/>
Institute/Academic Discipline/Centre:	University of wales Trinity saint David London Campus				
Campus:					
E-mail address:	<a href="mailto:1708909@student.uwtsd.ac.uk">1708909@student.uwtsd.ac.uk</a>				
Contact Telephone Number:					
<b>For students:</b>					
Student Number:					
Programme of Study:	Doctor of Business Administration				
Director of Studies/Supervisor:	Dr Kenny Crossan, Prof Ezendu Ariwa				

## SECTION B: Approval for Research Activity

Has the research activity received approval in principle? (please check the Guidance Notes as to the appropriate approval process for different levels of research by different categories of individual)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
<b>Please check the date for confirmation date</b>			30 <sup>th</sup> April 2020	
If Yes, please indicate source of approval (and date where known): <b>Approval in principle must be obtained from the relevant source prior to seeking ethical approval</b>	Research Degrees Committee	<input checked="" type="checkbox"/>		
	Institute Research Committee	<input type="checkbox"/>		
	Other (write in)	<input type="checkbox"/>		

## SECTION C: Internal and External Ethical Guidance Materials

Please list the core ethical guidance documents that have been referred to during the completion of this form (including any discipline-specific codes of research ethics, and also any specific ethical guidance relating to the proposed methodology). Please tick to confirm that your research proposal adheres to these codes and guidelines.	
<a href="#">UWTSD Research Ethics &amp; Integrity Code of Practice</a>	<input checked="" type="checkbox"/>
<b>UWTSD Research Data Management Policy</b>	<input checked="" type="checkbox"/>
	<input type="checkbox"/>

## SECTION D: External Collaborative Research Activity

Does the research activity involve collaborators outside of the University?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>	
If Yes, please provide the name of the external organisation and name and contact details for the main contact person and confirmation this person has consented to their personal data being shared as part of this collaboration.					
Institution					
Contact person name					
Contact person e-mail address					
Has this individual consented to sharing their details on this form?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>	
Are you in receipt of a KESS scholarship?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>	
Is your research externally funded	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>	
Are you specifically employed to undertake this research in either a paid or voluntary capacity?	Voluntary	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
	Employed	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
Is the research being undertaken within an existing UWTSD Athrofa	If YES then the permission question	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>

Professional Learning Partnership (APLP)	below does not need to be answered.				
Permission to undertake the research has been provided by the partner organisation	(If YES attach copy) If NO the application cannot continue	<b>YES</b>	<input type="checkbox"/>	<b>NO</b>	✓

**Where research activity is carried out in collaboration with an external organisation**

Does this organisation have its own ethics approval system?	<b>YES</b>	<input type="checkbox"/>	<b>NO</b>	✓
If Yes, please attach a copy of any final approval (or interim approval) from the organisation				



## Appendix 2: Letter of Invitation

Cover Letter

Thesis Title:

The Impact of Leadership and Management on Organisational Growth. A Study of Dangote Group in Lagos State, Nigeria

Dear Participant,

I invite you to participate in a research study stated above. The purpose of the research is to investigate the impact of Leadership and Management on Organisational Growth.: A Study of Dangote Group in Lagos State, Nigeria. The intent is that by exploring this significant topic, a correlation can be found between leadership and management style on organisational growth outcomes.

The questionnaire enclosed has been designed to collect information to enable decision making, analysis and evaluation of the research outcome. The survey is designed to measure leadership effectiveness in five (5) areas organisational growth factors *Leadership, People/Employee satisfaction, Strategy, Change readiness and Performance Gap Analysis*. In total, there are 89 questions to complete which will take approximately 45 min.

Your participation in this research project is completely voluntary. You may decline altogether or leave blank any questions you don't wish to answer. There are no known risks to participation beyond those encountered in everyday life. Your responses will remain confidential and anonymous. No one other than the researchers will know your individual answers to this questionnaire.

If you agree to participate in this project, please answer the questions on the questionnaire as best you can. If you have any concerns, please speak to me directly on +447917842600 or [elstefanis@gmail.com](mailto:elstefanis@gmail.com)

Thank you for your assistance in this important endeavour.

**Sincerely yours,**

**Stephanie Dare**

## Appendix 3: Data Collection Instrument - Survey

### SECTION 1: LEARNING STYLE

(Please consider the statement below carefully and select (Tick X) the most appropriate answer)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. I am keen on basic assumptions, principles, theories, models and systems thinking.					
2. I tend to act first and consider the consequences later.					
3. I like to try anything that is challenging.					
4. I prefer to find solutions to problems by brainstorming.					
5. I am optimistic about anything new and therefore unlikely to resist change.					
6. I like to analyse and study situations beforehand.					
7. I like to seek new ideas and take the first opportunity to experiment with applications.					
8. I like to get on with things and act quickly and confidently on ideas that are interesting.					
9. I tend to be impatient with ruminating and open-ended discussion.					
10. I am essentially practical in my approach to problem solving.					
11. I approach problem solving in a step by step, rational and logical manner					
12. I tend to be a thoughtful, thorough and methodical person.					
13. I like to analyse matters by analysing experiences and observing them from many different perspectives.					
14. Before making any decision I tend to consider all possible angles and implications.					
15. I work well under pressure and a tight deadline.					

16. I enjoy learning new things and practices.					
17. I like to try out ideas, theories and techniques to see if they work in practice.					

## SECTION 2: LEADERSHIP STYLE

(Please consider the statement below carefully and select (Tick X) the most appropriate answer) (Note: Never = 1, Seldom = 2, Occasionally = 3, Frequently = 4, Always = 5)

Leadership Style	Always	Frequently	Occasionally	Seldom	Never
18. I like to make others feel good.					
19. I would prefer to communicate using uncomplicated language.					
20. I tend to persuade others to think of new ways to solve problems.					
21. I usually help others to develop themselves.					
22. I prefer to let others know exactly what they should do in order to achieve their goals.					
23. I am satisfied when I perceive that others have performed well.					
24. I would let others do their work in the way they think best.					
25. Others tend to have a lot of respect for me.					
26. I make others feel that they can accomplish their assigned tasks.					
27. I usually provide others with new ideas to solve tough problems.					
28. I provide feedback when others are performing their assigned tasks.					
29. I reward others and make them feel appreciated when they have completed assigned tasks.					
30. As long as the tasks have been accomplished, I will not make any changes to the working method.					
31. I tend to support whatsoever method others have decided to employ in order to complete their tasks.					
32. Others feel that I am pleasant to work with.					
33. I help others find ways to accomplish their assigned tasks.					
34. I tend to encourage others to think in different and unconventional ways.					

35. I am aware and try to pay special attention to others who have been isolated from the workplace.					
36. I usually reward others after their assigned tasks have been accomplished.					

### SECTION 3: LEADERSHIP EFFECTIVENESS

(This section will measure Achievement, Trustworthiness, Responsiveness and the quality of Emotional and social skills. Please consider the statement below carefully and select (CIRCLE) the most appropriate answer)

	Strongly Agree	Agree	Neutral	Strongly disagree	Disagree
37. Employees need to be supervised closely, or they are not likely to do their work	1	2	3	4	5
38. Employees want to be a part of the decision-making process	1	2	3	4	5
39. In complex situations, leaders should let subordinates work problems out on their own.	1	2	3	4	5
40. It is fair to say that most employees in the general population are lazy	1	2	3	4	5
41. Providing guidance without pressure is the key to being a good leader	1	2	3	4	5
42. Leadership requires staying out of the way of subordinates as they do their work	1	2	3	4	5
43. As a rule, employees must be given rewards or punishments in order to motivate them to achieve organisational objectives.	1	2	3	4	5
44. Most workers want frequent and supportive communication from their leaders	1	2	3	4	5
45. As a rule, leaders should allow subordinates to appraise their own work	1	2	3	4	5
46. Most employees feel insecure about their work and need direction	1	2	3	4	5
47. The leader is the chief judge of the achievements of the members of the group	1	2	3	4	5

### SECTION 4: STRATEGY EFFECTIVENESS

(This section will measure Mission/Purpose, communication of goals, implementation of tactical plans. Please consider the statement below carefully and select (CIRCLE) the most appropriate answer)

	Never	Seldom	Occasionally	often	Always
48. All levels of leadership are consulted in drafting company's SMART goals periodically	1	2	3	4	5
49. Management and high-level staff use external analysis to formulate strategies for their departments	1	2	3	4	5
50. Business performance options (such as cost, reduction, production improvements etc) are analysed internally by managers and leaders	1	2	3	4	5
51. The company decides its strategy based on risk and return criteria	1	2	3	4	5
52. The company clearly assigns lead responsibility for implementation to a person or team	1	2	3	4	5
53. Individual employees responsible for strategic planning and execution are rewarded for successful performance	1	2	3	4	5
54. Teams responsible for strategic planning execution are rewarded for successful performance	1	2	3	4	5
55. Direct supervisors are performance-accountable	1	2	3	4	5
56. Change process is well structured	1	2	3	4	5
57. Effectiveness of intervention is evaluated	1	2	3	4	5

## SECTION 5: PEOPLE/EMPLOYEE SATISFACTION

(This section will measure level of employee's sense of belonging, growth, engagement, and satisfaction. Please consider the statement below carefully and select (CIRCLE) the most appropriate answer)

	Strongly Agree	Agree	Neutral	Strongly disagree	Disagree
58. I am giving the chance to do multiple things associated with the projects assigned to me	1	2	3	4	5
59. My job provides for steady personal development and welfare (Incentives, rewards and bonuses)	1	2	3	4	5
60. I think my skills are not thoroughly utilised in my job	1	2	3	4	5
61. We know who our safety committee member or safety representatives are	1	2	3	4	5

62. Our company reviews and updates our safe work procedures regularly	1	2	3	4	5
63. We always get feedback on what's happening with our safety issues within seven days.	1	2	3	4	5
64. I am forced to work more than I should	1	2	3	4	5
65. The company give fair opportunities for promotions and career growth	1	2	3	4	5
66. I believe this is an excellent place to work	1	2	3	4	5
67. I would be delighted to spend the rest of my career with this company	1	2	3	4	5
68. I do not feel any necessity to continue with my current employer.	1	2	3	4	5

## SECTION 6: CHANGE READINES

(This section will measure level of employee's sense of belonging, growth, engagement, and satisfaction. Please consider the statement below carefully and select (CIRLCE) the most appropriate answer).

	Strongly Agree	Agree	Neutral	Strongly disagree	Disagree
69. I think that the organisation always benefit from a change initiative	1	2	3	4	5
70. It doesn't make much sense for us to initiate change	1	2	3	4	5
71. There are legitimate reasons always given for us to make change	1	2	3	4	5
72. Our senior leaders encourage us all to embrace change	1	2	3	4	5
73. Every change initiative matches organisation's priorities, mission and goals.	1	2	3	4	5
74. Our organisation's top decision makers put all their support behind change initiatives	1	2	3	4	5
75. I do not anticipate any problems adjusting my task when a change plan is adopted	1	2	3	4	5
76. My past experiences make me confident that I will be able to perform successfully after a change is made	1	2	3	4	5
77. I get worried that I will lose some of my status in the organisation when a change is proposed and implemented	1	2	3	4	5
78. I get worried that a proposed change will disrupt many of the personal relationships I have developed.	1	2	3	4	5

79. My future in this job will be limited because of an unknown future change	1	2	3	4	5
80. Change process is well structured	1	2	3	4	5

## SECTION 7: PERFORMANCE GAP ANALYSIS

(This section will measure Gap Between Desired and Current GOALS. Please consider the statement below carefully and select (CIRCLE) the most appropriate answer)

	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree
1. Our department achieved more than its benchmarked 50% of revenue goals in the last 3-5 years	1	2	3	4	5
2. I feel the efforts of management has improved revenue and sales growth of my department in the last 3-5 years	1	2	3	4	5
3. We have reduced staff turnover in the last 3-5 years	1	2	3	4	5
4. I feel effective management has improved revenue growth in the last 3-5 years	1	2	3	4	5

## GENERAL INFORMATION (DEMOGRAPHICS)

1. Gender	Male		Female	
2. Age (Please only put year of birth e.g., 1981, 1976 etc)				
3. Email				
4. Company Name				
5. Your profession (Example: Quantity Surveyor, Architect, Civil Engineer)				
6. Educational level (Tick as appropriate)	PhD	Masters	Bachelors	High School
Current position within the Dangote Group (Example: Senior Manager, Operations manager, Workers Supervisor)				
7. How long have you worked with the Dangote Group?				
8. Have you had any training/development in leadership & management in the last 10 years? (Please tick Yes/No)	Yes		No	
9. If Yes, provide the name of the course				
10. How would you evaluate your leadership/management skills? (Please tick as appropriate)	Low	Fair	Advanced	

Your comments the overall leadership and management strategies adopted by the  
Dangote group of company:

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.....  
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Thank you for your assistance in this research. Please be assured that, while you will be  
considered as a respondent, your individual contribution will be kept anonymous and in  
the strictest confidence.



## Appendix 4: Interview Guide

**Question 1:** Can you tell which of Dangote's businesses you work for, your role and for how long you have been working in this company?

**Question 1a:** Can you tell how many workers you manage and your key responsibilities.

**Question 2:** And can you describe your experiences so far in this position?

**Question 2a:** Do you have any strength or weaknesses in these areas mentioned?

**Question 3:** In your opinion what specific thing have you contributed to the increasing performance of this company?