



**ASSOCIAÇÃO DE POLITÉCNICOS DO NORTE (APNOR)
INSTITUTO POLITÉCNICO DE BRAGANÇA**

**Role of Leadership in Performance of an Organization: A Case Study of
Dangote Group (Nigerian Subsidiary)**

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Final Dissertation submitted to *Instituto Politécnico de Bragança*

To obtain the Master Degree in Management, Specialisation in Business
Management

Supervisor: Prof. Doutora Ana Paula Monte

Bragança, July, 2023

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Abstract

The main objective of this research is to investigate if a specific type of CEO's leadership is related to the performance of the employees, using a case study related to CEO's Dangote group Organization, as is the case of Aliko Dangote. The study also described both leadership qualities and performance in service sector of good leadership qualities.

The leadership theories, behaviours and performance of leadership were discussed in the beginning of the study. Both qualitative and quantitative research methods are used in the study. In this research, it is intended to analyse the perceptions of the employees on CEO's Dangote Group leadership style and the contribution for their performance. To achieve this goal, a survey questionnaire was sent to the employees of Nigerian Subsidiary. There will be also an interview with the Dangote group Organization's CEO, Mr. Aliko Dangote. The questionnaire will be sent to 100 top employees, and a 65% rate of respondents are expected. The research hypothesis to be tested is that there is impact of leadership style and employee's development and performance. The results driven from the research showed that there is a strong impact of leadership behaviours on organizational performance.

Keywords: Organizational Performance relationship, Rewards for performances, Culture and Leadership Qualities.

Acknowledgements

I would wish to convey my sincere due to my thesis supervisor, Prof. Ana Paula Monte for her valuable suggestions and feedback throughout my thesis process. It might not be possible to finish this study without her support. I would also wish to thank the officials of Dangote group, especially CEO Aliko Dangote and manager Mr. Mohammed Yusuf Lagos branch for helping me in providing all the mandatory information associated with the research. My regards to friends and family for his or her support throughout my study, especially my special due to Almighty God.

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INTRODUCTION

The purpose of any enterprise is not most powerful to survive; however, to keep its life through improving usual overall performance with the intention to fulfil the wishes of the particularly competitive markets, agencies have to overall performance (Arslan & Staub, 2013). Prior literature indicates that role of control is substantially crucial for conducting the general overall performance of organizations (Boal & Hooijberg, 2000; Peterson, Smith, Martorana & Owens, 2003). However, the findings of in advance studies about the feature of Leadership in developing organizational usual overall performance is mixed. Some studies (Finkelstein & Hambrick, 1996; Katz & Kahn, 1978; Peterson, Smith, Martorana, & Owens, 2003) recommend that the feature of control is crucial Important for an enterprise to realise an immoderate diploma of usual overall performance. However, a few different (Pfeffer 1977; Meindl, Ehrlich & Dukerich, 1985) recommend the role of control so crucial in conducting the organizational usual overall performance. Therefore, the ones contradictory findings about the feature of control in organizational usual overall performance indicates that there may be extra having to review the feature of control in organizational usual overall performance. Especially, Wang Tsuil, and Xian (2011) recommend that there may be having to test extra the feature of control in an organizational usual overall performance thanks to the constrained but contradictory outcomes from previous studies. Further, lots of in advance research have focused on the feature of control in the following of restaurants, and training institutes (Bensimon 1989; Birnbaum 1990; Neuman 1992; Youngs & King 2002; Weinberg & McDemott, 2002). Therefore, there may be a constrained information about the feature of control on organizational usual overall performance in the context of customer service vicinity. The consumer provider vicinity is getting more and more importance in modern years as groups are directing their hobby toward proving excellent of provider to their clients along with manufacturing. The essential goal of gift observe is to check the position of management traits on employer overall performance. Therefore, the maximum studies query of gift observe is as follows: How does management conduct relate to organizational overall performance? The primary studies query is approached and spoke back with the aid of using the following sub- studies objectives. To overview the idea and styles of management conduct overview the conceptualization and distinctive measures of employer overall performance to overview the effect of management conduct on organizational overall performance to studies the effect of management conduct on organizational overall performance in the case Dangote Group, Nigeria.

Ghuri and Gronhaug (2010) recommend that it is essential for academic research to outline the limitations of the have a look at. Therefore, it is essential to spell right here the limitations of this have a look at earlier than proceeding further. Firstly, a very essential problem of gift has a look at is that it will handily specialize with inside the two styles of management behaviours which can be relational conduct and undertaking conduct. Further, some other problem is this have a look at simply focuses the position of management in the context of provider sector. So, production agencies are not part of the existing

have a look at. As discussed in advance in the advent part, that there may be a confined understanding approximately the position of management in the context of provider sector. Therefore, this have a look at, whilst investigating the effect of management on organizational performance in the context of provider sector, will make contributions to the existing knowledge at the position of management in the context of provider sector.

In this research, the following research questions shall be provided answers to:

1. Do employees level of job satisfaction depended on organizational leadership style adopted by Dangote Group Plc
2. Do employees' levels of education influence the extent to which leadership style inspires and motivates them to perform their duty better?
3. Do effective communication increase organization work performance?

Therefore, this dissertation is organized in five chapters, apart this introduction and the conclusion. In the first chapter, background information and a literature search on leadership and organizational performance were performed. The second chapter reviewed the impact of leadership behaviour on organizational performance. In the third chapter, the methodology adopted in this thesis was presented. In the fourth chapter, the obtained results were presented and discussed, and the last chapter contains the concluding remark of the present thesis and recommendations.

1. LITERATURE REVIEW: LEADERSHIP AND ORGANIZATIONAL PERFORMANCE

1.1. Introduction to Leadership Concept

From the beginning of twentieth century, theories of management befell. At the first actual the theories have been evolved in 1900, that are known as Great Man theories (Harter, 2003). In line with that, principle management is an innate cap potential it is who is born to influence. After such theories in 1930 natural arithmetic changed into proposed which said that how management emerges and develops in small groups. Trait principle changed into evolved throughout 1940-50, which holds the idea that what generic trends are not unusual place to any or all leaders. During 1950-60 behaviour principle changed into get existence. This principle emphasizes what key behavioural styles lead to management. After this principle, every other principle changed into proposed throughout 1960-70, that is concept as Contingency/Situational principle. The major difficulty approximately management is that which management behaviours succeeded conditions. Excellence principle changed into evolved in 1980, which holds the idea that what interplay of trends, behaviours, key conditions, and institution facilitation permits humans to influence businesses to excellence (Vance, 2006). After all, above theories different management theories have been proposed and mentioned generally through management science and psychology researchers that are confined in perspective, except for perspectives of management evolved in different disciplines, similarly as in philosophy, history and art. These are theories, which might be ruled through hierarchical, linear, male, pragmatic and Newtonian perspective. Other fields upload different dimensions in the idea of management.

In 1957 Political Sociologists described management as infuse values and cause of leaders into a gaggle (Besharov & Khurana, 2000). In 1977 Robert Greenleaf defined management as: Great leaders serve the institution they lead, through growing and retaining an environment which inspires and helps anyone in maximizing their potential (Greenleaf, 1977). A historian/ social scientist James M Burn additionally described in 1978 gave his concept approximately management as fans are vital to management because they're substantially involved within the negotiations vital to the transactions of power, they need minds in their own.

1.2. Different Definitions of Leadership

Leadership is frequently described in different methods wherein it is tough to go back up with one running definition. Leadership always simply a man or woman or institution of people in a very excessive position. Leadership can be a manner inside which chief is indulged in numerous sports to recognise any goal. Leadership refers to the behaviour, mind-set of a leader to collect and direct the

people closer to any goal (Li et al., 2019). Leadership can be a conversation manner of chief and people. That the effectiveness of an enterprise relies upon the powerful chief and powerful chief is that one which has a green management style. Leadership can be an important aspect for any business enterprise or institution. There are three well-known methods inside which we can describe management from distinctive perspectives (Langley & Royer, 2006).

- a. Achieve goal others: There are lot of leaders who are running difficult to persuade their groups or organizations in the direction of the success, but this fulfilment wouldn't be viable without the participation of every member of the team. Therefore, it is truthful to produce fact definition of management, which has the ones assisting hands. inside the beyond leaders are the usage of hierarchy and issuance of an order to complete the given task. Nevertheless, the leaders of the stylish instances have provided you with a completely unique approach and adjusted it to the funding of believe to their people, with skilled personnel running collectively all through pleasant surroundings to gain the goals. Mostly inside the organization's control patterns are extensively spoken alternatively of management patterns. This kind of management essentially includes ruling out of function much less management and welcomes the casual one. The only distinction is you are doing now no longer declare sure powers on members.
- b. Dominating electricity of management: This kind of management explains the character who sticks out and is dominant in a completely organization or tribe is claimed to be their chief. It simply explains that chief is meant to personal electricity over his human beings with the aid of using maintaining top function for certain period of your time. This essentially desires the mutual understandings among the folks that they are going to obey the principles. At some point of this type of management, one be a respectable motivator relational chief of the human beings.
- c. Positive ex-trade closer to the higher journey: In this sort of management, it is essentially demanding situations for the established order closer to a far higher world. Leader is said to very own braveness to face up and permit them to pay attention whether it approaches a terrific hazard to them. However, during this sort of management you ought not to maintain a right appointment if you are wondering that that ex-trade is needed off you cross and project the established order. This additionally offers threat to personnel to emerge as a frontrunner even though they do not have the right abilities or are legal to require charge.

1.3. Types of leadership behaviours

There are kinds of management behaviours, which might be vital for an organization. The framework hired with the aid of using who give attention to the jobs of the CEO. The CEOs play four roles to

recognise organizational overall performance. The four roles include prescient setter, motivator, analyser, and taskmaster, every regarding positive obligations with inside the enterprise (Meraku, 2017). The imaginative and prescient setter defines and articulates an organization's primary cause and destiny route being attentive to the rising social, financial, and technological trends. The motivator interprets an enterprise imaginative and prescient and financial method right into a purpose well worth combating for to fulfil this role, the CEO must encourage and encourage personnel to perform the enterprise's dreams. The evaluation specializes in the green control of inner working systems, shaping working choices, and controlling control processes. The taskmaster specializes in organization overall performance and obligations with the aid of using influencing subordinates' choices and allocating assets to the very pleasant precedence.

Leadership is not best an inborn persona trait. There are differing forms of chief. Such as: sturdy autocratic leaders: These styles of leaders set their dreams without considering the opinion in their fans then command their fans to execute their assigned obligations without query is Authority. Leaders: They recall opinions and ideas in their fans with inside the aim placing system. They are doing get other's opinion however do not encompass it in better cognitive system. Democratic leaders: Leaders take part similarly with inside the system with their fans and allow the organization make choices. Charismatic leaders: this type develops the sensation of oneness among the two human beings or the private appeal to be much like the alternative the more potent the appeal is that the more potent will be the potential (Bass, 1990; Harris & House, 1999). Face saver: Such leaders ensure the protection and protection of the individual. Laissez-faire leaders: that is regularly known as extraordinarily laid-again leaders. The chief who allows the organization take anything movement its individual's sense is vital. Recently maximum of college students have targeted on charismatic management and transformational management and their outcomes on organizational effectiveness. Charismatic management is conceptually equal as transformational conduct. stated, such management as an alternative known as charismatic, visionary, or transformational is alleged to have an effect on fans in approaches in which can be quantitatively more and qualitatively exclusive than the outcomes specified withinside the beyond theories of Canella and Monroe 1997, defined has evaluation to the organization concept of management, transformational management emphasizes the significance of leaders' relationships with the fans Key behaviours of charismatic, transformational leaderships encompass expressing a imaginative and prescient, making experience of missions, displaying determination, and speaking excessive overall performance expectations. The favourable outcomes of charismatic, transformational management conduct on fans encompass generating fans' self-assurance withinside the chief, making fans sense suitable withinside the chief's presence, and acquiring sturdy admiration or appreciate from personnel. In evaluation, transactional management behaviours consider the incentive of fans rewards or punishment. In step with the transactional management expounded to a trade of courting that meets the trade companions very own self-interests. Transactional leaders' behaviours usually intention of retaining and tracking of

organizational operations. These management behaviours form the techniques to be pursued with the aid of using the enterprise and broaden the shape to implement, direct the subordinate's efforts and attention any errors or deviations from expectations. These movements are directed towards improving organizational overall performance both dealing with the obligations immediately or thru influencing the behaviours of fans. Clearly, charismatic, transformational, and transactional management contain kinds of conduct along with obligations and overall performance of an enterprise. The -fashion concerned planning, articulating the imaginative and prescient or dreams of enterprise, tracking subordinate sports and presenting important support system, and technical assistance. The opportunity specializes in relationships with personnel, consisting of being supportive of and useful to subordinates, trustfully and self-assurance in personnel, being pleasant and considerate, looking to recognize subordinate's problems, displaying appreciation for a subordinate's thoughts and presenting popularity for subordinates' contributions and accomplishments. In fact, the assignment orientated and courting orientated conduct conflict of management is rooted in early studies paintings on Ohio State University and so the University of Michigan.

1.4. Organization Performance

According to Chen (2002), organizational overall performance method the "transformation of inputs into outputs for accomplishing positive outcomes". With relevance its content, overall performance informs approximately the relation among minimum and powerful price (economy), among powerful price and found out output (efficiency) and among output and accomplished outcome (effectiveness). There are numerous methods to comprehend agency overall performance however throughout this thesis it is been judged upon the enlargement of the company and income overall performance which lead closer to the enlargement. Sales overall performance might be defined as all or funding allocated inside the corporation inside the given length of your time. It might be measured with the aid of using general quantity of sales accrued for the goods offered. Growth sales defines as general amount of money accrued with the aid of using the company for the goods they offered in an incredibly unique time and this quantity is calculated earlier than any effectiveness of the agency relies upon at the 3 fundamentals overall performance determinants.

Efficiency is described as a time practiced by agency or company to apply humans and assets to preserve out important operations in manner, which minimizes the price. When the assets are going to be applied in an accurate manner compared to the competition the cost of operation will lower and the gross margin will increase. Efficiency is vital whilst the aggressive method of the company gives services and products at lower fees than the competition. Human aid relation is described as trust, organizational commitment, collective identity, and cooperation amongst the workers. Innovative adaption consists of increase in marketplace share, income increase from 12 months to 12 months, producing and maintaining dependable consumer base (Ho & Wu, 2016).

1.4.1. Different Conceptualizations of Organizational Performance

There are different methods or ideas in a corporation, which can be followed to decorate the organizational performance. 1. Structure drives behaviour: Organizational shape consists of sure guidelines and approaches which might be accompanied with the aid of using the workforce after they're acting their everyday activities. It additionally consists of the aim or objectives set with the aid of using the corporation's control for the organizational to attain. The workflows that personnel are endorsed in the direction of their objectives and goals. 2. Cause and impact aren't intently associated in time and space: While searching ahead to organizational finding out it is vital to reflect on consideration on the put off in time selection become made and additionally the time final results become visible in maximum instances this takes numerous months or years. 3. No unmarried proper solution: In a corporation finding out a few solutions to the query is truly higher than the others however there is no one proper solution occasionally we expect that our solution become the most effective one however truly it is now no longer in company finding out the right solution nowadays can be proved incorrect tomorrow. 4. Behaviours will worsen earlier than they get higher: Whenever we study something new the effectiveness of our behaviour will lessen earlier than the brand-new cap potential or abilities is capable of produce the upgrades as needed. So, over again it's a put off among gaining knowledge of the brand-new ability and correctly utilising it in step with the wants.

1.4.2 Different Ways to Measure Organizational Performance

Measuring and evaluation of organizational has emerge as extensively famous and play an incredibly essential function inside the achievement of the corporation. Lot of exertions has been achieved on this. The overall performance is occasionally evaluated through calculating the values of qualitative and quantitative overall performance signs like income, cost, and clients. It is essential for a corporation to look the applicable signs how they relate to the company dreams and their dependence. Currently lot of managers attempt to outline the company overall performance and examine them (Besharov & Khurana 2000). However almost such evaluation is finished in a casual manner and from the systematic approach. To apply this fact all through a current framework for corporation modelling it is important to validate the idea of an overall performance indicator together with its characteristics, relationships to different overall performance signs and family members to different formalized standards, approaches, and roles. This could now no longer simply make contributions to the appearance and evaluation of corporations and consequently the assessment in their overall performance however will allow reuse, change and alignment of statistics and sports among corporations for instance deliver chains. Managers must stimulate innovation inside the middle strategy, business, model, approaches, guidelines and productiveness (Bocken & Short, 2016). An organization can effortlessly degree its increase through a few new metrics known as momentum sign among the most essential signs is sales margin. Revenue margin is that the advantage from

sales and is simply the supply of working income. An unsatisfactory fashion in sales margin suggests that organization's marketplace role compared to competition is not strong. Basically, corporation is said to own a success transition if its infrastructure has advanced and helps the dimensions efficaciously in any other case if it would not modify to the dimensions the corporation could face developing pains.

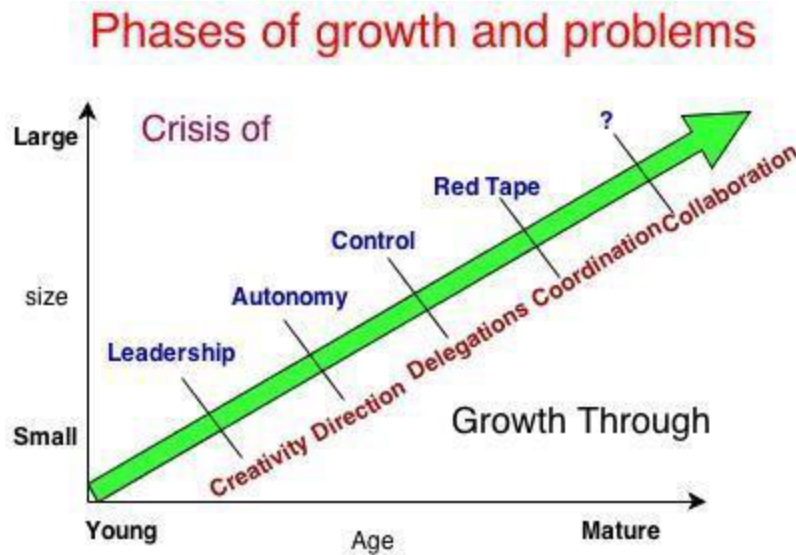


Figure 1. Phase of growth and problem

Source: Recklies (2001, p.2)

A nearer study of Figure 1 above indicates the five stages of boom and exhibits, which issues a rushing up of boom can convey. Within each section and each disaster, the company has to undergo unique techniques of studying and change. The key points in the phases of growth include:

1. Creativity: This is the begin section in which there are only some human beings exist in the employer. They may be acquainted to each different and proportion their thoughts perspectives know-how and data.
2. Direction: At this degree in an employer undertaking are given to a selected human being.
3. Delegation: Management assigns responsibilities, capabilities and affords government to others in the employer. Departments carry out and enhance their personal dynamics.
4. Co-Ordination: All the duties and initiatives are matched among the departments of the company just so they cooperate with one another.

5. Collaboration: There is an easy co-operation among the divisions of the company and is successfully prepared just so they will feature collectively successfully.

The key points in the phases of crises include:

1. Leadership: The large the company it is hard to control it in green way. It is hard to distinguish the troubles which might be critical from the unimportant troubles, considering there are very much less or no organizational systems that permit paintings to sure persons. The company desires an aggressive chief who can convey the crew collectively and can set up appropriate structures and systems (Recklies, 2001).

2. Autonomy: If the company maintains to develop steadily, this finally ends up in extraordinarily excessive paintings stress for the supervisor and for the control crew. They want to appear after the company fine. They may be duly responsible for allocating responsibilities, guiding results, acquiring paintings, fixing issues, and motivating human beings. Due to the fact the employer grows, control may not be capable of cope with this manner.

3. Control: If control now fails to carry out the sports of these departments, they may start to cope with responsibilities greater from their personal imaginative and prescient than with the entire commercial enterprise in mind. In the hard situation, the departments might paintings in opposition to one another.

4. Red Tape: This coordination can arouse an excessive stage of bureaucracy. Adjustment calls for excessive efforts that make it hard for the company to modify to modifications in the outside environment.

5. Nevertheless: Doing commercial enterprise is not very smooth and the subsequent disaster is asking ahead to sure (Recklies, 2001).

1.5. Important studies about leadership and organizational performance

The maximum important current research at the effect of management on organizational overall performance are mentioned inside the following. These are relational behaviour, and project behaviour. Further of their have a look at, organizational overall performance is measured as profitability, income growth, marketplace share, and aggressive status. They determined that leader's project associated behaviour is immediately associated to organizational overall performance. Further, Ryan and Tipu (2013) analysed the 548 members in Pakistan to check the leadership behaviour and their performance (Table 1). Wang Tsui and Xin (2011) also analysed a hundred twenty-five Chinese companies to check the function of management on organizational overall performance (Table 1). Have a look at recognized sorts of management behaviours on organizational

overall performance. Further they have a look at, organizational overall performance is measured as innovation propensity. It determined that leader's project associated behaviour is immediately related with organizational overall performance.

Table 1. Important studies about leadership and organizational performance

Studies on the leadership behaviour					
Studies	Sector	Countries studied	Research design	Sample	Findings
Ryan and Tipu (2013)	Business	Pakistan	Quantitative study	548 participants	There are two types of leadership behaviour. These are active leadership and passive leadership. Further, active leadership has strong impact on innovation propensity
Wang, Tsui, and Xin (2011)	Business	China	Quantitative study	125 firms	There are two types of leadership behaviour. These are relational leadership and task leadership. Further, leader's task related behaviour is directly related to organizational performance
Studies on the organizational performance					
Wang, Tsui, and Xin (2011)	Business	China	Quantitative study	125 firms	Organizational performance is measured as profitability, sales growth, market share, and competitive status. Further, leader's task related behaviour is directly related to organizational performance
Studies on the impact of leadership on organizational performance					
Wang, Tsui, and Xin (2011)	Business	China	Quantitative study	125 firms	Leader's task related behaviour is directly related to organizational performance
Ryan and Tipu (2013)	Business	Pakistan	Quantitative study	548 participants	Active leadership has strong impact on innovation propensity

Source: Own elaboration

This begins off evolved with the cause of advent to management with its theoretical historical past presenting the records of management theories and consequently the modifications happened in them in several times. Further, it keeps with definition of management in numerous different ways. It mentions and explains how leaders make their fans acquire goals via others, dominating energy of management and tremendous extrude toward the journey. Sorts of management behaviours have been mentioned with framework, which changed into targeted at the four roles of CEO like imaginative and prescient setter, motivator, analyser and assignment grasp that might be crucial to comprehend organizational goal. The imaginative and prescient setter explains the organization primary reason and destiny course being attentive to the rising social, monetary, and technological trends. The motivator interprets an employer imaginative and prescient and monetary method right into a motive well worth preventing that satisfy this role, the CEO ought to encourage and inspire personnel to perform the enterprise's goals. The analyser specializes in green control of inner running systems, shaping running choices, and controlling control processes. The taskmaster specializes in enterprise overall performance and obligations with the aid of using influencing subordinates' choices and allocating assets to the very first-rate precedence activities. Differing sorts of leaders have been additionally mentioned like strong autocratic leaders, consultative leaders, democratic leaders, Charismatic leaders, accomplishment and doctrine leaders (Choi, 2006). The bankruptcy additionally explains approximately the advent to organizational overall performance and the way an employer achieves sure results with the aid of using reworking inputs to outputs. Keeping seen overall performance of the case employer the organizational overall performance relies upon three principal elements that are efficiency, human aid relation and progressive adoption. Then comes the numerous conceptualization of the organizational overall performance that how can an overall performance of the enterprise be advanced with different factors like shape drives behaviour, motive and impact do not appear to be intently associated in time and space, no unmarried proper solution and behaviours will degenerate earlier than they make a comeback. The operating area inside the case employer changed into defined which pertains to the carrier sector. Finally, increase size of the companies that is rather famous now a day is defined on the pinnacle of the bankruptcy that how the enterprise grows and faces exceptional troubles whilst passing increase levels been mentioned thoroughly.

2. IMPACT OF LEADERSHIP BEHAVIOUR ON ORGANIZATIONAL PERFORMANCE

There are range of researches related to management overall performance to split the values, motivations and different character dimensions which can be particular to a hit leader (Brockhaus, 1986; Ginn & Sexton, 1990). However just a few are defining the management forms of small organizations CEOs. Leadership has been tested from diverse perspectives, which includes Leaders non-public characteristics, the person of the organizational context and consequently the conduct of subordinate (Yukl, 1998). Charismatic principle of management attempts to clarify how leaders get fans to exceed their personal self-hobby for the sake of a company (House & Arthur, 1993). As air of secrecy may be an unprecedented and complex phenomenon that is difficult to manipulate and seldom can be transitory (Trice & Beye, 1993), it is generally observed in corporations which can be in disaster or survival zone (Yukl, 1998). Charisma is moreover visible as a totally vital detail in management supported transformational principle. Here, leaders use air of secrecy to empower the fans it is reworking them into a good deal better performer. The transformational attitude is normally implemented to the transactional management fashion, which emphasizes contingent rewards to steer motivations of the fans (Bass, 1990). The photograph of the transformational and charismatic chief who builds and promotes a novel and attractive vision and conjures up personnel to consider his/her management, appears a particularly suitable photograph of the entrepreneur. However, those patterns are hard to choose with cross-sectional survey studies designs and are great evaluated with the aid of using longitudinal observations of entrepreneurial leaders at upload constructing revolutionary and excessive boom new ventures. Consideration sort of leaders display a excessive stage of issue of people and their supportive of them. They are looking for and be given hints from subordinates, go to personnel earlier than on vital topics and criticize the paintings in place of the people. A leader orientated closer to the start of shape fashion might spotlight the clean definition of obligations and purpose setting, be much more likely to actively introduce his or her personal ideas, assign obligations and obligations to people, and display their movements closely. This chief unit's traumatic overall performance requirements expect obedience to the requirements and encourages opposition amongst personnel in an organization. These patterns are properly near signs of a chief's conduct due to the fact a way alerts the manager's tendency to action. Each fashion has been determined to be powerful beneath differing forms of conditions, like variations in forms of obligations and types of subordinates. The initiation fashion might be powerful in which obligations require full-size steering like coordinating and tracking while there is stress in outcomes (Yukl, 1981). The researchers have mentioned an immediate correlation among relation conduct and overall performance orientated (Latham & Saari, 1979) the outcomes are much less conclusive regarding the overall performance and effect of a chief's venture orientated conduct (Yukl, 1998). It has been observed that extraordinarily powerful leaders are probably to apply an aggregate of venture and courting orientated behaviours (Sashkin, 1988). They might also additionally choose to hire in keeping

with a scenario given while thinking about the kind of subordinate or the kind of venture at hand (Yukl, 1989). In the context of small organizations, the management forms of marketers in making the numerous strategic and operational selections may be anticipated to affect the organizational effectiveness of the firm. While marketer might also additionally every now and then discover ways to modify their patterns to in shape the circumstances, management patterns are probably to live solid overall. Therefore, a fashion impacts the CEO's managerial selections over prolonged periods, with a selected fashion being extra sensible beneath a hard and fast of circumstances. Building in this logic, permit us to define the types of relationships we can count on among management patterns and enterprise techniques and control structures amongst very small and tiny behaviours (Sashkin & Fulmer, 1988).

2.1. Review of prior studies on the impact of leadership behaviour on organizational performance

Leadership is one of the key riding forces for enhancing organization overall performance due to the fact, they make key decision, decide the acquisition, development, and deployment of organizational assets with the conversion of those assets into treasured merchandise and services. Therefore, they transport beneficial facts to organizational stakeholders. They're robust resets of managerial rents and as a result sustained aggressive advantage (Avolio, 1999; Rowe, 2001). Early studies have tested different factors to make clear the enlargement of Organization, however the position of the management sort of CEO has now no longer been studied, understanding relationships among overall performance, management patterns, commercial enterprise techniques, and control structures ought to offer clues on how the enlargement paths of manner corporations vary. Early studies have centred on numerous personal, business enterprise and marketplace traits that influence small and large commercial enterprise achievement (Barringer & Greening, 1998; Begley & Boyd, 1987). This thesis extends of enterprise achievement. A starting premise is that massive corporations' attitudes and behaviours of the leaders drastically form the functioning of larger and smaller business enterprise (Yukl, 1998). In fact, owner/CEOs of large and little corporations have a strong effect on business enterprise functioning. The CEO of a huge and commercial enterprises like Flour Mills Nigeria are operated via means of supervisors to ensure the smooth running of each department of the business. The management shape of CEOs, that is common in their tendency in managerial behaviours and actions, is an essential component in the combination of things that influence a corporation achievement (Bass, 1990; Lyndon, 1990 and Yukl, 1998). An associated premise underlying this observe is that the chance of an effective correlation among management patterns and business enterprise traits. Specifically, it is posited that for a corporation to succeed, the commercial enterprise techniques and control practices have to in shape or fit the owner/CEO's management fashion. In different words, sure varieties of commercial enterprise techniques and

control structures are extra suitable than others for varieties of management patterns and achievement is much more likely while there may be such an enclosed consistency. Traditional management allows groups to realise their contemporary goals extra effectively via way of means of linking process overall performance to valued rewards and via way of means of making sure personnel have, the assets had to set off the paintings done. the volume of integration and interdependence which can be wished for the brand-new paintings surroundings but as worldwide opposition require management that is going past fundamental conventional patterns, which contain contingent reinforcement and control via way of means of exception patterns which can be extra intellectually stimulating, inspirational, and charismatic (Avolio, 1999; Bass, 1997; Bass & Avolio, 1993). Further, informational leaders create a strategic imaginative and prescient, speak that imaginative and prescient thru framing and use of metaphor, version the imaginative and prescient via way of means of taking walks the communicate and appearing continuously and construct dedication toward imaginative and prescient of business enterprise (Avolio, 1999; McShane & Von Glinow, 2000). This view shows that transformational management will result in excessive degrees of unity, dedication, trust, motivation, and overall performance in those new organizational environments. Previous have a look at studies and Meta analyses have indicated the transformational management that has superb impact on character overall performance and organizational consequences (Howell & Hall-Merenda, 1999). Many researches have pronounced superb relationships among transformational management and consequences on the character stage and business enterprise degrees (Avolio, 1999; Kirkpatrick & Locke, 1996). Last, many have a look at research have pronounced the transformational management carries a superb effect on follower overall performance and business enterprise consequences (Avolio, 2003; Jung & Sosik, 2002; MacKenzie, 2000; Walumbwa, 2002). Style of comparative research have additionally pronounced that transformational management behaviours extra undoubtedly related to subordinate effectiveness all through a variety of an organizational settings in transactional behaviours (Waldman Ramirez House & Puranam, 2001).

2.2. Studies Supporting the Leadership Behaviour-Organizational Performance Relationship

Organizational dedication has acquired crucial interest in beyond studies due to the numerous effects on activity satisfaction, overall performance, non-attendance and turnover intentions. Organizational dedication has been described in another way with the aid of using distinctive pupils relying on their backgrounds. However, in keeping with definition has been followed for the duration of this look at. This definition is broadly hired with inside the literature and it is been used earlier than in third- global research (Al-Meer, 1989). They outline organizational dedication due to the fact the relative energy of the identity of the character and his involvement with the real organization. In line with this definition,

organizational dedication has three fundamental components. A robust notion in and popularity of the organization's (identity). A Willingness to exert a sizable attempt on behalf of the organization (involvement) and an effective cause or preference to live with the organization (loyalty). According to theory, an employee's dedication does not simply make her or him continue to be with the organization irrespective of the circumstances. However additionally the contributes to his or her efforts on its behalf, relatively early studies having a manipulate on activity overall performance, turnover (Mowday et al., 1982) pro-social conduct and turnover intentions moreover as on nonattendance (Angle & Perry, 1986) self-sacrifice in the direction of colleagues and activity stress (Wasti, 2005). Research linking OC to broader measures of organization overall performance is a way scarcer. Indeed, handiest three research are recognized to us. Investigated the hyperlink among OC and organizational overall performance which can be measured with the aid of using income objectives met and earnings figures out in an organization. It honestly changed into determined that OC changed into drastically related to the economic achievement of financial institution branches. Despite the fact that with various outcomes relying on how OC and overall performance have been measured analysed OC and HR practices inside self-reliant commercial enterprise gadgets organization and placed each variables have been drastically related to numerous overall performance measures (quality, shrinkage and productivity), moreover on running prices pre-tax profits. In addition, look at of Malaysian companies (Rashid Sambasivan & Johari, 2003) determined that organisation tradition kind and OC had a sway on economic overall performance (go back on assets; go back on investment, contemporary ratio). Other wonderful outcomes concerning the hyperlink among dedication and organization overall performance may be determined in the HRM literature. For instance, a current meta-evaluation determined proof that human useful resource regulations designed to inspire character dedication a few of the most powerful predictors of an organizational overall performance the following parent summarizes the anticipated relationships.

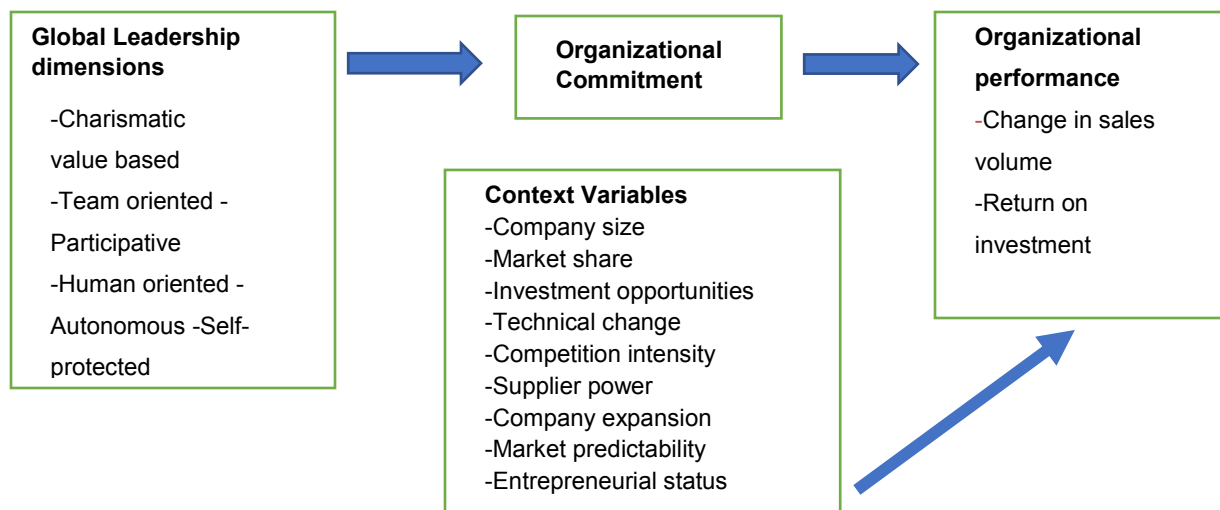


Figure 2. Organizational performance relationship

(Steyrer et al., 2008, pp 367)

The effect of management conduct and organizational boom. It cleans how distinct researches display the effect of management conduct and organizational boom. Few which centred on management traits of small companies that how the smaller companies develop and attain their objectives with the help of a leader's talent and abilities and thereof subordinates reaction and efforts on it. Charismatic principle of management turned into defined that is a critical principle of achievement for the little corporation's enterprise proprietors and leaders. Consideration fashion leaders have additionally been given interest in which the leaders additionally keep in mind subordinate manner of brooding about the overall performance. Prior research approximately the effect of management fashion on organizational boom have additionally been enlightened at some point. Early studies have tested the various elements and provide an explanation for the growth of agency however, the position of the management kind of Chief Executive Officers (CEO) has now no longer been studied. Comprehension the relationships among overall performance, management styles, enterprise techniques and control structures need to offer concept on how the of approach agency range from the ones of lazybones. Various elements are recognized approximately the organizational boom however now no longer much research approximately the Leadership position in the companies is determined in previous literature. The extra emphasis at the previous studies is given to the diverse personnel, corporation and marketplace traits that influence small enterprise achievement. The management kind of a CEO, which additionally consists of a bent of their managerial behaviours and movements, is a critical aspect that impacts an agency achievement. Transactional management this type of management fashion sell compliance through fans via each reward and punishments which permit agency to recognise their contemporary targets effectiveness through linking task overall performance to valued rewards, making sure personnel have the assets had to urge the paintings finished. It is also stated that transformational management behaviours extra definitely related to subordinate effectiveness in a totally shape of organizational settings than transactional behaviours. There are many researches, which helps the management conduct and organizational overall performance relationship. In the cease of the bankruptcy, it is defined how the organizational dedication or overall performance has obtained a great interest way to its good-sized effect on paintings attitudes like task satisfaction, performance, non- attendance and transfer over intentions. Organizational dedication has 3 simple additives i.e., identification, involvement, loyalty. Regular with OC principle, an employee's dedication at least that of the powerful kind does not simply make her or him continue to be with the contributes of his or her efforts.

3. RESEARCH METHODOLOGY

This chapter examines the various sources of data used in the research, the designed population study, sample size, techniques used, instruments and method of data analysis.

3.1. Objectives and Research Hypothesis

The main goal of this research is to investigate if a specific type of CEO's leadership is related to the performance of the employees, using a case study related to CEO's Dangote group Organization.

Therefore, this research intends to answer the following research questions:

1. How does leadership style positively and significantly affect job performance?
2. How does leadership practice positively and significantly related to job performance?

Considering the previous literature review, the present work was conducted to investigate how leadership practices affect organization job performance using qualitative data (questionnaires) and in-depth interviews.

3.2. Sample, Sources and Data Collection Methods

It was not possible to administer questionnaires to all staff rather a combination of stratified random sampling with multi-stage cluster sampled was used. Stratified random sampling was used to ensure that the selection cut across all categories of staff. Multi-stage sampling was also used to ensure that the research cut across the zones and some of the institute branches within the state.

The researcher has also grouped the employees into management staff, senior and junior staff for the convenience of administration of questionnaires. A total of one hundred questionnaires were administered of these, only eighty (30) questionnaires were retrieved.

The data collection method used in this study spans two sources: the primary and secondary sources. The primary sources include the information obtained from the administration and a survey by questionnaire. The secondary source was based on information from relevant literature, textbooks, journals and academy of management reviews on leadership style on employee performance.

In order to evaluate leadership style and their effect on employees work performance, a survey research method was used. It was used to enable the researcher to gather information from respondents for the purpose of understanding and or predicting some aspects of the behaviour of the population under study. More so, the survey is cross-sectional in nature as it is studying the current leadership style of the Dangote Group.

3.3. Data Analysis Method

The data collected through the questionnaire presented in tabular form. The data gathered from the questionnaire were analysed and presented in frequency and percentage tables. The data were also interpreted, and the chi square statistical test was used to test the stated hypotheses.

In presenting and analysing the data that is collected through questionnaire, the descriptive and statistical tools used would be the simple percentage and chi-square test (X^2). The statistical method will be used to test the hypothesis.

4. EMPIRICAL FINDINGS

4.1. Introduction to the Case Company

Dangote Group will be a non-public Nigerian agency of conglomerate and more than one offerings, based first of all in 1981 and operates in multiple commercial sectors just like the sugar industry, the meals and funding industry, the Dangote institution its important worker is its founder, president and CEO Aliko Dangote the richest guy at the African continent. By gathering what incorporates the charges of staffing, capital expenditures, and application improvement throughout the consumer camp. Dangote Group can deliver their ability clients the simplest consumer offerings viable. The invention of latest product through Dangote Group has immensely helped agencies to fulfil their favoured wishes in their clients. The invention of latest clients wished like Cement Manufacturing, Sugar Milling, Sugar Refining, Port Operations, Packaging Material Production and Salt Refining. In line with the philosophy, the company will nonetheless offer the crucial ought to develop and attain this environment. The enterprise awareness is to deliver neighbourhood, price-brought services and products that meet the crucial wishes of the population via the improvement and operation of large-scale production centers in Nigeria and throughout Africa. The Dangote Group company method has advanced development in agencies to grown, matured, and various into new sectors and areas during the last 4 decades. Starting bulk commodity buying and selling, the company's method had converted to a highlight on production for import substitution. The early 2000s noticed the Group's technique similarly suits strategic asset acquisition consistent with the then Government's privatization policies. This set the level for the following strategic plan for the subsequent decade, enlargement and backward integration. Their cause is to supply first-class carrier and live inside the market for an extended duration of time. Dangote Group will be a 24-hour carrier imparting agency. Presently due to covid 19 pandemic they want fifty-two personnel as CSR's running in three specific shifts and over 12 personnel in different departments.

4.2. Analysis of Interview

A telephonic interview with the CEO of Dangote Group became conducted. During the interview CEO Mr. Aliko Dangote, GCON said that their commercial enterprise boom became so speedy and what had been the motives at the back of it, how they encourage personnel, how the growth became, and approximately conducts with personnel. The CEO stated that they use numerous strategies to encourage their personnel as they recognise that their personnel are the spine of the organization, and for this reason, they desperately want to encourage them to induce the most powerful outcomes out of them. Further on while query became requested approximately the employee's motivation, the

CEO said that they have a few gears for the incentive, which are a telephonic interview with the CEO of Dangote Group became conducted. In the interview CEO Mr. Aliko Dangote, GCON said that their commercial enterprise boom became so speedy and what had been the motives at the back of it, how they encourage personnel, how the growth became, and approximately conducts with personnel. The CEO stated they use numerous strategies to encourage their personnel as they recognise that their personnel are the spine of the organization, and they ought to be prompted to discern efficiently. Further on while query became requested approximately the employee's motivation, the CEO said that they want a few gear for the incentive which are: Method 1: We provide them powerful offers on every day foundation which includes a goal of one thousand income nowadays and we take them to the short meals restaurant" Method 2: We provide weekly goal attaining bonuses in cash" Method 3: We provide month-to-month objectives, if they're achieved, we take them to a picnic With the assist of those offers we encourage our personnel and they are trying their first-rate to reap those offers. We additionally provide a TOP SELLER prize, whoever achieves this deal gets a NETBOOK or a GALAXY S4 etc. This confirmed that they use the reward-primarily based totally method for the incentive that is moreover one most of the most important essential management behaviours hired through many corporations nowadays and which has been mentioned for the duration of this studies moreover. The query became requested approximately the growth of Dangote Group for the duration of a brief duration of it slow on which the CEO answered that boom is commonly at once related to tough operating personnel withinside the organization. The CEO said. Growth of the organization is frequently based on personnel, once they laboured tough, we promoted them to a much higher position. For the duration of this manner, we began out doing right management. withinside the starting we had best 5 CSRs with managers who additionally needed to discern as supervisors and workplace workers. With this small crew of individuals, we point out in our organization. With the passage of it slow once we had skilled CSRs, we sell them to end up supervisors and that we elevated our commercial enterprise to 33 seats in best one year. One of the most essential motives for boom is moreover that we have capacity customers in overseas nations who by no means betrayed us. Whatever commercial enterprise we have supplied them they want fulfilled their commitments of payments. The query approximately the relation among the group of workers and the CEO became requested on which the CEO said that. Relations amongst our personnel constantly Good now no longer too strict neither too lenient. We have a recreation referred to as Counter Strike; we set up tournaments for our personnel that is quiet amusing way to refresh them. Games like those constructed team spirit which allows them to encourage themselves when they have objectives to realize. This indicates that the company leaders have finished their first-rate to live their personnel prompted and devoted to their paintings. This conduct of management hired in Dangote Group essentially describes a democratic and transactional management that is mentioned for the duration of these studies. The CEO became requested approximately the management behaviours at the organization's commercial enterprise boom on which the CEO answered "Leadership high-satisfactory does remember specially if you have a crew of personnel who've to

paintings collectively and best then they could advantage the organization. Production organization is constantly approximately attaining objectives. A chief ought to encourage his crew each day to reap their objectives. If a pacesetter is not fair, then this could result in a failure of the organization and influence the boom. A proper chief by no means shall we his subordinates down. He allows him/her in every manner viable. A proper chief solves the subordinate's troubles as quickly as viable. A proper chief ought to have a tremendous technique in the direction of his subordinates and on patron services. His subordinate's ought to be snug with him even as operating. With the assist of those characteristics a pacesetter could be capable of reap his crew objectives and it is going to advantage the organization on the end. Standard techniques need to be observed and there must now no longer be any negotiations on organization policies." The query became requested approximately the measurements of the organization overall performance and personnel with inside the organization. The CEO answered that they do now no longer compromise on offering the first-rate viable generation associated with their paintings. On the alternative hand, the operating surroundings is snug for the personnel in order that they do now no longer experience any soreness for the duration of paintings, which influences the outcomes. Moreover, there is random test on personnel operating in exclusive departments through amazed conferences, which allows to decide overall performance. Although they have got a completely robust hiring procedure and interviews wherein additionally they test the moral conduct of the personnel, which builds the accept as true with level, nevertheless they're making plans to do a little extra painting in overall performance measurements of the organization in future.

4.3. Analysis of the Research Questionnaire

The results from the various questionnaires and surveys are collected and presented using graphical representations. These quantitative data will enable drawing conclusions. The consequences are going to be tested through graphs and supported through text. At the pinnacle, guidelines and conclusions are drawn from the survey.

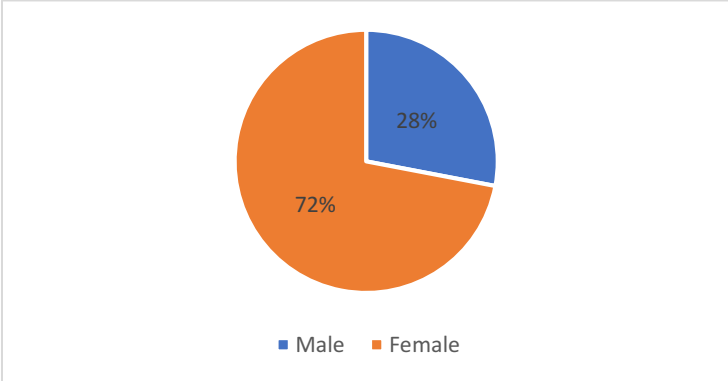


Figure 3. Gender of participants

The overall wide variety of members who took part in the survey is 29 out of which 21 includes male (72%) and 8 consist of females (28%). The gender distribution is proven in Figure 3.

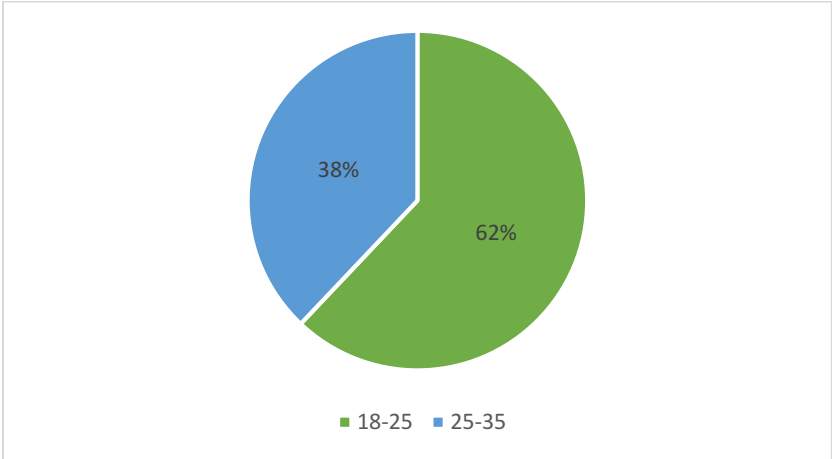


Figure 4. Age distribution of participants

The overall variety of respondents is 29. This determine suggests that there are 18 respondents inside the age bracket 18-25 and 11 respondents inside the cohort 25-35. There are not any respondents inside the age bracket 35-forty-five and forty-five or above. The age distribution is proven in Figure 4.

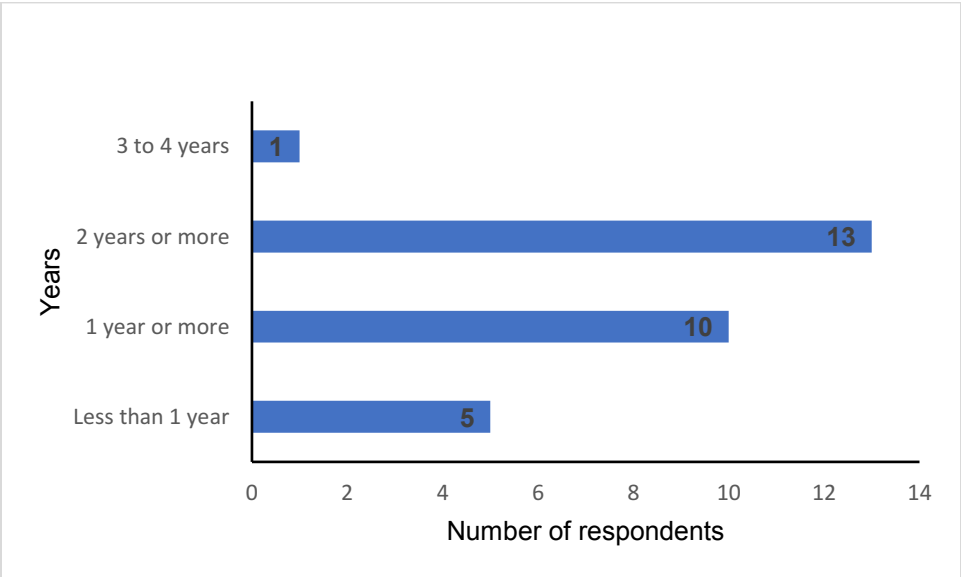


Figure 5. Duration of employment in Dangote company

Out of 29 respondents, the wide variety of respondents who are running in Dangote Corporation for fewer than twelve months is five. Ten of the respondents are running for the company for pretty 1 year. Thirteen of the respondents are running for the corporation for years. Finally, one most of the respondents has been running for over 3 years as proven in Figure 5.

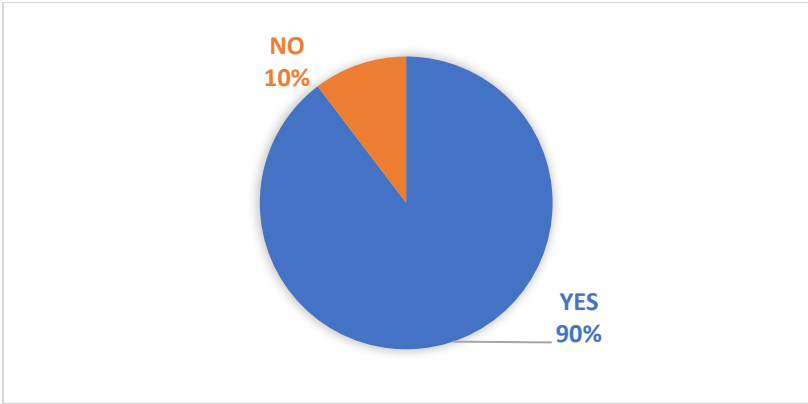


Figure 6. Doing the task chosen for

26 respondents out of 29 had been exactly doing the project they had been selected for however three of the respondents stated they may be not doing the selected project. This indicates that extra respondent's interest. This could be proven in Figure 6.

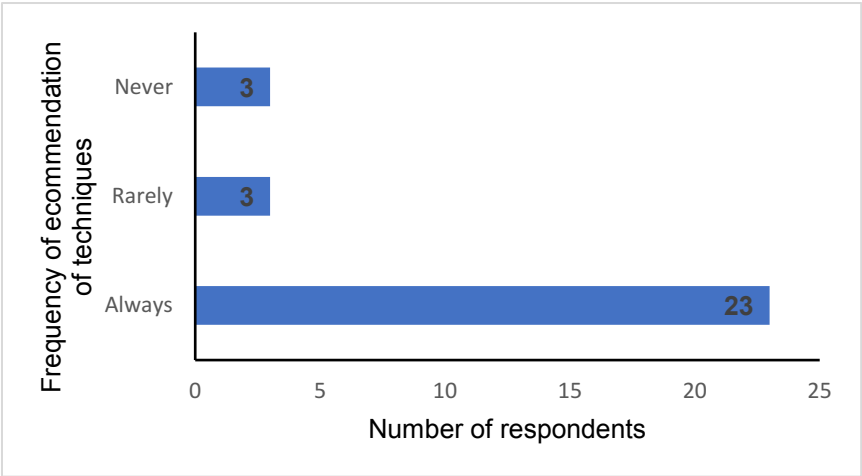


Figure 7. Use of standard procedures by the participants

23 respondents said that they are always recommended to apply the pleasant techniques and 3 respondents responded that they are not often recommended to apply the pleasant techniques. Three respondents responded by no means to the prevailing question. This means that the company has

strong coverage to inspire the usage of regular techniques. This could be shown in **Erro! A origem da referência não foi encontrada.**

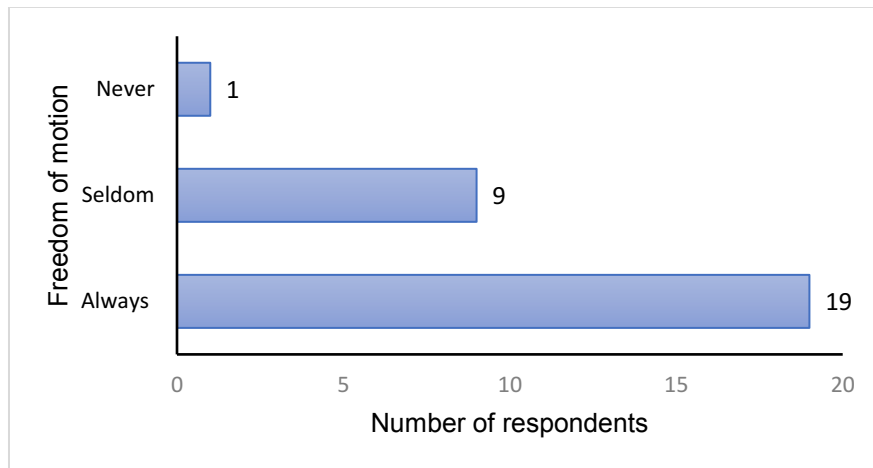


Figure 8. Freedom of action

19 respondents out of 29 stated that they always have freedom of motion while nine of them answered that they seldom have freedom of motion and one stated by no means has freedom of motion. This indicates that nearly all of the humans inside the corporation have freedom of motion concerning their paintings troubles as proven in Figure 8.

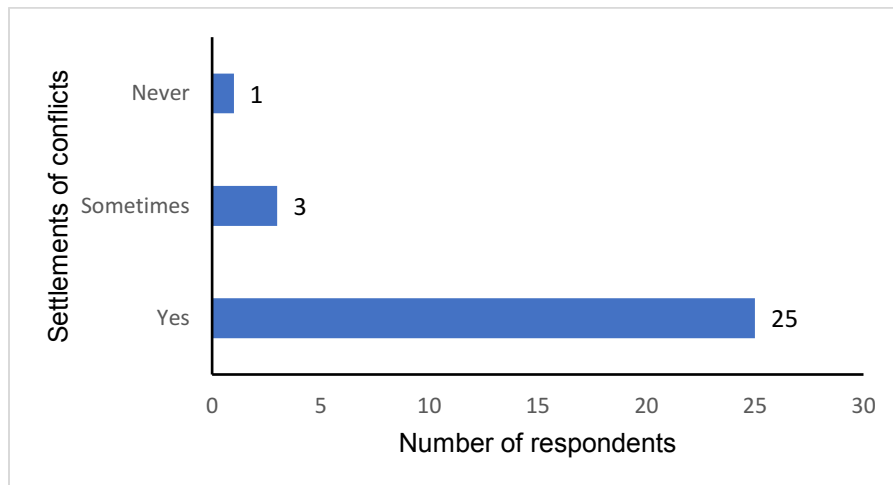


Figure 9. Settlement of conflicts

They are 25 respondents out of 29 who said that they may be happy with the settlements of conflicts withinside the company. Three respondents replied that sometimes and there has been individual

who were not happy with settlements of conflicts withinside the company. This could be examined in Figure 9.

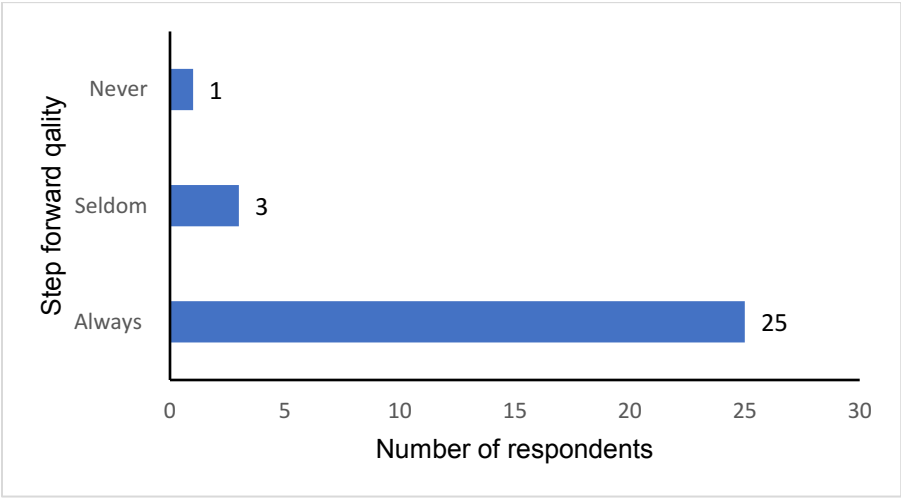


Figure 10. Push for improved quality

25 Respondents out of 29 are driven for stepped forward quality. Three of them stated that this occurs seldom and there has been one announcing that corporation do not pick enhancements in quality. This means that control in the corporation is properly organized (see Figure 10).

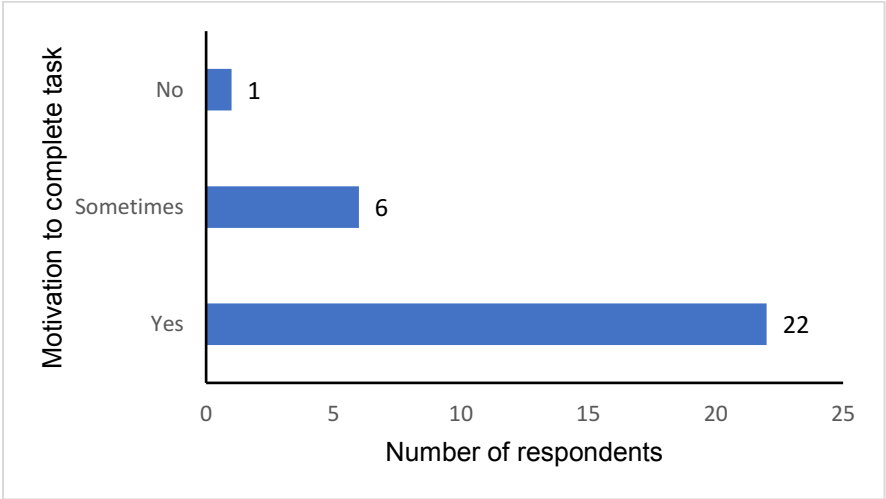


Figure 11. Motivation to complete assigned task

There are 22 respondents out of 29 who stated that they are properly encouraged in the direction of carrying out the task (see Figure 11. Motivation to complete assigned task). Six of the respondents

stated there might be motivation occasionally while one stated that there might be lack of motivation. This means that the body of workers are quite encouraged in the direction of their responsibilities inside the company.

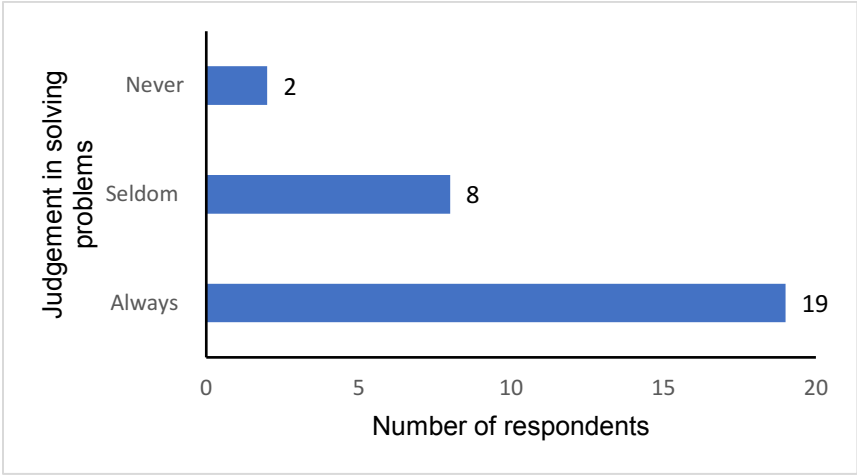


Figure 12. Own judgement in solving problems

19 out of 29 respondents stated that they're allowed to own their very own judgment in fixing issues however 8 of them stated that it takes place seldom (see Figure 12). There are respondents who stated in no way approximately the allowance of very own judgment in fixing issues. This indicates that agency also offers the chance to the employees to be extensive minded.

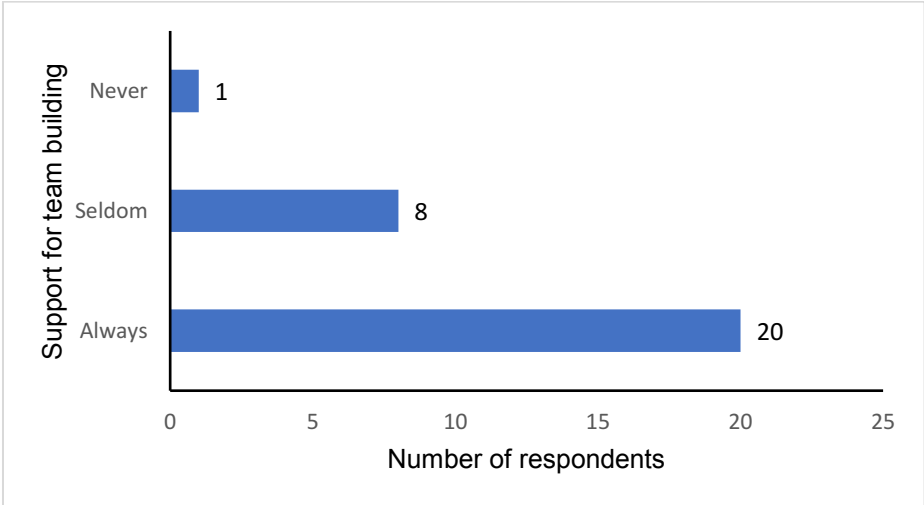


Figure 13. Support for team building

There are 20 respondents who stated that they get help for constructing a crew, however, 8 of them stated they get the help on occasion and one in each of them stated that they're doing now no longer get the wished help. This means that there are suitable crew leaders and additionally the managers inside the enterprise to help their groups as proven in Figure 13.

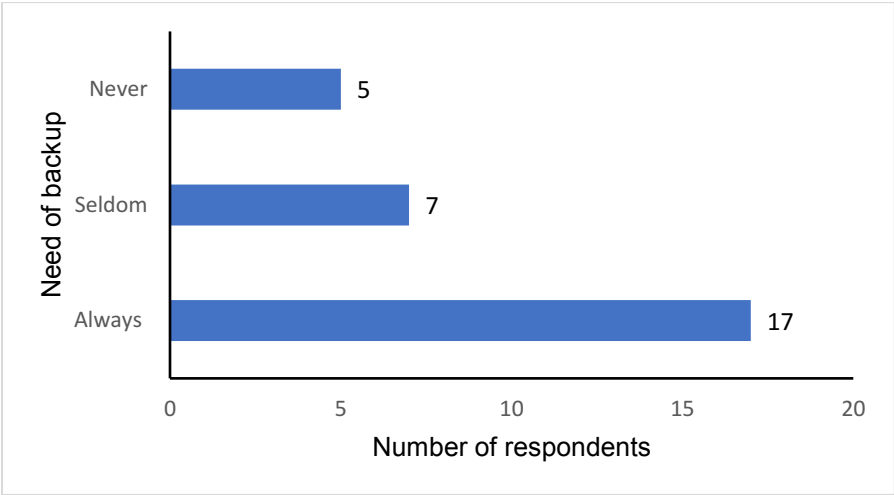


Figure 14. Strong backup for beating previous targets

17 respondents out of 29 stated that they need sturdy backup to overcome the preceding objectives while seven of them stated that they seldom have this possibility and 5 of them stated that they by no means get the rear up for exceeding the preceding objectives. This suggests that agency stays working tough to deliver sturdy assist as proven in Figure 14.

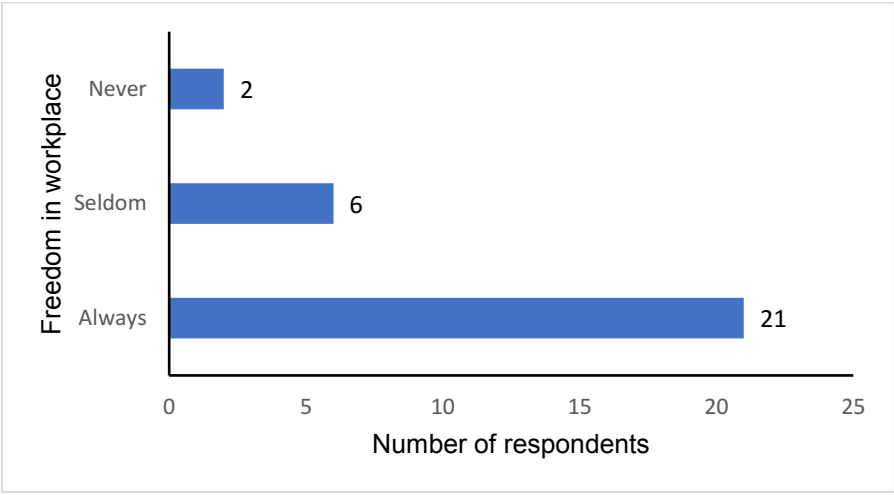


Figure 15. Freedom in workplace

21 respondents out of 29 stated that they always had freedom of movement of their work. Six of them stated that they want the liberty seldom and of them spoke back by no means to the cutting-edge query as shown in Figure 15.

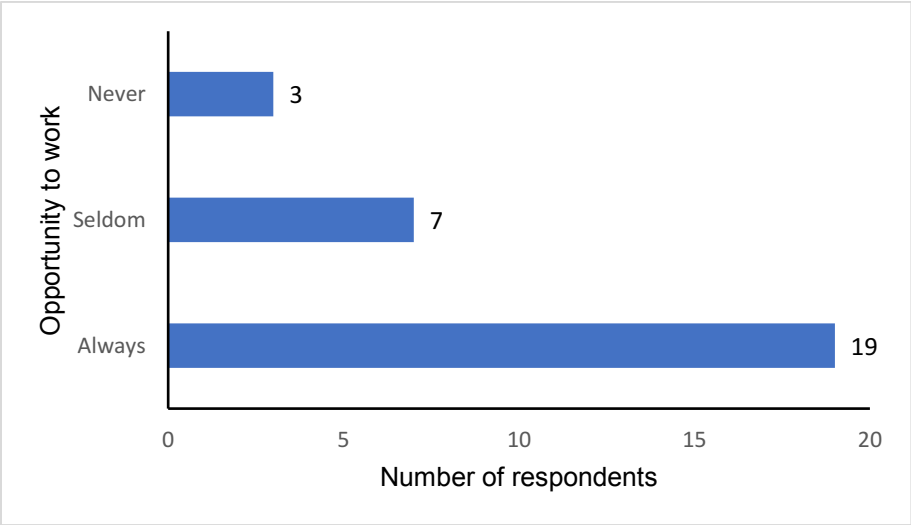


Figure 16. Opportunity to work in the best way you think

19 out of 29 respondents stated that they had the risk upload the only manner they assume. Seven of them informed that they seldom have the risk to determine inside the manner they assume is best. Three of the respondents responded that they by no means had this risk as proven in Figure 16.

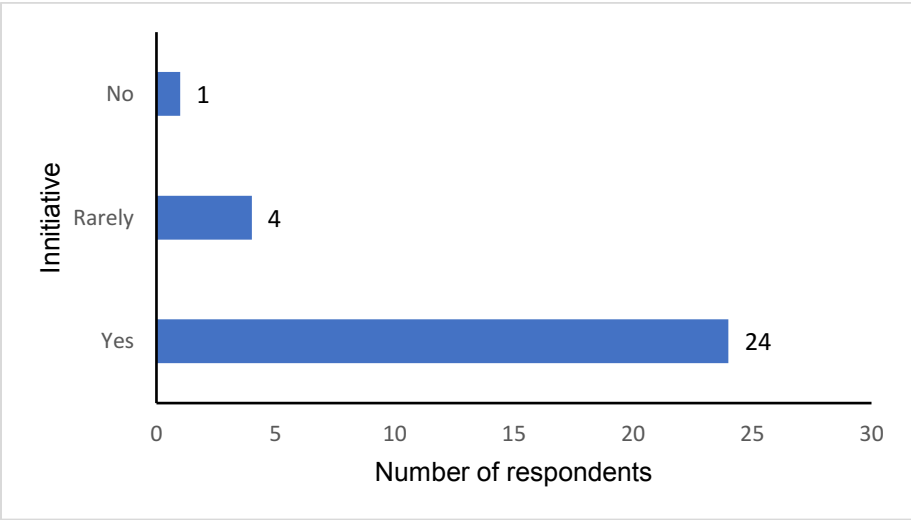


Figure 17. Degree of innitiative

Twenty-four out of 29 respondents expressed that they need an intemperate recognition of activity. Four of them answer back that they barely ever have the intemperate confirmation of activity and one in each of them expressed that they may be doing not have it inside side the slightest as demonstrated in Figure 17.

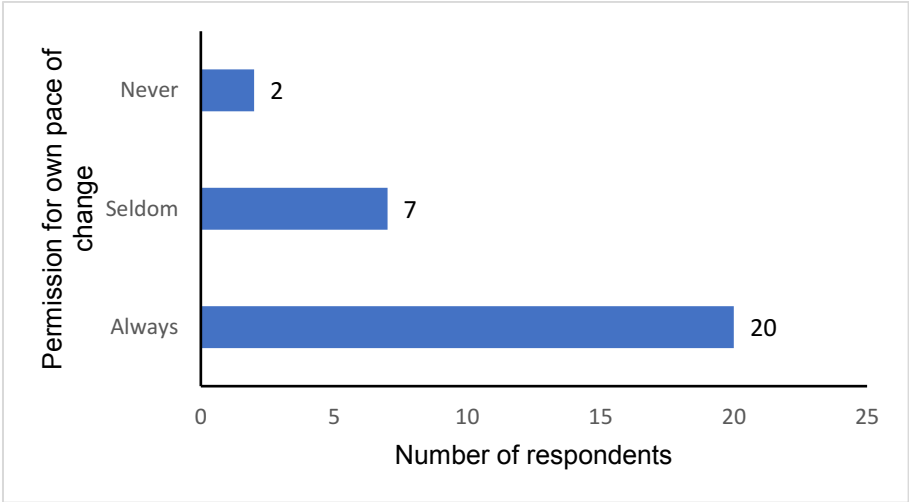


Figure 18. Permission for their own pace of change

20 out of 29 respondents stated that they need the permission for their very own tempo of ex-trade even as seven of them stated that they seldom have it and of them spoke back in no way had permission for very own tempo of ex-trade in Figure 18.

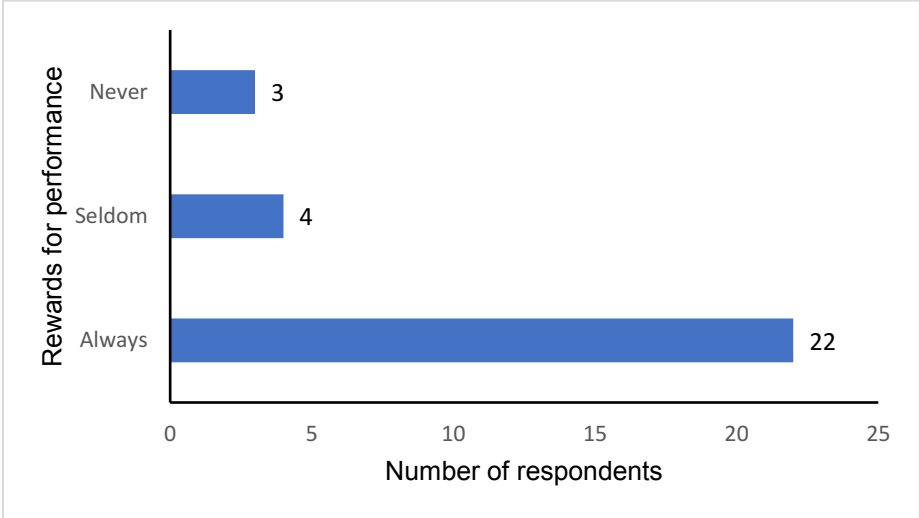


Figure 19. Rewards for performance

Twenty-two out of 29 respondents expressed that they get rewards for the execution. Four expressed that they at times were given rewards. Three of them expressed that they are doing presently not get rewards inside side the smallest recognition as demonstrated in Figure 19

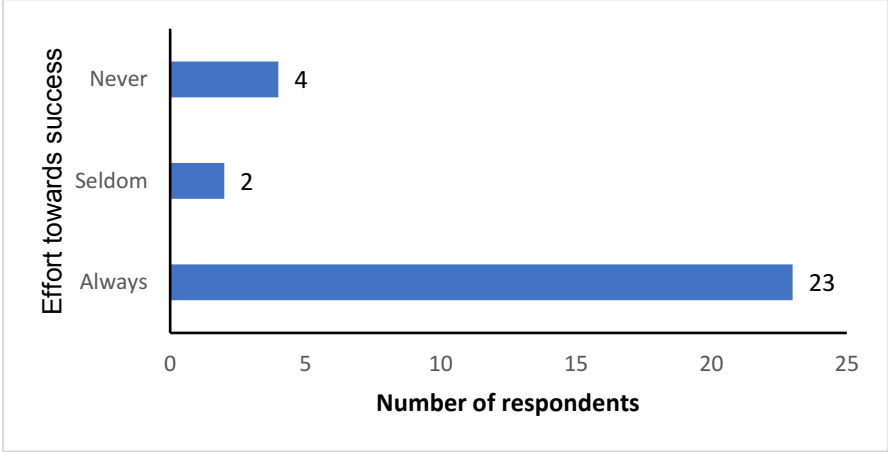


Figure 20. CEO effort towards success

Twenty-three out of 29 respondents had been glad about the CEO and stated that they were given assist from the CEO in the absolute nice manner closer to the success. Two of them stated that they seldom were given assist and four of them said they in no way were given assist as proven in Figure 20.

CONCLUSION AND RECOMMENDATIONS

The important purpose of the studies is to seek out the effect of management conduct on a firm's enterprise growth. The case employer in the studies became Dangote Group. An interview with the CEO of Dangote Group became carried out. There are over 30,000 employs performing at Dangote Group in Nigeria, 29 professionals the survey questionnaire way to covid 19. The studies became accomplished to test how the firm grows toward achievement and achieves objectives with the help of management behaviours and differing sorts of management behaviours have been discussed. Dangote Group is one among the quickest developing agencies in the provider sector location in the region. After the interview with the CEO of Dangote Group it's been concluded that the CEO is said to very own democratic and transactional management conduct kind which might be a purpose for the enlargement and achievement of the company in a totally quick duration of your time. The survey questionnaire became despatched to the CEO of the case employer so forwarded to personnel of the company. Most of the questions requested from the respondents essentially on interview, which became carried out with the CEO. Twenty-nine respondents who are the workforce of the Dangote Group suffered the survey. Out of 29 respondents, 21 are male and eight females. Most of the respondents stated that they may be constantly endorsed to use the nice methods in the employer and the CEO additionally said inside the interview that they constantly inspire their personnel to apply the nice methods. Most of the respondents had freedom of movement in the employer. This suggests that they may be now no longer certain with the aid of using restrained movements. When the query became requested approximately approach to conflicts in the company maximum of them have been glad. When the query became requested approximately the inducement toward undertaking the intention and assignment maximum of the employees have been glad and motivated with the aid of using the achievements, The CEO additionally said that they want one-of-a-kind motivational techniques hired withinside the company the praise primarily based totally approach became stated to be maximum used one. The CEO additionally stated that they want professional crew leaders and executives who address and assist in constructing robust teams. The workforce are given the freedom inside their paintings and they are allowed to discern withinside the manner they suppose is pleasant for them to recognize objectives and that additionally they get robust backup from crew leaders and supervisors to surpass the preceding objectives and maximum of the respondents agree to this and this could be additionally said with the aid of using the CEO in his interview. Most of the employees agree that they may be rewarded for their overall performance, that is one in each of the important essential equipment for motivation in Dangote Group as said with the aid of using the CEO. Mostly personnel have been glad about the CEO and his movements toward the company control and personnel; this could be one among the maximum reasons for the enlargement and overall performance of Dangote Group.

This watch recommends that administration conduct is sort of basic in enterprises related to the assembly division. At a few organize in this watch it is been tried how an organization develops within the heading of accomplishment and the way it accomplishes its wants and targets. The position of the CEO within the case organization in appreciate to accomplishment was talked about. This watch also clarifies the assorted administration practices and their impacts at the companies in fabricating division. These contemplations are regularly utilized for the longer term thinks about in specific for the organizations basically based completely upon customer administrations. The watch may moreover help in improving the in general execution of faculty and in persuading work force to perform their wants.

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