

## THE ROLE OF LEADERSHIP STYLES IN ENHANCING WORKPLACE EFFECTIVENESS: CASE STUDY OF NIGERIAN MANUFACTURING FIRMS

Henry Adewale Odunayo<sup>1</sup>, Israel Olajide Abe<sup>2</sup>

<sup>1,2</sup>Department of Economics, College of Management and Social Sciences Education,  
Lagos State University of Education, Lagos, 23401, Nigeria

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### ABSTRACT

*Nigeria's diverse manufacturing sector, characterized by varying organizational structures, product portfolios, workforce demographics, and market scope, necessitates nuanced leadership strategies. This study delves into the multifaceted environment of Nigerian manufacturing, emphasizing the importance of adaptive leadership practices amid dynamic industrial demands. This study aims to assess the prevalent leadership styles in Nigerian manufacturing firms, evaluate the impact of leadership styles on workplace effectiveness, and recommend context-specific leadership strategies. A mixed-method approach was employed by combining quantitative and qualitative methods. A structured questionnaire was administered to 320 participants using stratified random sampling. Statistical analyses included chi-square tests and ANOVA. Thematic analysis was applied to the qualitative responses. The results show that there are significant differences in the prevalence of leadership styles, affirming the need for diverse approaches, which significantly impact workplace effectiveness across various dimensions, emphasizing their critical role. Context-specific leadership strategies were identified through thematic analysis, highlighting the importance of tailored approaches. This study reveals the dynamic landscape of leadership styles in Nigerian manufacturing. These findings underscore the necessity of adaptive leadership to optimize workplace effectiveness. Practical recommendations offer valuable insights for leaders and policymakers and promote organizational success in this sector.*

#### \*Korespondensi Penulis:

Henry Adewale Odunayo.  
Lagos State University of  
Education

Email:

odunayoha@lasued.edu.ng

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## ABSTRAK

Sektor manufaktur Nigeria yang beragam, ditandai dengan struktur organisasi, portofolio produk, demografi angkatan kerja, dan cakupan pasar yang bervariasi, membutuhkan strategi kepemimpinan yang penuh nuansa. Penelitian ini menggali lingkungan multifaset manufaktur Nigeria, menekankan pentingnya praktik kepemimpinan adaptif di tengah tuntutan industri yang dinamis. Studi ini bertujuan untuk menilai gaya kepemimpinan yang lazim di perusahaan manufaktur Nigeria, mengevaluasi dampak gaya kepemimpinan terhadap efektivitas tempat kerja, dan merekomendasikan strategi kepemimpinan khusus konteks. Pendekatan campuran digunakan dengan menggabungkan metode kuantitatif dan kualitatif. Kuesioner terstruktur diberikan kepada 320 peserta menggunakan stratified random sampling. Analisis statistik termasuk tes chi-square dan ANOVA. Analisis tematik diterapkan pada tanggapan kualitatif. Hasil penelitian menunjukkan bahwa terdapat perbedaan yang signifikan dalam prevalensi gaya kepemimpinan, menegaskan perlunya pendekatan yang beragam, yang secara signifikan memengaruhi efektivitas tempat kerja di berbagai dimensi, menekankan peran kritis mereka. Strategi kepemimpinan khusus konteks diidentifikasi melalui analisis tematik, menyoroti pentingnya pendekatan yang disesuaikan. Penelitian ini mengungkapkan lanskap dinamis gaya kepemimpinan dalam manufaktur Nigeria. Temuan ini menggarisbawahi perlunya kepemimpinan adaptif untuk mengoptimalkan efektivitas tempat kerja. Rekomendasi praktis menawarkan wawasan berharga bagi para pemimpin dan pembuat kebijakan serta mempromosikan keberhasilan organisasi di sektor ini

## KATA KUNCI:

Efektivitas, kepemimpinan karyawan, manajer, tempat kerja



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## INTRODUCTION

The complex relationship between workplace performance and leadership style has attracted scholarly interest and practical significance in the dynamic field of corporate leadership (Akinyetun, 2016:8; Yukl, 2013:114). This is particularly true in the context of Nigerian manufacturing firms, where the confluence of cultural nuances,

market dynamism, and organizational peculiarities necessitates a nuanced and adaptable leadership approach (Amegayibor, 2021:151). Therefore, this study explores the multifaceted interplay between leadership styles and workplace outcomes with the aim of revealing their influence on employee and organizational performance within the

Nigerian manufacturing sector.

Nigeria's manufacturing enterprises, encompassing diverse organizational sizes, product offerings, workforce demographics, and market reaches, fosters a unique environment that demands sophisticated leadership approaches (Idowu, 2019:41). This inherent heterogeneity underscores the need for leadership practices to evolve and respond to the sector's ever-changing

strategies in the Nigerian manufacturing sector. Notably, previous research demands (Yukl, 2013:116). Consequently, understanding the spectrum of leadership styles and their impact on workplace effectiveness is crucial for navigating the complex terrain of Nigerian manufacturing.

A rigid, one-size-fits-all leadership style holds little traction within Nigerian manufacturing organizations. Instead, these firms reflect a rich tapestry of leadership practices that can vary significantly both between and within individual companies (Akinyetun, 2018:15; Amegayibor, 2021:158). This diversity challenges the conventional notion of a uniform leadership approach, and underscores the importance of context-specific adaptive leadership in the African context corroborates this diversity, reporting the coexistence of a multitude of leadership styles within organizations (Atoko, 2023:151). This study aligns with the global call to recognize the strong interconnection between leadership styles and workplace performance (Northouse, 2016:111), highlighting that the choice of leadership style has far-reaching consequences for organizational

outcomes and workforce well-being within Nigerian manufacturing firms.

To navigate the multifaceted and dynamic Nigerian manufacturing environment, organizations must adopt context-specific leadership strategies. Our findings illuminate pivotal themes, including employee empowerment, adaptability, localized decision making, ethical leadership, talent development, quality assurance, and market-specific approaches. These strategies align with recommendations that advocate adaptive leadership practices in Nigeria.

The concept of leadership, albeit a dynamic one and lacking a universally accepted definition, significantly influences employee performance, organizational direction, and strategic thinking (Amegayibor, 2021:159). Meanwhile, employee performance, a critical component of workplace effectiveness, is measured in terms of productivity, conduct, and goal achievement (Akinyetun et al., 2021: 109; Amegayibor 2021:151). Effective human resource management, including strong leadership and a positive work environment, contributes to optimal human resource performance. Leadership is thus the process of social influence aimed at organizing subordinates to achieve organizational goals, plays a crucial role in this paradigm (Ariussanto et al. 2020:1). According to Pembri (2022:317), effective leadership qualities and styles significantly impact organizational performance and influence efficiency and effectiveness. The recommendation is for leaders to possess essential qualities, adopt effective styles, and develop good human relations skills to

facilitate both corporate and individual goal realization.

Tetteh and Brenyah (2016:1) explored the evolving nature of leadership, emphasizing the historical shift from treating employees as machines to recognizing them as valuable human capital. The complex nature of leadership, going beyond mere authority and encompassing attributes such as character, values, ethics, knowledge, and skills, has been highlighted. The crucial role of leadership in workplace effectiveness is further underscored by Akparep et al. (2019:1), who emphasize its influence on factors such as motivation, work environment, compensation, and communication. This study argues that good leadership is essential for workplace effectiveness, influencing corporate behaviour, goal attainment, and employee satisfaction.

To be sure, leaders play a crucial role in driving employee engagement, particularly through genuine commitment, interaction, and collaborative leadership styles (Lumumba et al. 2021:2229). Organizational performance, encompassing the financial, shareholder, and product/service market aspects, is significantly impacted by leadership styles that influence workplace effectiveness. Leadership is crucial for enhancing employees' overall value systems, morality, skills, and motivation (Al Khajeh, 2018:3).

This study identifies a gap in the literature concerning Nigerian manufacturing firms, emphasizing the

lack of up-to-date, contextually relevant investigations in this specific setting. This study addresses the scarcity of research directly focusing on leadership practices within the Nigerian manufacturing sector, aiming to provide tailored insights applicable to the unique challenges and opportunities in this industry. By narrowing this gap, this study aims to contribute not only academically but also practically to the improvement of organizational performance and national economic growth. This study is significant because it aims to enrich the academic literature on leadership practices and their impact on workplace outcomes, specifically within the Nigerian manufacturing sector. These findings have practical implications for leaders in these firms, offering insights into optimizing leadership strategies and enhancing workplace effectiveness in a diverse and evolving business environment.

### *Objectives of the Study*

1. To assess the prevalent leadership styles in Nigerian manufacturing firms.
2. To evaluate the impact of leadership styles on workplace effectiveness.
3. To recommend context-specific leadership strategies.

### *Research Questions*

1. What are the predominant leadership styles employed by managers of Nigerian manufacturing firms?
2. How do leadership styles influence workplace effectiveness in Nigerian manufacturing firms?
3. What context-specific leadership

strategies can enhance workplace effectiveness in Nigerian manufacturing firms?

### *Hypotheses*

H01: There are no significant differences in the prevalence of various leadership styles among Nigerian manufacturing firms.

H02: Leadership style has no significant impact on workplace effectiveness in Nigerian manufacturing firms.

H03: There are no context-specific leadership strategies that can enhance workplace effectiveness in Nigerian manufacturing firms.

### **METHOD**

Using a combination of quantitative and qualitative research methodologies, this study employed a mixed-methods strategy to fully investigate the research objectives and evaluate the hypotheses. A stratified random sampling procedure was employed to select 320 participants who were then given a structured questionnaire. In this phase, data on demographics and the prevalence of leadership styles in Nigerian manufacturing enterprises were gathered and evaluated. Chi-square tests were used to test Hypothesis 1. For Hypothesis 2, ANOVA was used for the statistical analysis of the results. The questionnaire contained an open-ended question to obtain qualitative feedback on context-specific leadership techniques. The results of Hypothesis 3 were informed by thematic analysis, which was used to identify recurrent themes and patterns in the replies.

A thorough and organized sampling process was used to identify the

participants. Random selection, strata sample size, and stratification were used in the recruitment process. Potential participants were grouped into strata according to age, gender, educational background, job titles, years of experience, type of manufacturing company, number of employees, and organization location to build a sample frame. For each stratum, sample sizes were established to guarantee an appropriate representation of the population variety. To ensure that the 320 individuals in the sample accurately reflected the demographics of the community, volunteers within each stratum were randomly chosen for inclusion in the study.

The study tool consisted of items to evaluate leadership styles and workplace effectiveness, as well as demographic inquiries. To ensure that the instrument was clear and relevant, it was tested with a small group of people. A secure Internet platform was used to distribute the questionnaire to the participants. They were asked to provide a combination of quantitative and qualitative information in their answers to both the closed- and open-ended questions. Statistical software was used to analyze the quantitative data obtained from the closed-ended questions. To examine Hypothesis 1, chi-squared tests were applied to the responses pertaining to leadership styles, whereas Hypothesis 2 regarding workplace effectiveness was tested using an ANOVA. The findings are displayed as tables and percentages.

Thematic analysis was used to examine the qualitative data acquired from open-ended questions. Thematic coding was used to identify the

recurring themes and patterns in the responses. The thematic table lists the primary participants. The ethical guidelines were followed throughout the entire research process in this investigation. The goal of the study was communicated to the participants and their involvement was entirely voluntary. Pseudonyms were employed for reporting, and the participants' names were kept private.

**RESULTS**

**Table 1: Participants' demographic data**

Demographic Data	Percentage (%)
<b>Age</b>	
- 18-25 years	14%
- 26-35 years	41%
- 36-45 years	23%
- 46-55 years	15%
- 56 years or older	7%
<b>Gender</b>	
- Male	52%
- Female	48%
<b>Educational Background</b>	
- Secondary School Certificate	5%
- NCE/OND/HND	9%
- Bachelor's Degree	58%
- Master's Degree	29%
- Doctoral Degree	1%
<b>Position/Job Title</b>	
-	28%
Manager/Supervisor	
- Non-Managerial Employee	61%
- Executive/Top Management	11%
- Other (please specify)	
<b>Years of Experience in Manufacturing</b>	
- Less than 1 year	6%
- 1-5 years	18%
- 6-10 years	31%
- 11-15 years	29%
- More than 15 years	16%
<b>Type of Manufacturing Firm</b>	
- Food and Beverage	38%
- Automotive	18%
- Chemicals	12%

Demographic Data	Percentage (%)
- Electronics	16%
- Textiles	16%
<b>Number of Employees in Organization</b>	
- Less than 50	18%
- 50-100	44%
- 101-500	25%
- More than 500	13%
<b>Location of Organization</b>	
- Urban	46%
- Suburban	33%
- Rural	21%
<b>Direct Experience with Leadership</b>	
- Yes	66%
- No	34%

Data source: Processed Data (2023)

**Interpretation**

Manufacturing firms exhibit a predominantly young workforce, with 41% aged 26-35, prompting considerations on attracting and retaining youthful talent alongside preparing for senior staff retirements (15%). Maintaining gender balance (52% males, 48% females) signifies commitment to diversity. The workforce is highly educated, with 29% holding master's degrees and 58% holding bachelor's degrees, indicating potential for critical thinking. However, only 5% possess secondary school certificates, underscoring the need for tailored professional development programs. The hierarchical structure reveals 28% in managerial roles and 61% in non-managerial positions, emphasizing the necessity of strong vertical development prospects. Experience distribution ranges widely, with 49% having 1-10 years, fostering knowledge exchange. Industry focus is diverse, with 38% in food and beverages and 18% in automobiles, demonstrating adaptability.



Medium-sized companies employing 50-100 people dominate (44%), promoting collaboration. Urban concentration (46%) aligns with manufacturing industry locations. Leadership-employee relationship trends positively, with 66% reporting firsthand leadership experiences, but 34% indicate a need for ongoing efforts to ensure diversity and accessibility in leadership interactions.

**Table 2: Prevalent leadership styles in Nigerian manufacturing firms**

Items	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
Managers provide clear and inspiring visions for the future.	5.6	9.4	20.6	42.2	22.2
Managers use rewards and punishments to motivate employees.	15.6	11.9	16.9	32.5	23.1
Managers tend to adopt a laissez-faire leadership approach.	21.3	14.7	22.5	27.8	13.8
Managers are often hands-on and provide specific instructions for tasks.	12.5	20.3	18.1	30.6	18.8
Managers promote a culture of continuous improvement and learning.	8.8	9.4	14.4	41.9	25.6

Data source: Processed Data (2023)

**Table 3: Workplace effectiveness statements**

Items	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
Leadership significantly contributes to high employee morale and satisfaction.	6.9	9.7	11.6	38.1	33.8
Leadership has a direct impact on employee productivity and performance.	11.3	13.4	17.5	32.2	25.6
Employees are more likely to stay with the company when they feel their managers exhibit effective leadership.	9.1	8.8	13.1	39.4	29.7
Leadership styles are closely associated with the ability to innovate and adapt to changes in the market.	7.8	14.4	10.6	38.8	28.4
The leadership style practiced by managers aligns with the company's strategic goals and objectives.	10.3	13.8	16.6	34.7	24.7

Data source: Processed Data (2023)

### Testing of Hypotheses

**Hypothesis 1: There are no significant differences in the prevalence of various leadership styles among Nigerian manufacturing firms.**

**Table 4: Leadership styles**

Leadership	Chi-	Significance
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Style	squared p-value	
Managers provide clear and inspiring visions for the future.	0.0001	Significant
Managers use rewards and punishments to motivate employees.	0.0024	Significant
Managers tend to adopt a laissez-faire leadership approach.	0.0001	Significant
Managers are often hands-on and provide specific instructions for tasks.	0.0072	Significant
Managers promote a culture of continuous improvement and learning.	0.0001	Significant

Data source: Processed Data (2023)

### Interpretation

This study investigates leadership styles in Nigerian manufacturing firms, rejecting the null hypothesis and revealing significant variations in leadership approaches through chi-squared analysis. Visionary leadership, emphasizing clear future goals, is the most prevalent style ( $p = 0.0001$ ), aligning with contemporary theories advocating shared vision for organizational success. Motivational leadership, employing rewards and punishments, is also prominent ( $p = 0.0024$ ), indicating a combination of intrinsic and extrinsic motivators for employee engagement. Laissez-faire leadership is notably absent ( $p = 0.0001$ ), reflecting the industry's dynamic nature that requires decisive leadership. Directive leadership, providing specific

task instructions, is significant ( $p = 0.0072$ ), emphasizing clarity and structure. The study

highlights a strong prevalence of transformational leadership ( $p = 0.0001$ ), promoting continuous improvement and learning, indicating a positive organizational climate valuing knowledge sharing and individual growth alongside production goals in the dynamic manufacturing industry. Further exploration of factors influencing these leadership preferences is warranted to understand their impact on organizational outcomes.

**Hypothesis 2: Leadership style has no significant impact on workplace effectiveness in Nigerian manufacturing firms**

**Table 5: Workplace effectiveness**

Workplace Effectiveness	F-statistic	p-value	Significance
Leadership significantly contributes to high employee morale and satisfaction.	$F(4, 315) = 32.74$	$p < 0.001$	Significant
Leadership has a direct impact on employee productivity and performance.	$F(4, 315) = 21.89$	$p < 0.001$	Significant
Employees are more likely to stay with the company when they feel their managers exhibit effective leadership.	$F(4, 315) = 27.66$	$p < 0.001$	Significant
Leadership styles are closely associated with the ability to innovate and adapt to changes in the market.	$F(4, 315) = 23.12$	$p < 0.001$	Significant
The leadership style practiced by managers aligns with the company's	$F(4, 315) = 19.28$	$p < 0.001$	Significant

strategic goals and objectives.

Data source: Processed Data (2023)

**Interpretation**

This study delves into the impact of leadership on workplace effectiveness in Nigerian manufacturing firms, challenging the null hypothesis and establishing leadership as a central driver of positive outcomes. Examining various facets of organizational success, the data reveal a significant connection between leadership styles and employee morale, satisfaction ( $F(4, 315) = 32.74, p < 0.001$ ), and productivity ( $F(4, 315) = 21.89, p < 0.001$ ). Diverse leadership approaches, including motivation, clear direction, and a culture of continuous improvement, contribute to a more engaged and efficient workforce.

The study goes beyond internal metrics, highlighting the role of leadership in talent retention and reducing employee turnover ( $F(4, 315) = 27.66, p < 0.001$ ). Transformational leadership fosters a sense of belonging, commitment, and loyalty. Additionally, leadership styles significantly impact an organization's ability to adapt and innovate amid dynamic market changes ( $F(4, 315) = 23.12, p < 0.001$ ). Visionary leadership and strategic thinking enable organizations to respond to challenges and capitalize on emerging opportunities.

Furthermore, alignment between leadership styles and organizational goals is crucial ( $F(4, 315) = 19.28, p < 0.001$ ). When leadership approaches resonate with the company's strategic vision, synergy facilitates effective execution and goal achievement. Leaders who translate strategy into



actionable plans and motivate employees to embrace them propel the organization towards its desired future state. This comprehensive analysis underscores the multifaceted influence of leadership on the success of manufacturing enterprises in Nigeria.

**Hypothesis 3: There are no context-specific leadership strategies that can enhance workplace effectiveness in Nigerian manufacturing firms.**

Respondents were asked to provide their insights into context-specific leadership strategies that could enhance workplace effectiveness in Nigerian manufacturing firms. Thematic analysis was conducted to identify recurring themes and patterns in their responses. The following are the results based on this analysis.

**Table 6: Key Themes and Context-Specific Leadership Strategies**

Themes	Context-Specific Leadership Strategies	
Employee Empowerment and Participation	Implement regular feedback mechanisms to engage employees in decision-making processes.	Localized Decision-Making
	Encourage open communication channels for employees to voice their ideas and concerns.	
Adaptability and Change Management	Provide opportunities for employees to participate in problem-solving and process improvement initiatives.	Ethical Leadership
	Recognize and reward employee contributions.	
	Train managers to lead and adapt during times of change, including technological advancements.	Talent Development and Succession Planning
	Foster a culture of continuous learning and adaptability among employees.	
	Create clear and transparent communication plans to keep employees informed about upcoming changes.	Quality Assurance and Safety
	Encourage employees to	
		Market-Specific Strategies

experiment with new ideas and approaches.

Encourage local managers to have more autonomy in decision-making to account for regional differences.  
Promote local market knowledge and responsiveness in decision-making.  
Invest in training and development programs to build the capacity of local managers.  
Decentralize decision-making authority as much as possible.

Lead by example in ethical conduct to promote trust and integrity within the organization.  
Uphold ethical values in all business operations, setting a strong moral tone.  
Establish clear ethical guidelines and expectations for employees.  
Implement a robust whistleblowing policy and investigate all allegations of unethical behaviour promptly and thoroughly.

Invest in training and development programs for employees to prepare them for leadership roles.  
Create a structured succession plan to ensure a pipeline of capable leaders.  
Identify and mentor high-potential employees.  
Provide employees with opportunities to gain new skills and experience through job rotations and cross-functional assignments.

Prioritize product quality and workplace safety, aligning them with leadership values.  
Regularly assess and improve quality control processes.  
Invest in safety training and equipment for employees.  
Create a culture of safety where employees feel comfortable reporting hazards and incidents.

Tailor leadership strategies to match the demands and challenges of specific markets within Nigeria.  
Localize marketing and distribution strategies according to regional needs.  
Conduct market research to

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understand the unique needs and preferences of customers in different regions.  
Hire and develop local talent with a deep understanding of the regional market.

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Data source: Processed Data (2023)

### Interpretation

The result shows that there are context-specific leadership strategies that can enhance workplace effectiveness in Nigerian manufacturing firms. Effective leadership in the Nigerian manufacturing industry requires a versatile approach. Empowering employees for ownership and adaptability, decentralizing control for regional responsiveness while upholding ethical standards, investing in talent development for continuity and quality assurance, and tailoring strategies to the specific nuances of diverse Nigerian markets are required. This multifaceted leadership approach is key to unlocking success in this dynamic and intricate setting.

## DISCUSSION

### Prevalent Leadership Styles in Nigerian Manufacturing Firms

Chi-squared tests showed substantial differences in the responses to several leadership style claims, which was the goal of the study that evaluated the most common leadership styles in Nigerian manufacturing companies. There were notable variations among managers who adopted a laissez-faire attitude, were hands-on with detailed instructions, promoted a culture of continuous development, used rewards

and penalties to inspire staff, and provided clear and inspirational future visions. This suggests that Nigerian manufacturing companies have a variety of leadership philosophies, underscoring the need for sophisticated comprehension of leadership techniques in this setting.

### Impact of Leadership Styles on Workplace Effectiveness

The ANOVA findings showed that leadership style had a significant impact on workplace effectiveness in a number of different aspects. There are notable variations in the ways in which different leadership philosophies contribute to employee morale, contentment, productivity, retention, innovation, and alignment with strategic goals. This highlights the importance of leadership in determining workplace productivity in Nigerian manufacturing companies.

### Context-Specific Leadership Strategies for Enhancing Workplace Effectiveness

A qualitative review of the insights provided by the respondents revealed several context-specific leadership techniques. Emerging themes include talent development and succession planning, ethical leadership, localized decision making, employee empowerment and engagement, quality assurance and safety, flexibility and change management, and market-specific solutions. These results are consistent with those of previous research, highlighting the significance of customizing leadership approaches to the unique requirements and obstacles

of the organizational setting.

### **Comparisons with Existing Literature**

The findings of this study are consistent with the body of knowledge regarding leadership philosophies and how they affect organizational performance. Our finding that leadership styles have a major impact on workplace effectiveness is supported by a study conducted at a family owned manufacturing business in Ghana (Amegayibor, 2021:158). The study highlights the significance of authoritarian, charismatic, paternalistic, and visionary leadership styles. A study conducted by the Azire Cooperative Credit Union (Angwah, 2023:11) suggested that including a variety of leadership styles is beneficial, since it revealed a favorable correlation between employee performance and leadership styles. This is consistent with our findings regarding how leadership style affects productivity at work.

Confirming our findings on the impact of leadership styles on workplace performance, research in Ghana's mobile telecommunications industry (Tetteh & Brenyah, 2016:5) has emphasized the significance of transformational leadership in predicting job satisfaction. Our findings regarding the significance of context-specific leadership techniques were corroborated by a study on the leadership style of the TumaKavi Development Association (Akpaprep et al., 2019:2). This study highlights the favorable influence of democratic leadership styles on organizational performance. Our finding that autocratic and laissez-faire leadership styles have a detrimental

impact on organizational performance is consistent with the study of leadership styles in PTTCs in Kenya (Lumumba et al., 2021:2244).

Our emphasis on context-specific leadership tactics is supported by a study of leadership styles in South Africa (Lerutla & Steyn, 2022:1). The study identified similarities in leadership behaviors, regardless of cultural background. Furthermore, our results are consistent with cross-generational research on leadership styles (Easton & Steyn, 2023:6), indicating that millennial leaders differ significantly in their use of transformational and empowering leadership approaches. Our focus on the influence of leadership styles on workplace effectiveness is supported by a study in the Indian construction industry (Akhila, 2018:12) that highlighted the importance of leadership styles in job satisfaction and organizational commitment.

Our research on the relationship between cultural intelligence and directive and empowering leadership styles is consistent with Solomon and Steyn's (2017:4) study of leaders' cultural intelligence in South Africa. Finally, research on leadership styles in the ICT sector in South Korea and Ethiopia (Gemeda & Lee, 2020:5) supports our findings that transactional leadership is associated with task performance, whereas transformational leadership is positively correlated with work engagement and innovative work behavior.

### **CONCLUSION**

In examining the intricacies of leadership style and workplace

effectiveness within Nigeria's manufacturing industry, this study uncovered critical insights that have profound implications for both scholarly discourse and practical applications. Our multifaceted exploration, guided by a meticulous mixed-methods approach, addressed three pivotal objectives, shedding light on the nuanced interplay between leadership style and workplace effectiveness in this unique context. Statistical analyses, particularly chi-squared tests, revealed a diverse array of leadership styles embedded within Nigerian manufacturing firms. This diversity challenges the conventional wisdom of uniform leadership practices,

Our qualitative inquiry revealed context-specific leadership strategies. From employee empowerment to adaptability, localized decision-making, ethical leadership, talent development, quality assurance, and market-specific approaches, these strategies provide a rich palette for organizations to craft tailored leadership practices. The implications are practical and actionable, offering guidance for leaders, managers, and policymakers seeking to optimize their approaches in the dynamic landscape of Nigerian manufacturing. This study contributes significantly to advancing the understanding of leadership practices in Nigerian manufacturing firms. Academia enriches the discourse on leadership diversity and its implications for workplace effectiveness. For practitioners, it serves as a beacon guiding the development of strategies that resonate with the intricacies of the Nigerian manufacturing sector. Emphasis on

ethical leadership and talent development positions these elements as linchpins for sustained success. As organizations navigate the complexities of the Nigerian manufacturing environment, our findings provide a compass for informed decision making. By recognizing the multifaceted nature of leadership and embracing context-specific strategies, firms can forge a path toward enhanced workplace effectiveness. and accentuates the need for adaptive strategies tailored to specific nuances in the sector. This realization signifies a departure from the one-size-fits-all paradigm, urging leaders to embrace flexibility and contextual relevance in their approach. Our exploration delved into the profound impact of leadership styles on workplace effectiveness, corroborated by ANOVA analysis. Statistically significant correlations across various dimensions, including employee morale, productivity, retention, innovation, and strategic alignment, underscore the pivotal role of leadership in shaping the overall effectiveness of the workplace. These findings reinforce the notion that leadership is not merely a symbolic aspect but a driving force behind tangible outcomes in Nigerian manufacturing firms.

## RECOMMENDATIONS

The findings of this study provide significant insights into refining leadership practices and enhancing workplace effectiveness in Nigerian manufacturing firms. To translate these insights into actionable

recommendations, the following propositions are proposed:

Organizations operating in the Nigerian manufacturing sector are encouraged to invest in comprehensive leadership development programmes. These initiatives should prioritize the cultivation of a diverse array of leadership styles, aiming to bolster the adaptability and versatility of both current and aspiring leaders.

It is imperative to actively promote employee empowerment and participation by instituting mechanisms that involve employees in decision-making processes. This strategic approach fosters a collaborative and innovative culture, instilling a sense of ownership among organizational members. Also, organizations must acknowledge and prioritize the significance of change management and adaptability within leadership training programs. Equip leaders with the skills and strategies necessary to guide organizations through dynamic phases encompassing technological advancements and market fluctuations.

In addition, the role of ethical leadership as a foundational organizational value must be emphasised. Leaders should exemplify ethical conduct, emphasizing trust, integrity, and responsible behaviour across all facets of business operations. Also, organisations must implement structured talent development initiatives to prepare employees for leadership roles. Concurrently, organizations should formulate clear succession plans to ensure a consistent pipeline of capable leaders.

The primacy of quality assurance

and workplace safety, aligning these aspects with the organization's leadership values must equally be emphasised. Regular assessments and improvements in quality control processes are pivotal for delivering quality products and for maintaining a secure work environment. Furthermore, organisations must tailor leadership strategies to meet the unique demands and challenges of Nigeria's diverse markets. This involves adapting and localizing marketing and distribution strategies to align with regional needs and preferences.

In light of these recommendations, this study advocates further research to delve deeper into the dynamics of specific leadership styles within the Nigerian manufacturing context. Future investigations should consider industry-specific nuances and cultural factors, with longitudinal studies offering a more comprehensive understanding of the evolving nature of leadership and its impact on workplace effectiveness within this distinctive setting.

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