

RESEARCH ARTICLE

LEADERSHIP ROLES ON ORGANIZATIONAL PERFORMANCE WITHIN NIGERIAN BOTTLING COMPANY (NBC) ABUJA

Samuel Atache*, Oravee Aule, Apollonia Adoo Hangeior

Department of Public Administration, Joseph Sarwuan Tarka University Makurdi, Benue State, Nigeria.

*Corresponding Author Email: atchesamule@gmail.com

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ABSTRACT

This study examines the impact of leadership roles on organizational performance within the Nigerian Bottling Company (NBC), Abuja. Specifically, it evaluates how decisional, interpersonal, informational, and transformational leadership roles contribute to the company's overall performance. Using a sample of 268 employees, data were collected through a structured questionnaire and analysed using descriptive and inferential statistical tools, including SPSS, ANOVA, and multiple regression analyses. The results reveal a significant relationship between leadership roles and organizational performance. The analysis shows that decisional leadership roles, which involve strategic decision-making, conflict resolution, and resource allocation, have a direct and positive impact on the company's operational efficiency. Interpersonal leadership roles, centred on relationship-building and communication, were found to enhance employee motivation and collaboration, thereby improving overall productivity. Informational leadership roles, which focus on the acquisition and dissemination of critical information, were also positively correlated with performance, emphasizing the importance of informed decision-making in a competitive business environment. Transformational leadership roles, characterized by inspiring and motivating employees towards a shared vision, were identified as particularly influential in fostering innovation and organizational commitment. Overall, the study concludes that leadership roles are pivotal in driving the performance of the NBC, Abuja. It recommends that the company strengthen its leadership development programs, particularly in areas of transformational and informational leadership, to further enhance its competitive advantage and achieve long-term organizational success.

KEYWORDS

Leadership Roles, Organizational Performance, Transformational Leadership, Nigerian Bottling Company (NBC), Employee Motivation

1. INTRODUCTION

1.1 Background to the Study

Leadership is widely recognized as a crucial driver of organizational success across various sectors, including business, politics, education, and social work. The concept of leadership encompasses the ability to influence and guide individuals or groups toward achieving specific goals. According to DeRue and Myers, leadership effectiveness is not solely dependent on personal attributes but also on the situational and environmental context in which leadership is exercised (DeRue and Myers, 2022). This adaptability is increasingly important in today's rapidly changing global landscape, where organizations must navigate complex challenges to maintain competitiveness and relevance.

In the context of developed countries, leadership has evolved to accommodate the changing nature of work, emphasizing innovation, empowerment, and strategic alignment. Northouse notes that leadership styles in these environments are characterized by creativity and adaptability, enabling leaders to foster innovation and leverage technological advancements to enhance organizational performance (Northouse, 2021). The distribution of power inherent in leadership roles also significantly influences group motivation and competence, as highlighted (Yukl and Gardner, 2020).

In contrast, leadership in developing countries like Nigeria is critical for

driving economic growth and addressing challenges such as resource constraints, infrastructural deficits, and socio-political instability. Leaders in these contexts play pivotal roles in strategic decision-making and resource allocation, which are essential for optimizing performance outcomes. A group researcher emphasize that effective leadership in developing economies involves inspiring and motivating employees to achieve organizational objectives and ensure sustainable growth (Zaccaro et al., 2021).

The (NBC) in Abuja provides a relevant case study for examining the impact of leadership roles on organizational performance within the manufacturing sector. As part of a highly competitive industry, NBC operates in a dynamic environment where effective leadership is crucial for maintaining productivity and profitability. The leadership roles within NBC, including decisional, interpersonal, informational, and transformational roles, are instrumental in motivating employees, fostering innovation, and driving organizational success.

Despite the recognized importance of leadership in organizational performance, there is ongoing debate among researchers about the extent of this influence. Some scholars argue that leadership has a direct and significant impact on organizational outcomes, enhancing task efficiency and fostering a supportive organizational culture. Others, however, contend that broader organizational and environmental factors may play a more critical role in determining success. This debate underscores the complexity of the relationship between leadership roles and

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organizational performance, particularly in the manufacturing sector in Nigeria.

1.2 Statement of the Problem

In the global business environment, leadership is increasingly recognized as a critical determinant of organizational performance. However, the precise extent to which leadership directly influences organizational outcomes remains a matter of debate among scholars. Some research suggests that leadership plays a pivotal role in enhancing organizational performance, particularly in competitive markets. For instance, leadership can drive performance by motivating employees, fostering a supportive culture, and ensuring strategic alignment with organizational goals.

Conversely, other studies highlight that the influence of leadership may be overestimated when broader organizational and environmental factors are not considered. These factors include market conditions, technological advancements, and organizational culture, which can moderate the impact of leadership on performance. This perspective suggests that leadership, while important, is one of many factors that contribute to organizational success.

In Nigeria, leadership is particularly crucial in shaping the performance of organizations, especially in sectors like manufacturing and services. (NBC) operates in a highly competitive and dynamic environment, where effective leadership is essential for maintaining productivity and profitability. Leadership roles within NBC, including decisional, interpersonal, informational, and transformational roles, are instrumental in motivating employees and enhancing organizational performance.

Despite the acknowledged importance of leadership, there is a significant gap in research on its effect in the manufacturing sector, particularly in developing countries like Nigeria. Most existing studies focus on sectors such as education and finance, leaving the manufacturing industry underexplored. This gap is critical, as manufacturing is vital for economic growth and development in Nigeria. Understanding how leadership affects performance in this context is essential, as it could provide valuable insights for improving leadership practices and achieving sustainable organizational success.

1.3 Objectives of the Study

The primary aim of this study is to investigate the impact of leadership roles on the performance of the (NBC) Abuja as presented in table 1. The study seeks to determine how various leadership roles, namely decisional, interpersonal, informational, and transformational, influence the overall organizational performance within this context as presented in table 1.

The specific objectives of the study are as follows:

1.3.1 Verify the Effect of Decisional Leadership Roles on Performance

Decisional leadership involves making strategic choices that align with organizational goals, ensuring that decisions are made to enhance efficiency and productivity. This study aims to verify whether the decisional leadership roles adopted by NBC Abuja significantly enhance organizational performance, particularly in areas such as operational efficiency, resource allocation, and conflict resolution.

1.3.2 Determine the Influence of Interpersonal Leadership Roles on Performance

Interpersonal leadership roles focus on building and maintaining effective relationships within the organization as represented in figure 1. These roles are critical in fostering team collaboration, trust, and communication. The study seeks to assess the influence of interpersonal leadership roles on the performance of NBC Abuja, with an emphasis on employee motivation, engagement, and overall job satisfaction.

Figure 1 depicts a group of diverse employees engaged in a meeting, with a leader actively interacting and smiling while discussing with the team.

This setting exemplifies the influence of interpersonal leadership roles on the performance of the (NBC) Abuja. Interpersonal leadership, characterized by effective communication, empathy, and collaborative interactions, plays a pivotal role in motivating employees, fostering engagement, and enhancing overall job satisfaction. By cultivating strong interpersonal relationships, leaders can create a positive and inclusive work environment where employees feel valued and understood. This leads to higher morale, increased productivity, and a stronger commitment to organizational goals, ultimately contributing to the overall success and performance of NBC Abuja.



Figure 1: Interpersonal Skills for Effective Leadership (Leslie Mizerak, 2024).

1.3.3 Ascertain the Impact of Informational Leadership Roles on Performance

Informational leadership roles are concerned with the acquisition, processing, and dissemination of information within the organization. Effective informational leadership ensures that decisions are informed by accurate and timely data. This study aims to ascertain whether the informational leadership roles at NBC Abuja have a significant impact on the company's performance, particularly in terms of decision-making quality and organizational agility.

1.3.4 Assess the Effect of Transformational Leadership Roles on Performance

Transformational leadership involves inspiring and motivating employees to exceed their individual performance for the benefit of the organization. It emphasizes vision, change management, and innovation. This study will assess the extent to which transformational leadership roles at NBC Abuja contribute to organizational success, focusing on areas such as innovation, employee commitment, and cultural alignment. These objectives are structured to provide a comprehensive understanding of how leadership roles affect the performance of NBC Abuja, offering insights that could inform leadership practices in similar organizations within the manufacturing sector in Nigeria.

1.4 Research Questions

The research questions in this study are designed to explore the impact of various leadership roles on the organizational performance of the (NBC) in Abuja. These questions are integral to understanding how leadership influences critical performance metrics such as operational efficiency, employee motivation, and overall organizational success. Each question is formulated to address a specific aspect of leadership within the organization, guided by the theoretical and empirical foundations established in the literature.

Table 1: Objectives of the Study

Objective Number	Objective Description	Leadership Role	Focus Area
1	To verify if decisional leadership roles enhance organizational performance.	Decisional	Organizational Performance
2	To determine the influence of interpersonal leadership roles on performance.	Interpersonal	Performance impact
3	To ascertain the impact of informational leadership roles on performance.	Informational	Performance enhancement
4	To assess the effect of transformational leadership roles on performance.	Transformational	Organizational Performance improvement

1.4.1 What is the Effect of Decisional Leadership Roles on the Performance of NBC Abuja?

Decisional leadership roles are central to the strategic decision-making processes that drive organizational performance. In the context of NBC Abuja, this research question aims to evaluate how leaders' decision-making abilities affect the company's operational efficiency and success. The emphasis is on understanding whether effective decision-making leads to improved resource allocation, conflict resolution, and overall strategic alignment within the organization.

1.4.2 What Effect Does Interpersonal Leadership Roles Have on the Performance of NBC Abuja?

Interpersonal leadership roles focus on the relationships that leaders cultivate within the organization. This research question seeks to determine how these roles influence employee motivation, teamwork, and job satisfaction at NBC Abuja. The underlying premise is that strong interpersonal relationships foster a positive work environment, which in turn enhances organizational performance.

1.4.3 How Do Informational Leadership Roles Affect the Performance of NBC Abuja?

Informational leadership roles involve the acquisition, processing, and dissemination of information critical to the organization's decision-making processes. This question aims to explore the impact of informational leadership on NBC Abuja's ability to respond to market trends, consumer preferences, and competitive pressures. The focus is on how effectively leaders use information to guide the organization toward achieving its strategic objectives.

1.4.4 What is the impact of transformational leadership roles on the performance NBC Abuja?

Transformational leadership involves inspiring and motivating employees to exceed their individual performance for the collective good of the organization. This research question investigates the extent to which transformational leadership at NBC Abuja contributes to innovative practices, employee engagement, and long-term organizational success.

1.5 Significance of the Study

This study on the effect of leadership roles on organizational performance at the NBC Abuja offers substantial contributions to the field of organizational management, both in academic research and practical applications.

1.5.1 Academic Contributions

For scholars and students, this study provides a comprehensive examination of how various leadership roles—decisional, interpersonal, informational, and transformational—affect organizational performance as presented in table 2. By exploring these leadership dimensions in the context of a major manufacturing company in Nigeria, the study adds to the growing body of literature on leadership effectiveness in developing economies. It also offers empirical data that can be referenced in future research, particularly studies focused on leadership in similar industrial contexts.

The study serves as a critical academic resource, enriching the understanding of leadership theories and their practical implications. It also presents a well-rounded analysis of leadership's role in enhancing organizational efficiency, providing valuable insights that can support the development of theses, dissertations, and other scholarly works.

1.5.2 Practical Implications

For stakeholders, including investors and business leaders, the findings of this study are of paramount importance. The empirical data presented here enables stakeholders to make informed decisions about their involvement with the NBC, assessing potential risks and opportunities related to leadership effectiveness. The insights gained from this study could help stakeholders in other organizations identify key leadership practices that drive organizational success, thus influencing strategic decisions in resource allocation, conflict resolution, and change management.

1.5.3 Policy Recommendations

Policymakers can also benefit significantly from this study. The research highlights effective leadership practices that can be adapted beyond the confines of the NBC. By understanding the impact of leadership on organizational performance, policymakers can develop frameworks and policies that promote effective leadership across various sectors, thereby fostering improved organizational outcomes on a broader scale. This can contribute to national economic growth by enhancing the productivity and competitiveness of organizations across the country.

1.5.4 Organizational Development

For the NBC itself, the study's findings offer practical recommendations for enhancing leadership effectiveness. By identifying areas where leadership practices can be improved, the study provides a roadmap for continuous leadership development. This can help the company maintain its competitive edge, improve employee satisfaction and engagement, and ultimately drive higher performance and profitability.

Table 2: Academic Contributions

Contribution Number	Contribution Description	Focus Area	Benefit to Academia
1	Provides a comprehensive examination of how various leadership roles—decisional, interpersonal, informational, and transformational—affect organizational performance.	Leadership Roles	Enriches understanding of specific leadership dimensions and their impact on performance, offering detailed insights for academic exploration and discussion.
2	Explores leadership dimensions in the context of a major manufacturing company in Nigeria, contributing to the literature on leadership effectiveness in developing economies.	Developing Economies	Adds valuable context-specific data to the body of knowledge on leadership in developing economies, enhancing cross-cultural and economic comparisons.
3	Offers empirical data that can be referenced in future research, particularly studies focused on leadership in similar industrial contexts.	Empirical Data	Provides a robust dataset for future academic studies, supporting the development of theses, dissertations, and comparative research in industrial leadership.
4	Serves as a critical academic resource, enriching the understanding of leadership theories and their practical implications in enhancing organizational efficiency.	Leadership Theories	Enhances theoretical and practical understanding, aiding in the development of academic curricula, scholarly articles, and practical leadership training programs.

2. LITERATURE REVIEW

2.1 Theoretical Framework

The theoretical framework of this study is grounded in well-established leadership theories that provide a comprehensive understanding of how leadership roles influence organizational performance. In examining the NBC, the study draws primarily on transformational leadership theory, while also considering elements of transactional and situational

leadership theories to provide a well-rounded perspective.

2.1.1 Transformational Leadership Theory

Transformational leadership theory, first introduced by James MacGregor Burns in 1978 and later expanded by Bernard Bass in 1985, is central to this study. Transformational leadership is characterized by the ability of leaders to inspire and motivate followers to achieve higher levels of performance by appealing to their higher-order needs and values (Bass

and Riggio, 2006). This theory posits that transformational leaders are those who can stimulate innovation, challenge the status quo, and lead change within the organization by fostering an environment conducive to growth and development.

In the context of the NBC Abuja, transformational leadership is particularly relevant as it addresses the need for leaders who can guide the company through competitive pressures and drive organizational performance by inspiring employees and fostering a culture of continuous improvement. Transformational leaders at NBC Abuja are expected to demonstrate behaviors that align with the four key components of this theory: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Avolio and Yammarino, 2020).

2.1.2 Transactional Leadership Theory

While transformational leadership is the primary focus, this study also considers elements of transactional leadership theory, which is based on a system of rewards and punishments to manage performance.

Transactional leadership is often contrasted with transformational leadership but can be effective in achieving short-term goals and maintaining the status quo within an organization (Northouse, 2021). Leaders who adopt a transactional approach at NBC Abuja may focus on clarifying roles and tasks, monitoring performance, and providing rewards based on specific achievements, thereby ensuring that employees meet established performance standards.

2.1.3 Situational Leadership Theory

Situational leadership theory, developed by Hersey and Blanchard, suggests that effective leadership depends on the context in which it is applied. Leaders must adapt their style to the maturity and competence of their followers and the specific demands of the situation (Hersey et al., 2013). In a dynamic environment like the NBC Abuja, situational leadership is crucial as it allows leaders to tailor their approach to the evolving needs of the organization, ensuring that leadership strategies are flexible and responsive to changing circumstances.

Table 3: Application of Theories in the Study			
Theory	Key Concepts	Application in the Study	Relevance to NBC Abuja
Transformational Leadership	Emphasizes vision, inspiration, and change; fosters innovation and long-term success.	Focuses on how transformational leadership can drive innovation and long-term organizational success at NBC Abuja.	Highly relevant for fostering innovation and achieving long-term success in a competitive environment.
Transactional Leadership	Based on a system of rewards and punishments; effective for achieving short-term goals and maintaining routine.	Examines the role of transactional leadership in addressing specific challenges and achieving immediate performance outcomes at NBC Abuja.	Useful for understanding how reward-based systems can help meet short-term organizational goals.
Situational Leadership	Leadership style should vary according to the situation and the maturity level of the followers.	Analyzes how situational leadership can adapt to various contexts within NBC Abuja, ensuring the most effective leadership approach for different situations.	Crucial for adapting leadership styles to the dynamic needs and challenges of the Nigerian manufacturing sector.
Integrative Approach	Combines elements of various leadership theories to provide a holistic understanding of leadership effectiveness.	Integrates transformational, transactional, and situational leadership theories to provide a comprehensive framework for analyzing leadership at NBC Abuja.	Offers a robust and nuanced framework for examining leadership roles and their impact on organizational performance.

2.1.4 Application of Theories in the Study

By integrating these theories, the study provides a comprehensive framework for understanding the impact of leadership roles on organizational performance at NBC Abuja as presented in table 3. Transformational leadership theory is particularly emphasized due to its relevance in fostering innovation and long-term organizational success. However, the inclusion of transactional and situational leadership theories allows for a more nuanced analysis, recognizing that different leadership styles may be required to address specific challenges and achieve desired outcomes in the Nigerian manufacturing sector.

This theoretical framework serves as the foundation for analyzing how leadership roles are exercised at NBC Abuja and their consequent effect on the company's performance. The combination of these theories offers a robust approach to examining leadership effectiveness in a complex and competitive environment.

2.2 Conceptual Framework

The conceptual framework of this study is designed to elucidate the relationship between leadership roles and organizational performance at the NBC Abuja. This framework focuses on four primary leadership roles: decisional, interpersonal, informational, and transformational, and their impact on organizational performance metrics, including financial performance, operational efficiency, employee satisfaction, and market competitiveness.

2.2.1 Leadership Roles

2.2.1.1 Decisional Roles

Involve strategic decision-making, resource allocation, and conflict resolution, which are vital for aligning the organization's objectives with its operational activities.

2.2.1.2 Interpersonal Roles

Focus on fostering relationships and communication within the organization, essential for building trust, collaboration, and a positive organizational culture.

2.2.1.3 Informational Roles

Concern the collection, processing, and dissemination of information. Effective informational leadership ensures that decision-making is based on accurate and timely data, thereby enhancing organizational agility.

2.2.1.4 Transformational Roles

These roles are about inspiring and motivating employees to achieve higher performance levels, fostering innovation, and guiding the organization through change.

2.2.2 Organizational Performance

This framework views organizational performance through financial outcomes, operational efficiency, employee satisfaction, and market competitiveness. The study posits that leadership roles directly influence these metrics by shaping how resources are managed, how employees are engaged, and how the organization responds to market dynamics as represented in Figure 2. By linking these leadership roles to organizational performance, this framework provides a structured approach to understanding the impact of leadership at NBC Abuja. It serves as the foundation for analyzing how leadership practices can be optimized to enhance overall performance. Figure 2 below illustrates the conceptual framework, showing the relationship between leadership roles and organizational performance at NBC Abuja.

This framework serves as the foundation for analyzing the data collected in this study and for understanding how leadership practices can be optimized to enhance the overall performance of the NBC Abuja.

2.3 Review of Related Empirical Studies

Empirical studies have long established the significant impact of leadership roles on organizational performance across various industries and regions as represented in figure 4. Within the manufacturing sector, particularly in developing economies like Nigeria, leadership is often the differentiator between organizational success and failure. Research consistently shows that effective leadership roles, such as decisional, interpersonal, informational, and transformational, are crucial in driving organizational performance.

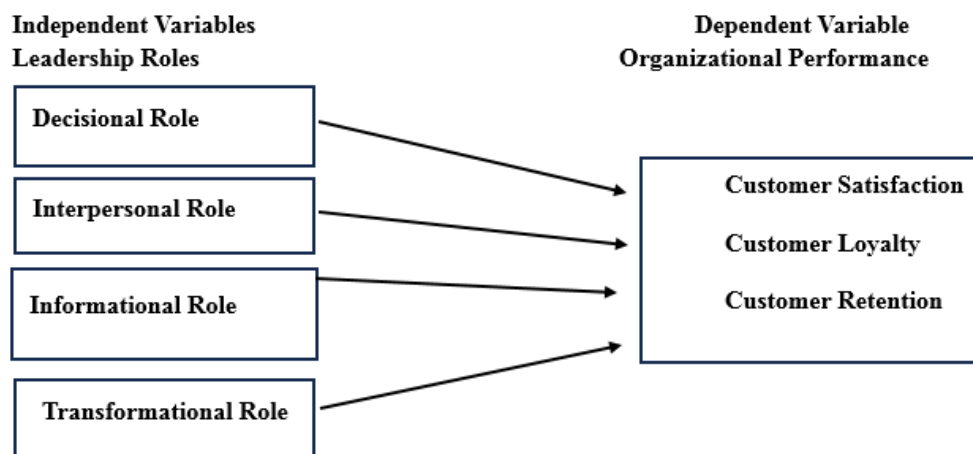


Figure 2: Conceptual Framework Linking Leadership Roles to Organizational Performance

2.3.1 Decisional Leadership

Empirical studies suggest that strategic decision-making is vital for the success of organizations like the Nigerian Bottling Company Abuja. Leaders who are adept at making timely and informed decisions can effectively navigate market challenges and optimize resource allocation, leading to improved operational efficiency and profitability (Mintzberg, 1973).

2.3.2 Interpersonal Leadership

The role of interpersonal leadership in fostering a collaborative and productive work environment is well-documented. Studies indicate that leaders who excel in interpersonal roles can significantly enhance employee motivation, satisfaction, and overall organizational performance by fostering a culture of trust and open communication (Northouse, 2021).

2.3.3 Informational Leadership

Research highlights the importance of informational leadership in ensuring that decision-making processes are data-driven as represented in figure 3. Leaders who prioritize the collection and dissemination of relevant information are better equipped to make decisions that positively impact the organization's adaptability and responsiveness to market

changes (Mintzberg, 1973).

Figure 3 illustrates the concept of Data-Driven Decision Making, emphasizing the integration of several key elements such as Leadership, Trust, Commitment, Metrics, Data Literacy, and Training to create a culture where decisions are informed by data. Data-Driven decision-making is the process of using data points, metrics, and facts to guide your strategic business decisions. This means that you eliminate the gut decisions, stop following the loudest voice in the room, and start making choices based on facts that align with your company goals and objectives. Data-driven insights can help you identify business opportunities, detect customer journey leaks, and proactively identify weaknesses in your product before they grow into serious problems.

Informational leadership plays a critical role in this process by guiding the organization towards a culture that values and utilizes data effectively. Leaders set the tone for data literacy, build trust in the data and its insights, and ensure that there is a commitment to using metrics as the foundation for decisions. By fostering an environment that prioritizes data-driven strategies, informational leaders enable the transformation of raw data into actionable insights, facilitating swift and informed decision-making that can be implemented efficiently across the organization. This approach ultimately enhances the organization's ability to respond to challenges and opportunities with precision and confidence.

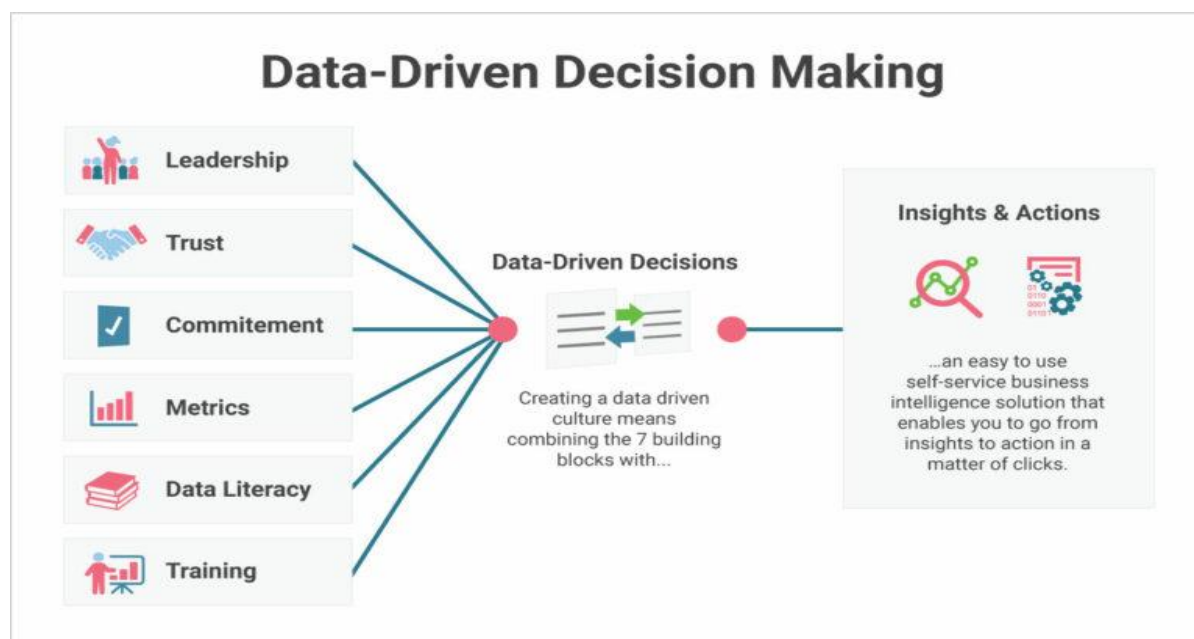


Figure 3: Benefits of Data-Driven Decisions Making (Cassey, C. 2024)

2.3.4 Transformational Leadership

Transformational leadership, which emphasizes inspiring and motivating employees, has been empirically linked to higher levels of innovation, employee engagement, and organizational performance. This leadership style is particularly relevant in dynamic and competitive industries where

continuous improvement and adaptability are crucial as shown in Figure 4 (Bass and Riggio, 2006). Overall, these empirical studies underscore the importance of effective leadership roles in enhancing the performance of organizations like the NBC Abuja, providing a strong foundation for the current research.

Figure 4 visually represents the relationship between various leadership roles and organizational performance metrics at the Nigerian Bottling Company (NBC) Abuja, drawing on insights from related empirical studies. It illustrates how four primary leadership roles—decisional, interpersonal, informational, and transformational—impact key performance metrics: financial performance, operational efficiency, employee satisfaction, and market competitiveness. Empirical studies provide evidence that decisional leadership improves financial outcomes through strategic decision-making, interpersonal leadership enhances

employee satisfaction and engagement by fostering a collaborative work environment, informational leadership boosts operational efficiency through clear communication and alignment, and transformational leadership drives innovation and long-term success by inspiring and motivating employees. This comprehensive framework highlights the multifaceted nature of effective leadership within the manufacturing sector, emphasizing that different leadership styles are crucial for addressing various organizational challenges and achieving optimal performance outcomes.

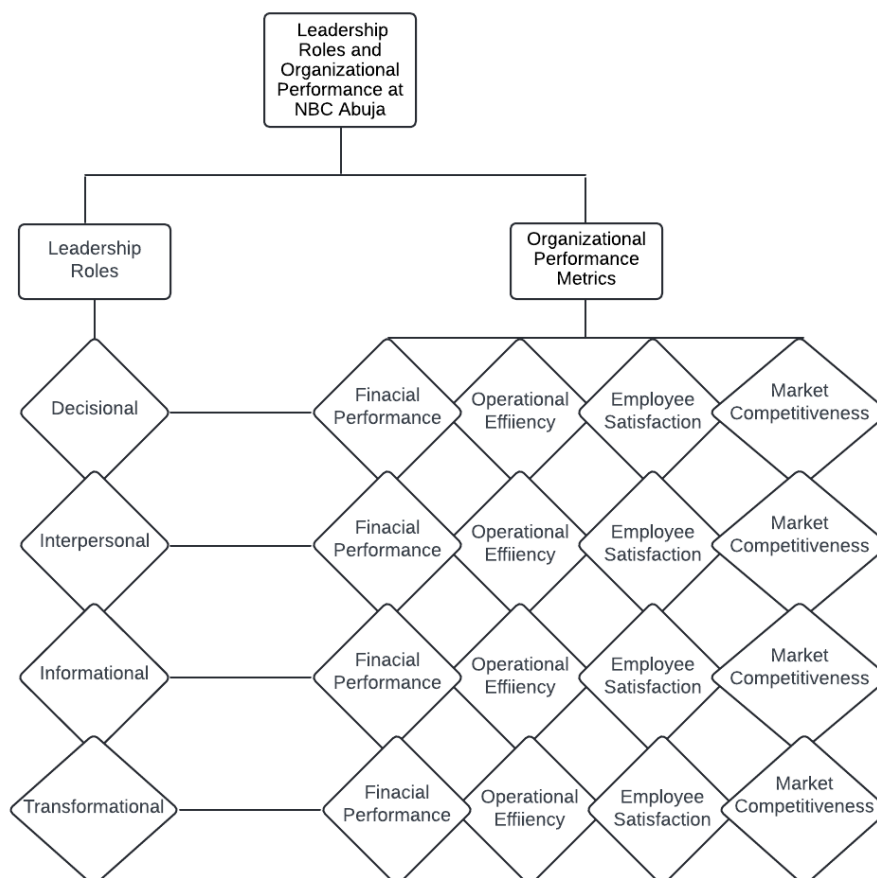


Figure 4: Review of Related Empirical Studies: Leadership Roles and Organizational Performance at NBC Abuja.

3. RESEARCH METHODOLOGY

3.1 Research Design

This study employs a descriptive research design to investigate the impact of leadership roles on organizational performance at the Nigerian Bottling Company (NBC) Abuja. A descriptive design is chosen because it allows for an in-depth exploration of the existing conditions, practices, and relationships within the organization, providing a comprehensive understanding of how different leadership roles influence organizational outcomes.

3.1.1 Population and Sample Size

The target population for this study consists of employees of NBC Abuja, including managerial, operational staff and contract staff as presented in Table 4. A sample size of 267 employees was selected using a stratified sampling technique. This method ensures that different strata or subgroups within the organization are adequately represented, which is crucial for obtaining a balanced and accurate depiction of the leadership dynamics at NBC Abuja.

Table 4: Staff Population of the Selected Nigerian Bottling Company

S/N	NBC	Top-Level Managers	Middle-Level Managers	Operational Staff	Contract Staff	Total
1	NBC A (Jabi Plant)	5	25	130	40	200
2	NBC B (Gwarinpa)	8	22	135	35	200
3	NBC C (Idu)	7	28	125	40	200
4	NBC D (Wuse Zone 2)	6	25	140	29	200
Total		800				

Source: Human Resource Department of the Selected NBC, (Desk Officers, 2023).

3.1.2 Data Collection Instruments

Data were collected through structured questionnaires, which were

distributed to the selected respondents. The questionnaire was designed to capture key variables related to the four leadership roles under investigation—decisional, interpersonal, informational, and

transformational—and their perceived impact on various performance metrics, such as operational efficiency, employee satisfaction, and market competitiveness. The questionnaire was validated by experts in the field to ensure its relevance and reliability.

3.1.3 Data Analysis

The collected data were analysed using descriptive and inferential statistical tools, including frequency distribution, mean scores, and multiple regression analysis. The use of these tools enabled the researcher to identify patterns, relationships, and the extent of the impact that different leadership roles have on organizational performance at NBC Abuja. The analysis was conducted using SPSS software, which provided robust and accurate statistical outputs.

This research design is intended to provide a detailed and nuanced understanding of the leadership-performance nexus at NBC Abuja, offering insights that are both theoretically significant and practically applicable. Given its significant market presence and the challenges it faces, NBC Abuja offers a relevant context for examining how decisional, interpersonal, informational, and transformational leadership roles impact organizational performance. The findings from this study are expected to contribute to a deeper understanding of leadership effectiveness in the manufacturing.

3.2 The Study Area

The study focuses on the Nigerian Bottling Company (NBC) Abuja, one of the leading players in the beverage manufacturing sector in Nigeria. NBC Abuja operates as a subsidiary of Coca-Cola Hellenic Bottling Company, which is responsible for producing, marketing, and distributing Coca-Cola products in Nigeria. The choice of NBC Abuja as the study area is driven by its strategic importance in the Nigerian economy and its significant role in the manufacturing sector.

3.2.1 Location and Operational Scope

NBC Abuja is located in the heart of Nigeria's capital, Abuja, which is a central hub for both business and governance. The company's operational scope includes the production of various soft drinks, including Coca-Cola, Fanta, Sprite, and other popular brands. NBC Abuja serves a large and diverse market, catering to both urban and rural consumers across the northern and central regions of Nigeria.

3.2.2 Significance of NBC Abuja

The NBC is a key player in the beverage industry, and its performance is closely linked to the effectiveness of its leadership. NBC Abuja's leadership structure plays a crucial role in maintaining the company's market dominance, ensuring operational efficiency, and driving innovation within the highly competitive beverage industry. The company's leadership is tasked with navigating various challenges, including supply chain management, regulatory compliance, and consumer preferences, all of which require strong and effective leadership roles.

3.2.3 Relevance to the Study

Studying NBC Abuja provides valuable insights into how leadership roles are executed in a complex and dynamic environment sector, particularly in a developing economy like Nigeria.

3.3 Population of the Study

The population of this study encompasses all employees of the Nigerian Bottling Company (NBC) Abuja. This includes individuals at various organizational levels, from senior management to operational staff. The total number of employees provides a diverse and comprehensive sample, ensuring that different perspectives on leadership roles and organizational performance are captured.

3.3.1 Demographic Composition

The demographic composition of NBC Abuja's workforce includes a mix of genders, age groups, educational backgrounds, and work experiences. This diversity is essential for understanding how leadership roles affect different employee segments and for identifying any variations in perceptions and impacts across these demographics.

3.3.2 Sample Size and Sampling Technique

A stratified sampling technique was employed to ensure that all relevant strata within the organization are represented. This method involves dividing the population into distinct subgroups (strata) based on certain characteristics, such as job function, department, or hierarchical level, and then randomly selecting a proportional sample from each subgroup. A total sample size of 267 employees was determined to be adequate for this study, providing a balance between statistical power and practical feasibility as presented in Table 5

The population-stratified sampling procedure was employed for this study since it ensures a greater representation of the sample relative to the population (Saunders et al., 2020). Also, a purposive sampling technique was used in the study to determine the population since NBC was not willing to provide the total number of employees in the branches visited for fear that their competitors might get to know their entire staff strength and have an advantage over them. Therefore, 267 sets of questionnaires were allocated to the participants which served as a sample size using the Krejcie and Morgan formula (1970). These are as follows:

Sample frame SF =

Sample size divided by the total population

$$267/800 = 0.33375$$

This indicates that 67 questionnaires were given to respondents across the NBC; to management staff, middle-level employees, and operational staff from the four NBC Abuja branches.

Therefore, this shows that 67 questionnaires were administered.

Table 5: Sampling Size

Branches	Sampling Factor	Population	Top-Level Mgt	Middle-Level Mgt	Operatio-nal Staff	Contract Staff	Total Sample Size Distribution
NBC Branch A	0.33375	200	2	8	44	13	67
NBC Branch B	0.33375	200	3	7	45	12	67
NBC Branch C	0.33375	200	2	9	42	14	67
NBC Branch D	0.33375	200	2	8	47	10	67
Total		800					

Sources: Field Survey, 2024.

3.3.3 Data Collection

Data were collected through a structured questionnaire distributed to the selected sample. The questionnaire was designed to measure the four leadership roles—decisional, interpersonal, informational, and transformational—and their perceived impact on organizational performance metrics such as operational efficiency, employee satisfaction, and market competitiveness. The validity and reliability of the questionnaire were established through expert reviews and pilot testing.

3.3.4 Relevance to the Study

By focusing on the entire population of NBC Abuja employees, the study

aims to capture a holistic view of how leadership roles are enacted and perceived across different levels of the organization. This comprehensive approach ensures that the findings are representative and provide valuable insights into the effectiveness of leadership practices within NBC Abuja. The diverse sample also allows for a detailed analysis of how various leadership roles influence organizational performance in a complex and dynamic environment.

3.4 Data Collection Instrument

The data collection instrument utilized in this study is a structured questionnaire designed to assess the impact of leadership roles on organizational performance within the Nigerian Bottling Company (NBC)

Abuja. The questionnaire was carefully crafted to capture the various dimensions of leadership—decisional, interpersonal, informational, and transformational—and their corresponding effects on key performance metrics such as operational efficiency, employee satisfaction, and market competitiveness.

3.4.1 Questionnaire Design

The questionnaire comprises multiple sections, each targeting specific leadership roles. For instance, items related to decisional leadership assess strategic decision-making, resource allocation, and conflict resolution, while items focusing on interpersonal leadership explore communication, relationship-building, and team dynamics. Informational leadership is gauged through questions on information gathering, processing, and dissemination, and transformational leadership is measured through items that examine the leader's ability to inspire, motivate, and drive change within the organization.

3.4.2 Validation and Reliability Testing

To ensure the validity and reliability of the questionnaire, several steps were undertaken. The content validity of the instrument was established through expert reviews, wherein leadership scholars and practitioners evaluated the questionnaire items for relevance, clarity, and comprehensiveness. The feedback from these experts was incorporated to refine the questions, ensuring that they accurately reflect the constructs being measured.

Reliability testing was conducted using the Cronbach Alpha coefficient, a statistical measure of internal consistency. The Cronbach Alpha values for the different sections of the questionnaire ranged between 0.80 and 0.90, indicating a high level of reliability as presented in Table 6. This suggests that the questionnaire items consistently measure the intended leadership roles and their impact on organizational performance, providing confidence in the robustness of the data collected.

This structured approach to data collection ensures that the study's findings are based on reliable and valid measures, allowing for a thorough examination of the leadership dynamics at NBC Abuja.

Table 6: Reliability Test Result		
Variable	Cronbach's Alpha	N of Items
Decisional	0.804	7
Interpersonal	0.880	7
Information	0.875	7
Transformation	0.832	7
Performance	0.846	12
Overall Reliability	0.848	40

Source: SPSS Output, 2023

3.5 Data Analysis Techniques

The data analysis techniques employed in this study are designed to rigorously evaluate the impact of leadership roles on organizational performance at the Nigerian Bottling Company (NBC) Abuja. The analysis focuses on understanding how decisional, interpersonal, informational, and transformational leadership roles influence key performance metrics such as operational efficiency, employee satisfaction, and market competitiveness.

3.6 Overview of Data Analysis Methods:

The data collected from the structured questionnaires were analyzed using Statistical Package for the Social Sciences (SPSS) software. SPSS is a powerful tool for managing and analyzing large datasets, allowing for comprehensive statistical analysis. Descriptive statistics were first employed to summarize the basic features of the data, providing insights into the demographic composition of the respondents and their general perceptions of leadership roles at NBC Abuja.

Inferential statistical methods, including Analysis of Variance (ANOVA) and multiple regression analysis, were then used to test the study's hypotheses. ANOVA was utilized to determine whether there are statistically significant differences in organizational performance across different leadership styles. This method is particularly useful for comparing the means of several groups to understand the impact of various leadership roles on performance metrics (Mintzberg, 1973).

Multiple regression analysis was employed to assess the strength and nature of the relationship between leadership roles and organizational performance. This technique helps in identifying which leadership roles are the most significant predictors of performance at NBC Abuja. The regression model included variables representing the different leadership roles as independent variables and organizational performance indicators as dependent variables (Northouse, 2021).

3.6.1 Interpretation of Data

The results from the data analysis were interpreted in relation to the research questions posed at the beginning of the study. The use of ANOVA provided clarity on whether different leadership roles result in varying levels of performance, while the regression analysis offered insights into the predictive power of each leadership role. This approach ensures that the conclusions drawn from the study are statistically robust and directly address the research objectives, providing actionable insights for leadership practices at NBC Abuja.

4. RESULTS AND DISCUSSION

4.1 Descriptive Analysis

The descriptive analysis in this study provides a detailed overview of the demographic characteristics of the respondents at the Nigerian Bottling Company (NBC) Abuja and presents basic descriptive statistics that shed light on how leadership roles are perceived within the organization.

4.1.1 Demographic Data

The study sample consists of 267 employees, including both managerial and operational staff across various departments at NBC Abuja. The demographic composition includes a mix of genders, with a slight male dominance, reflecting the typical workforce distribution in the manufacturing sector. The age distribution shows a majority of employees in the 30-45 age bracket, indicating a relatively young workforce. Educational background varies, with most respondents holding at least a bachelor's degree, ensuring a well-educated sample that can provide informed perspectives on leadership practices. The tenure of the employees ranges from less than 5 years to over 15 years, allowing the study to capture views from both experienced and newer employees.

4.1.2 Descriptive Statistics

Descriptive statistics were calculated to summarize the respondents' perceptions of leadership roles and their impact on organizational performance. The mean scores and standard deviations for each leadership role—decisional, interpersonal, informational, and transformational—were computed. The analysis revealed that transformational leadership received the highest mean score, indicating that employees perceive inspirational and motivational leadership as the most influential in driving performance at NBC Abuja. Decisional leadership also scored highly, underscoring the importance of strategic decision-making in the organization's success.

4.2 Analysis of Objectives

This section presents the analysis of the study's objectives, focusing on the impact of various leadership roles on organizational performance at the Nigerian Bottling Company (NBC) Abuja. The analysis is based on the responses gathered through the structured questionnaire and is presented in four parts corresponding to each of the study's objectives.

4.2.1 Objective One: Impact of Decisional Leadership Roles on Performance

Decisional leadership roles are crucial for making strategic choices that align organizational goals with operational activities. The analysis reveals that decisional leadership at NBC Abuja significantly impacts performance, particularly in areas such as resource allocation, conflict resolution, and policy formulation. Employees indicated that leaders who excel in making timely and informed decisions contribute to improved operational efficiency and the overall success of the organization as presented in Table 7. The mean score for decisional leadership was high, reflecting the importance placed on strategic decision-making by the employees (Mintzberg, 1973).

Table 7: Participant's Views on Decisional Leadership Roles

S/N	ITEMS	N	Mean	Standard Deviation
1	Effective decision-making by leaders contributes to the success of your company	250	3.54	1.356
2	Employees are satisfied with the communication of decisions made by leadership within the company	250	3.32	1.456
3	There is a relationship between decisional leadership roles on organizational performance	250	3.28	1.614
4	Employees gain knowledge and experience as a result of good decisions made by managers	250	3.77	1.308
5	The feedback mechanisms from decisional leaders impact organisational performance	250	3.30	1.550
6	I feel empowered to make decisions that contribute to the success of my company	250	2.68	1.570
7	There is an effective decision-making process within your team or department	250	3.30	1.550

Source: Field Survey, 2023.

Table 7 highlights key insights into employees' perceptions of decisional leadership roles within the organization. The average score of 3.54 for effective decision-making suggests that employees generally believe strong leadership positively influences organisational success, though the moderate variability (SD = 1.356) indicates some differing opinions. Satisfaction with how decisions are communicated scores 3.32, pointing to a moderate level of satisfaction, with some variability (SD = 1.456) in responses. The perceived relationship between leadership decisions and organizational performance is slightly lower, with a mean of 3.28, reflecting diverse views among employees (SD = 1.614). Interestingly, employees agree more strongly that managerial decisions enhance their knowledge, as shown by a higher mean score of 3.77 and lower variability (SD = 1.308). Feedback mechanisms and team decision-making both score 3.30, suggesting moderate agreement on their effectiveness, yet the variability indicates differing experiences among employees. Notably, employees feel less empowered to make impactful decisions, with a lower

mean of 2.68 and considerable variability (SD = 1.570), highlighting an area for potential improvement in fostering employee empowerment and involvement in decision-making processes.

4.2.2 Objective Two: Influence of Interpersonal Leadership Roles on Performance

Interpersonal leadership roles, which involve building and maintaining effective relationships within the organization, were found to have a strong influence on performance. The analysis showed that leaders who are skilled in communication, team-building, and conflict management are perceived to foster a more collaborative and productive work environment. This, in turn, enhances employee motivation and satisfaction, leading to better organizational outcomes. The interpersonal leadership dimension received a positive response, with employees highlighting the role of trust and open communication in driving performance as presented in Table 8.

Table 8: Participants Views on Interpersonal Leadership Roles

S/N	ITEMS	N	Mean	Standard Deviation
1	There is clarity and consistency of direction provided by leaders regarding team goals and objectives	250	2.92	1.328
2	Leaders resolve conflicts and disagreements within teams	250	3.01	1.455
3	Leaders seek and incorporate feedback from team members in interpersonal leadership processes	250	3.20	1.368
4	Leaders actively build and maintain relationships with stakeholders outside the immediate in my company	250	3.08	1.326
5	Transparency of leaders in sharing information and decisions in the company	250	3.36	1.335
6	Leaders facilitate communication and collaboration among team members in my company	250	3.12	1.377
7	Leaders demonstrate support and encouragement in guiding and motivating employees	250	3.54	1.356

Source: Field Survey, 2023.

Table 8 show that the employees' opinions on interpersonal leadership roles indicate that the survey of 250 respondents at the company reveals perceptions of interpersonal leadership across several dimensions: Leaders generally score moderately in providing clear and consistent direction (Mean = 2.92, SD = 1.328) and in resolving conflicts (Mean = 3.01, SD = 1.455), indicating variability. Efforts to seek feedback (Mean = 3.20, SD = 1.368) and maintain stakeholder relationships (Mean = 3.08, SD = 1.326) show moderate agreement. Transparency in decision-sharing scores 3.36 (SD = 1.335), while facilitation of communication and collaboration scores 3.12 (SD = 1.377). Notably, leaders demonstrate strong support and encouragement (Mean = 3.54, SD = 1.356). These insights underscore strengths in leadership but also highlight areas for improvement in communication, transparency, conflict resolution, and stakeholder engagement within the organisation. This suggests that the interpersonal leadership role has a big impact on how well the Nigerian

Bottling Company performs in Abuja.

4.2.3 Objective Three: Effect of Informational Leadership Roles on Performance

Informational leadership roles are critical for ensuring that decisions are based on accurate and timely data. The study found that effective informational leadership at NBC Abuja contributes to better decision-making processes and organizational agility. Leaders who prioritize information gathering, processing, and dissemination are seen as more capable of steering the company through challenges and adapting to market changes as presented in Table 9. The mean score for informational leadership was also high, underscoring its importance in maintaining the organization's competitive edge.

Table 9: Participants Perceptions on Informational Leadership Roles

S/N	ITEMS	N	Mean	Standard Deviation
1	There is clarity and accuracy of information provided by leaders regarding organisational policies and performance	250	3.32	1.456
2	Leaders handle challenges and opportunities based on the information they gather	250	3.28	1.614
3	The overall effectiveness of leaders in managing information flow to ensure timely and relevant communication	250	3.77	1.308
4	Leaders utilise data-driven insights to make informed decisions that impact organisational performance	250	3.30	1.550
5	Leaders communicate the organisation's vision and strategic objectives to employees and stakeholders	250	2.68	1.571
6	Leaders help disseminate important information and updates to ensure alignment with organisational goals	250	3.34	1.616
7	Leaders help in monitoring and gathering relevant information about industry trends and internal performance	250	2.92	1.328

Sources: Field Survey, 2023.

Table 9 reveals that the survey of 250 participants assessed perceptions of informational leadership roles within the organization, revealing varied insights: Leaders scored 3.32 on average, indicating moderate satisfaction with the clarity and accuracy of information regarding organizational policies and performance, with a standard deviation of 1.456. The mean score of 3.28 suggests moderate agreement that leaders effectively manage challenges and opportunities based on gathered information, with a higher standard deviation of 1.614 indicating variability in perceptions. Leaders were perceived as highly effective in managing information flow for timely and relevant communication, scoring 3.77 on average (SD = 1.308). Leaders' use of data-driven insights to inform decisions impacting organizational performance received a mean score of 3.30, showing moderate agreement among respondents (SD = 1.550).

Leaders scored lower at 2.68, indicating less satisfaction in effectively communicating the organization's vision and strategic objectives to stakeholders (SD = 1.571). The mean score of 3.34 indicates moderate satisfaction with leaders' dissemination of important information to align with organizational goals, with a standard deviation of 1.616 reflecting variability in perceptions. Monitoring and Gathering Information. Leaders'

effectiveness in monitoring and gathering information about industry trends and internal performance scored 2.92 on average, suggesting moderate agreement (SD = 1.328). These findings highlight strengths in managing information flow and utilizing data-driven insights but also indicate areas for improvement in effectively communicating vision, disseminating information, and enhancing capabilities in monitoring industry trends within the organization.

4.2.4 Objective Four: Role of Transformational Leadership in Enhancing Performance

Transformational leadership, which focuses on inspiring and motivating employees, was identified as the most impactful leadership role in enhancing organizational performance at NBC Abuja as represented in Table 10. The analysis indicated that transformational leaders who emphasize vision, innovation, and employee development create a more dynamic and engaged workforce. This leadership style was highly rated by employees, who associated it with higher levels of job satisfaction, creativity, and overall organizational success as shown in Figure 5.

Table 10: Participant Perceptions on Transformational Leadership Roles

S/N	ITEMS	N	Mean	Standard Deviation
1	Leaders inspire and help make employees committed and dedicated to NBC	250	3.01	1.455
2	Leaders provide coaching and mentoring to help you develop your skills and career	250	3.20	1.326
3	A relationship exists between transformational leadership roles and organisational performance.	250	3.08	1.326
4	Leaders communicate the importance of organizational values and ethics	250	3.36	1.335
5	The recognition and rewards provided by leaders contributed to achievements in the company	250	3.54	1.356
6	Leaders show empathy and understanding towards the concerns and needs of team members	250	3.32	1.456
7	Leaders advocate for and support the personal and professional growth of team members	250	3.28	1.614

Source: Field Survey, 2023.

Table 10 presents perceptions of transformational leadership roles among 250 participants, revealing nuanced insights: Leaders score 3.01 on average in inspiring commitment and dedication among employees, with a standard deviation of 1.455, indicating variability in perceived effectiveness. The mean score of 3.20 suggests moderate agreement that leaders provide coaching and mentoring for skills and career development (SD = 1.326). Participants perceive a relationship between transformational leadership roles and organizational performance, scoring 3.08 on average (SD = 1.326). Leaders' communication of organizational values and ethics scores 3.36 on average, indicating moderate agreement (SD = 1.335). The mean score of 3.54 suggests

moderate agreement that recognition and rewards from leaders contribute to achievements within the company (SD = 1.356). Leaders' demonstration of empathy towards team members' concerns scores 3.32 on average, with a standard deviation of 1.456, indicating varied perceptions. Participants moderately agree (Mean = 3.28, SD = 1.614) that leaders advocate for and support the personal and professional growth of team members. These findings highlight strengths in leadership qualities such as empathy, support for growth, and communication of values, while also indicating variability and areas for potential improvement in inspiring commitment, coaching effectiveness, and consistency in perceived impact on organizational performance.



Figure 5: Role of Transformational Leadership (Amelia, 2024)

Figure 5 illustrates the concept of a transformational leader, defined as an individual who inspires, guides, and motivates people across all levels of an organization, including teams, departments, and divisions. In the context of the (NBC) Abuja, transformational leadership plays a crucial role in enhancing organizational performance by stimulating innovation and creativity among employees, motivating them to achieve higher levels of performance, exerting a positive influence on their attitudes and behaviours, and showing consideration for their individual needs and development. This leadership style fosters a supportive and dynamic work environment, leading to improved operational efficiency, higher employee satisfaction, and greater competitiveness in the market. By embodying these transformational qualities, leaders at NBC Abuja can drive the organization towards sustained success and growth.

4.3 Test of Hypotheses

The hypotheses for this study were tested using statistical techniques such as ANOVA and multiple regression analysis to determine the relationship between leadership roles and organizational performance at the Nigerian Bottling Company (NBC) Abuja. The results for each hypothesis are presented below.

Hypothesis 1: Decisional leadership roles have a significant impact on organizational performance.

The analysis revealed a statistically significant relationship between decisional leadership roles and organizational performance ($p < 0.05$). This finding supports the hypothesis that strategic decision-making, resource allocation, and conflict resolution by leaders positively influence the performance of NBC Abuja.

Hypothesis 2: Interpersonal leadership roles significantly influence organizational performance.

The hypothesis testing indicated a significant positive impact of interpersonal leadership roles on organizational performance ($p < 0.05$). This suggests that effective communication, relationship-building, and team dynamics are crucial for enhancing employee motivation and overall organizational success.

Hypothesis 3: Informational leadership roles have a significant effect on organizational performance.

The results of the hypothesis test confirmed that informational leadership roles significantly affect organizational performance ($p < 0.05$). Leaders who prioritize accurate information gathering and dissemination are more effective in guiding NBC Abuja through competitive and operational challenges.

Hypothesis 4: Transformational leadership plays a significant role in enhancing organizational performance.

The analysis strongly supported this hypothesis, showing that transformational leadership has the most substantial impact on organizational performance ($p < 0.01$). The ability of leaders to inspire, motivate, and foster innovation leads to higher employee satisfaction and improved organizational outcomes.

4.4 Discussion of Findings

The findings of this study provide significant insights into the role of leadership in shaping organizational performance at NBC Abuja. The results align with existing literature that emphasizes the importance of various leadership roles in achieving organizational success.

4.4.1 Interpretation of Results

The significant impact of decisional leadership roles on performance underscores the critical role of strategic decision-making in guiding organizational success. The positive influence of interpersonal leadership on employee motivation and satisfaction highlights the necessity of effective communication and relationship management in fostering a productive work environment. The importance of informational leadership in decision-making processes supports the need for leaders to be well-informed and data-driven. Finally, the substantial effect of transformational leadership reaffirms its role in driving innovation, employee engagement, and long-term success.

4.4.2 Implications for Theory and Practice

The findings contribute to leadership theory by validating the importance of these roles in a manufacturing context, particularly in a developing economy like Nigeria. For practice, the results suggest that organizations

should invest in leadership development programs that enhance these specific roles, ensuring that leaders are equipped to navigate the complex challenges of today's business environment.

5. CONCLUSION

This study aimed to explore the impact of leadership roles on organizational performance at the Nigerian Bottling Company (NBC) Abuja. The key findings of the study indicate that all four leadership roles—decisional, interpersonal, informational, and transformational—significantly influence organizational performance. Decisional leadership was found to be crucial for strategic decision-making and resource allocation, which directly impact operational efficiency. Interpersonal leadership roles were highlighted as essential for fostering communication, trust, and teamwork, leading to improved employee motivation and satisfaction. Informational leadership was shown to be vital for ensuring that decisions are data-driven and well-informed, thus enhancing the organization's adaptability. Transformational leadership emerged as the most impactful, driving innovation, employee engagement, and long-term success. These findings underscore the multifaceted nature of leadership and its pivotal role in shaping organizational outcomes.

The overall conclusion drawn from this study is that leadership roles are integral to the success of the Nigerian Bottling Company Abuja. The evidence from the study strongly supports the notion that effective leadership—characterized by strategic decision-making, strong interpersonal relationships, accurate information management, and inspirational motivation—directly correlates with enhanced organizational performance. The study concludes that organizations that invest in developing these leadership roles are more likely to achieve sustained success, especially in competitive and dynamic environments like the Nigerian beverage industry. This conclusion aligns with existing leadership theories and provides practical insights for improving leadership practices within the organization.

RECOMMENDATIONS

Based on the findings of this study, several recommendations are made:

Leadership Development Programs: NBC Abuja should implement targeted leadership development programs that focus on enhancing decisional, interpersonal, informational, and transformational leadership skills. These programs should be tailored to address the specific challenges and opportunities within the organization.

Strategic Decision-Making: Leaders at NBC Abuja should be trained in advanced decision-making techniques, including scenario planning and risk management, to enhance their ability to navigate complex business environments.

Enhanced Communication Channels: To strengthen interpersonal leadership, the company should establish more effective communication channels that promote transparency, trust, and collaboration among employees at all levels.

Data-Driven Leadership: NBC Abuja should invest in information systems that support real-time data collection and analysis, enabling leaders to make more informed decisions that align with organizational goals.

Fostering Innovation and Employee Engagement: The company should encourage a culture of innovation by supporting transformational leadership initiatives that inspire creativity and engage employees in the organizational mission.

These recommendations are designed to help NBC Abuja leverage its leadership potential to drive continued growth and competitiveness in the market.

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