Walden Dissertations and Doctoral Studies

2018

Productivity and Employee Behavior Change Strategies in Two Nigerian Manufacturing Organizations

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Walden University
2018

Abstract

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MBA, Ambrose Alli University, 2000

BS, University of Nigeria, 1992

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

February 2018

Abstract

Some Nigerian manufacturing organizations suffer significant losses yearly due to a lack of employee commitment and engagement. The purpose of this qualitative multiple case study was to gain understanding of the strategies that leaders in the manufacturing industries in Lagos need to know in order to change employee behavior to achieve increased organizational productivity levels. The conceptual framework that grounded the study was the path-goal theory of leadership. Data were collected from semistructured interviews with a purposeful sample consisting of 24 managerial and non-managerial staff members of 2 manufacturing organizations in Nigeria who have had experience in, and training, and education on how to change employee behavior to achieve increased productivity. The interview consisted of open-ended questions. Using Yin's 5 step data analysis process, member checking, and triangulation, 13 themes emerged: motivated employees, productivity, motivation, enabling work environment, transformational leadership style, continuous improvement, unprofitable organization, low capacity utilization, demotivation, dwindling capacity, diversification, capability development, and innovation. Leaders of Nigerian manufacturing organizations may be able to use these emergent themes to develop strategies to increase the productivity of their employees. The potential implications for positive social change stem from Nigerian manufacturing organizational leaders' development of more effective leadership skills, which may contribute to the growth of the Nigerian manufacturing sector and be a viable source of employment creation.

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Dedication

  This dissertation is dedicated to almighty God for his mercies and graces during the entire period of this doctoral program. And, also to my wife, Ejiroghene Racheal and my children, Jane, Daniel, Tega, and Ese for their concern and prayers during the dissertation period. Thank you so much for your support, encouragement, and prayers, which sustained me during the entire doctoral journey.

Acknowledgments

I would like to express my sincere gratitude to Dr. Richard Schuttler for his valuable mentorship during the entire doctoral process, and provision of timely and valuable feedback towards the completion of my dissertation. My profound appreciation goes to my committee members, Drs. Godwin Igein and Roger Wells, for their constructive feedback, knowledge, and expertise that facilitated the acquisition of my doctorate. Thank you all for your support and guidance. May I also take this opportunity to sincerely thank all the research participants for graciously volunteering to be included in the study. The research project would have been impossible without your participation. I am also genuinely appreciative of all the support and encouragement from my wife, Ejiroghene, and my children, Jane, Daniel, Tega, and Ese; family members; peers from Walden University; and faculty colleagues at Lagos Business School of Pan-Atlantic University.

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Chapter 1: Introduction to the Study

Some organizational leaders understand that improving employees' productivity tends to increase profitability. Many approaches, methods, and principles exist for increasing productivity (Ehie & Muogboh, 2015; Deming, 1989). Productivity as a function of the growth in the manufacturing sector is an issue of concern for the leadership of any nation. Globally, the attendant cost of employee disengagement in the United States is about $350 billion yearly regarding productivity lost and a demotivated workforce due to the inability of leadership influence (Tunwall & Stutzman, 2012; Zhang, Avery, & Bergsteiner, 2014).

According to the National Bureau of Statistics (NBS, 2015), the gross domestic product (GDP) of the Nigerian manufacturing sector fell to 2.84% in the third quarter of 2015 (Bello, 2015). The GDP was 6.23% for the same period in 2014 with the manufacturing sector deteriorating coupled with an attendant rise in unemployment (Abati, 2016; Bello, 2015). The inability of some organizational leaders to impact sustainably on the productivity of the Nigerian manufacturing sector has caused poor national growth, dwindling GDP, and a high rate of unemployment. These outcomes necessitate understanding why the some leaders of manufacturing organizations have not sustainably influenced the manufacturing sector in developing countries such as Nigeria (Ehie & Muogboh, 2015; Umoru & Yaqub, 2013).

The purpose of this qualitative multiple case study was to gain a common understanding of what strategies leaders in the Nigerian manufacturing industries in Lagos need to know to change employee behavior towards achieving increased productivity.

Stakeholders that may benefit from this study are the Manufacturing Association of Nigeria (MAN) and the Federal Government of Nigeria. As Bello (2015) noted, resolution of the problems of under capacity utilization and low employee productivity in manufacturing organizations is a goal of both entities. The results of the study provide insights into how leaders in Nigerian manufacturing organizations can develop strategies for sustainable improvement in the manufacturing sector which may lead to employment generation and positive behavioral change in the workplace. This chapter contains the background of the problem, the problem statement, the nature of the study, the research question, discussion of the assumptions, scope and delimitations, limitations, and significance of the study; and conclusion.

Background of the Study

Productivity growth in Nigeria has been on the decline; and there has been a decrease in GDP per worker since 1980 (Umoru & Yaqub, 2013). According to the World Bank Report (2009), labor productivity in Nigeria is persistently low; an average growth rate of 1.2% has been recorded since 2000. Nigeria's manufacturing sector has been characterized by an increasing cost of production, an increase in cost of energy input, a reliance on weak and inadequate public sector infrastructures, and rising cost of imports (Ojo & Ololade, 2013). Despite the significant potential of the Nigerian manufacturing sector to create wealth and generate employment, its GDP over the past decade stands at a yearly average of 4% as compared to the national goal of 18% as established by the Federal Government of Nigeria (MAN, 2012). It is worth of noting that despite Nigeria's average GDP growth of 6.5% being attained for over a decade, the unemployment rate has

risen annually from 11.9% in 2005 to 19.7% in 2009, and to over 37% in 2013 (Sharon, Joseph, David, & Kikelomo, 2016).

The growth rate of the Nigerian manufacturing sector is 7.55%, yet its GDP contribution is only1.9% due to Nigerian government leadership, which has placed a low priority on the manufacturing since 1980 (Ehie & Muogboh, 2016). This situation and lack of leadership focus are predicated on environmental factors such government policies, physical infrastructure, the political system, and the dearth of competency in adopting a viable manufacturing capability (Ehie & Muogboh, 2016). As Sharon et al. (2016) noted, leadership advances societal development through its influence on the activities of an organized or structured group towards the setting and attainment of goals. Effective leadership shapes the outcomes of governance and development in a nation (Iyoha, Gberevbie, Iruonabge, & Egharevba, 2015; World Bank 1998). Kolade (2012) asserted that Nigeria would stagnate until an ideal leader that can bring Nigeria out of the brink of collapse emerges. Kolade (2012) also posited that the essence of leadership is to make individuals perform to the best of their capability. The low growth rate and GDP decline in the manufacturing sector of Nigeria can thus be attributed to the absence of good leadership attributes (Dike, 2014; Oluseye, 2014).

The relevant problem confronting the African continent today is the crisis of leadership; African nations are yet to have leaders who, by their leadership style and influence, elicit productivity growth and human capital development (Olalere, 2015). Nigeria, with the largest economy in Africa in 2014, is ranked 137 in global GDP per capita by the World Bank (Olalere, 2015). Mismanagement, poor governance, and

corruption in Nigeria are among the major problems of national growth and development; these problems and attendant practices occur at nearly every level of bureaucracy, including ministries, departments, and agencies in the nation (Ejimabo, 2013). The leader of a country determines the effective performance of key sectors (Ejimabo, 2013; Dike, 2014); Leadership issue has been the source of the dwindling productivity of the manufacturing sector in Nigeria.

Although a leader's influence is vital to employee performance and corporate excellence, effective leadership style is relatively scarce, and this is the reason why organizations are always searching for it (Igbaekemen & Odivwri, 2015). There is abundant research on leadership behavior and influence; however, few studies have been conducted on the relationship between leadership behavior and performance criterion (Yukl, 2012). Leadership as an aspect of management has been investigated extensively, but there still is a gap in the literature on the impact of leadership on dwindling productivity (Bloom, Genakos, Sadun, & Reenen, 2012).

Aside the effect of leadership style, there are other problems that affect the revenue of an organization. These sources include unplanned change initiatives, bad design, and bad source of raw materials (Fuchs & Prouska, 2014; Helper & Henderson, 2014). Managers use influence inherent in leadership roles within manufacturing organizations to implement change initiatives towards closing productivity gaps that cause revenue loss (Kwon, Balogun, & Vaara, 2014; Li & Xu, 2014). Frontline organizational employees who are susceptible to change can influence the success rate of the productivity initiatives (Harris, Brown, Mowen, & Artis, 2014). However, the focus of this study was the impact

of leaders on productivity resulting in loss of revenue in manufacturing organizations; this focus differs from other sources of revenue loss experienced in business organizations (Harris et al., 2014). The relational impact of organizational leaders, thus, affect different aspects of organizational performance inclusive productivity. A sample of metrics used by a manufacturing organization in Lagos used for tracking the impact of various cost elements on volume and capacity utilization is depicted in Table 1.

Table 1

Metrics Sample of a Lagos Manufacturing Industry from 2014 to 2016

Year	Average maintenance cost (Naira)	Cost driver	Average energy cost (Naira)	Energy source	Volume (000)	Capacity utilization (%)
2014	108,231,900	Spare parts	51,642,135	Generator	34,000	61
2015	121,890,455	Production equipment	42,837,600	Generator	28,000	52
2016	155,562, 201	Spare parts	48,322,100	Generator	20,540	28
Total	385,684, 556		142,801,835	82,540, 000		

The ability of a leader to the monitor performance of an organization is critical to its success. Performance measurement is indispensable for managing the state of the system and taking appropriate actions for the sustenance of a company's competitiveness (Hwang, Han, Jun, & Park, 2014). Organizational leaders use appropriate performance metrics to evaluate the success probability of goal achievement and provision of feedback or corrective indicators in their organizations (Hwang et al., 2014). The essence of an organizational leader is to influence and facilitate individual and collective performance to

accomplish shared objectives; leaders can attain performance improvement of the organizational team by influencing the processes that determine performance outcomes (Yukl, 2012). Organizational leaders need to acquire the ability that would enable their employees and organizations to sustainably accomplish envisaged goals

To address this gap in the study, I examined what strategies leaders in the Nigerian manufacturing industries in Lagos need to know to change employee behavior towards achieving increased productivity in this research. There are other sources (unplanned change initiatives, bad design, and bad source of materials) of productivity loss in an organization, but, in this study, I examined the impact of leaders on productivity. A leader is involved in a leader-follower exchange relationship during which corrective actions are an exception and followers are rewarded for the achievement of clearly defined organizational goals (Holten & Brenner, 2015). The action of leader complements the usage of discipline as a strategy (Beal, Stavros, & Cole, 2013). To isolate the impact of leadership on productivity in the selected manufacturing organizations, I used the 24 employees, who constituted the purposive sample, as unit of analysis in alignment with the interview questions and central research question.

An example of a manufacturing metrics as a performance monitoring strategy used by organizational leaders in a Lagos manufacturing industry is shown in Table 2.

Table 2

Manufacturing Metrics of a Lagos manufacturing Industry

KPI	Metrics	2012	2013	2014	2015	2016
SHE	TIR	0	0	0	0	0
	Emmisions	0.04	0.04	0.04	0.04	0.04
	GHG	1057.2	1053.7	1031.7	1009.8	987.8
QUALITY	Consumer complaints	1	9	6	5	4
	Cost of quality(Nm)	0.941	0.94	0.94	0.94	0.94
	Process capability	100%	100%	95%	88%	75%
COST	Conversion N's/Std Unit	20.57	20.4	18	39	32
	Cost savings(Nm)	25.3	26	12	8	3.2
	Overhead cost(Nm)	101.44	107	125	189	196
	Lean value tracking(Nm)	0	0	0	1.4	0.76
	Non-finished inventory(Nm)	266.47	253	165	152	56
	Scrap lost(Nm)	0.864	0.15	0.096	0.0508	0.02
	Overtime(Nm)	1.421	1.065	0.682	0.361	0.18
PRODUCTIVITY	OEE(%)	74	62	58	45	47
	Volume(million units)	28	22	23	17.5	15
	Units/labor hour	95.6	105.16	131.45	123	56
	Scrap %	0.1	1	1	2	1
	% Incidental absence	0.1	0.1	0.1	0.1	0.1
	Hourly to management ratio	3	2.8	3.2	3.5	3
DELIVERY	Planning wheel adherence	80%	80%	65%	85%	55%
	Schedule adherence	90%	100%	92%	65%	38%
	% Cases produced sold	88%	90%	95%	78%	58%
ENGAGEMENT	Improvement/person/year	1	1	1	2	1
	% ATP 3 AM certified	0	0	0	15%	50%
	% Lean Involvement	4%	10%	25%	55%	65%

Problem Statement

The annual loss of manufacturing organizations in Nigeria, due to lack of employee commitment and engagement, is approximately $300 billion (Cherrian & Farouq, 2013). Labor productivity in terms of GDP per worker dropped by 10% with a

productivity growth decrease of 2% was achieved by the Nigerian manufacturing sector in 2013 (Avery, & Bergsteiner, 2014; Pessoa & Reenen, 2013; Tunwall & Stutzman, 2012; Zhang et al., 2014). The general problem was the failure of some leaders of manufacturing organizations in developing nations to align business strategy with sustainable productivity initiatives (Dike, 2014; Galpin & Whittington, 2012). The specific problem was that some leaders in the manufacturing industries in Lagos, Nigeria lack strategies to change employee behavior towards achieving increased productivity (Carborg, Kindstrom, & Kowalkowski, 2013). The National Bureau of Statistics and Central Bank of Nigeria's 2011 report indicated that the general rate of unemployment in Nigeria was 21%, and planned GDP of 24%. There was annual growth of 7% with a decline and stagnation of the manufacturing sector of 7.6% in 2011 (Adebayo, 2014; Adeyemi & Abiodun, 2014; Dike, 2014; Ikpe, 2014). Nigeria's real GDP fell to 2.8% in the third quarter of 2015 compared to 6.23% for the same period in 2014 while the manufacturing sector slipped into a recession after a record of successive decline in the last quarter of 2015 (Bello, 2015). The Nigerian manufacturing sector has had the problem of declining growth characterized by a decline in GDP and employment generation.

Purpose of the Study

The purpose of this qualitative multiple case study was to gain a common understanding of what strategies leaders in the Nigerian manufacturing industries in Lagos need to know to change employees' behavior towards achieving increased productivity. Data were collected using semistructured interviews, observations and document review with 24 employees in two manufacturing organizations who have had training, experience,

and knowledge on how to change employees towards achieving increased productivity. One human resource manager, three functional managers, three engineering technicians, and five shop-floor operatives were selected for participation from each study organization.

Research Question

The central research question was, What strategies do leaders need to know to change employees' behavior towards achieving increased productivity in the manufacturing industries in Lagos?

Conceptual Framework

The conceptual framework used for this study was the path-goal theory of leadership as developed by House (1971). This theory was reformulated in 1996. The path-goal theory of leadership affirms that the behavior of a leader directly affects the output of a subordinate regarding performance, motivation, and satisfaction (Northouse, 2016). This relationship can positively influence the belief and capability of the subordinate towards the achievement of personal satisfaction and organizational goals (Wallace, 2007). The basic premise of this theory is that the effectiveness of a leader is a measure of the leader's capability to provide a conducive work environment for the achievement of organizational goals because nonconducive work environment increases stress leading to a decline in satisfaction and productivity of the employee (Alanazi et al., 2013). The path-goal theory of leadership encompasses a relationship between the leader and a follower in a task-oriented environment.

The path-goal theory is hinged on varying circumstances that exist between a leader and a subordinate. The path-goal theory of leadership is a situational theory of leadership aligns with the expectancy theory; the theory claims that the major function of a leader is to enhance subordinates' instrumentalities (Wallace, 2007). The style deployed by the leader is a function of the situation and the subordinate or follower. Wallace (2007) alluded that the path-goal theory exemplifies a situational characteristic of leadership styles concerning directive, supportive, participative, and achievement-oriented drives. These situational attributes are hinged on the environment and disposition of the subordinate. The leadership style of the path-goal theory provides direction, support, engagement, and synergy to the subordinate within the ambit of a conducive work environment.

Leadership is the bridge between responsibility and goal attainment. Leadership entails a type of responsibility required for the attainment of particular goals by using available resources towards the achievement of a cohesive and coherent organization (Ololube, 2013). Leadership is a process whereby individual influences a group of people to achieve a common goal (Northouse, 2016; Rowe, 2007). The path-goal leadership theory provided the appropriate framework to understand the relationship that transpires between the impact of leaders and employee productivity in manufacturing organizations. Diverse paradigms of characteristics abound that distinguished leaders from non-leaders. A shift from the traditional trait theories to the situational theory of leadership that dictates the situation in which leadership depends on the leadership skills and characteristics of the leader (Avolio, Walumbwa, & Weber, 2009). Naylor (1999) affirmed that leadership is a

process of influencing employees towards the achievement of organizational goals and organizational excellence. The path-goal theory of leadership aligns with this paradigm shift.

The focus of this study was to gain a common understanding of what strategies leaders in the Nigerian manufacturing industries in Lagos need to know to change employees' behavior towards achieving increased productivity. The path-goal theory of leadership supports this leadership paradigm about providing a framework for the resolution of the low productivity challenge in the Nigerian manufacturing sector (Northouse, 2016). The path-goal theoretical framework was selected because the study intended to understand the impact of leadership on productivity in the Nigerian manufacturing industry.

Nature of the Study

The research method for this study was qualitative. Qualitative research was applied to elicit many perceptions towards the appreciation of a situation or a phenomenon to (or "intending to") exploring, capturing, and communication an in-depth understanding of issues with a situated context (Johnson & Bloch, 2015; Stake, 2010). The choice of the qualitative method was appropriate for the data due to its exploratory nature in order to explore a phenomenon or situation towards generating a meaning with the researcher being the instrument of data collection. This research method was appropriate since the study sought to understand the relationship between the impact of the leaders of in manufacturing organizations and sustainable employee productivity. The method provided the appropriate means for the collection of data from organizational employees in their

natural workplaces via semi-structured interviews and observations. This research method fostered a collaboration between the researcher and study participants in the data collection stage of the study in alignment with the problem statement and research questions.

The choice of another research method was appropriate for this study due to the nature of the research questions as hinged on the problem statement. The research questions for this study demanded open-ended responses, which quantitative and mixed methods would not provide as a function of the sample size and data collection techniques. Other methods did not provide the focus of the study to answer "how" and "why" questions geared towards eliciting the appropriate data for this study.

A case study research design was suitable for this study. Case study research design was appropriate for contemporary cases, exploratory studies, and obtaining a holistic and real-world perspective in studying organizational and managerial processes (Yin, 2014). The study provided the basis to explore the problem that was identified to understanding the relational situation (Yin, 2003). The choice of the case study design aligned with the research questions to the focus of study, nature of design, and the original boundaries between the situation and context being investigated may evolve as the research progresses (Baxter & Jack, 2008). The study which was exploratory evolved as an insight of the situation was studied; it was only a case study design that provided this appropriateness.

Unit of analysis was 24 employees from two manufacturing organizations regarding their impact on productivity improvement processes using the qualitative

multiple case study approach. Other options of qualitative research design such as phenomenology and grounded theory were considered for this study, but these research designs did not align with the research questions. Phenomenology and grounded theory did not provide the basis for an in-depth understanding of a phenomenon or a situation. A phenomenological design provides an in-depth understanding of lived experiences of participants within a phenomenal context (Yuksel & Yildirim, 2015). A case study design provided an advantage in alignment with a resolution of the problem statement and research question of the study.

Definitions

Path-goal theory: the main objective of the leader is to provide guidance, support, and help necessary for subordinates to achieve their goals effectively beside the organization goals (Alanazi, Alharthey, & Amran, 2013).

Productivity: the ratio of output per unit of factor input over a given period (Nwosuh, Esekhagbe, Bello, Osueke, & Ikeogu, 2014).

Metric: a verifiable measure, stated in either quantitative or qualitative term or defined concerning a reference point (Melnyk, Stewart, & Swink, 2004).

Assumptions

Assumptions are the conceptions of the researcher. Assumptions are what the researcher believes to be true without concrete evidence (Leedy & Ormrod, 2005). First, I assumed that the data gathered through the semistructured interviews from the employees of the selected manufacturing organizations is a representative sample of the manufacturing organizations, and these results may be generalized to this population.

Second, I assumed that responses received from the research participants are honest. Third, I assumed that the instruments of data collection using interviews, observations, and document reviews, are reliable for the population sampled within the selected manufacturing organization.

Scope and Delimitations

The purpose of this qualitative multiple case study was to gain a common understanding of what strategies leaders in the Nigerian manufacturing industries in Lagos need to know to change employees' behavior towards achieving increased productivity. The scope of the study was 24 employees of the two selected manufacturing organizations in the Lagos state of Nigeria. The manufacturing organizations were ideal for this study as the impact of employees on productivity occurs in these manufacturing industries, and the data generated from the activities of employees of these organizations would reflect the intent of the study.

Limitations

The limitation of research findings and interpretations is beneficial as various stages of research because it helps to optimize research designs (Benge, Onwuebguzie, & Robbins, 2012). One limitation was confinement of data generation via semistructured interview within only the two selected manufacturing organizations; this may limit the generalizations of the findings beyond these organizations. Second, the results were not generalized to all employees of manufacturing organizations in the entire Lagos state of Nigeria. Third, access to some category of organizational employees was restricted due to the operational function of these selected manufacturing organizations. Finally,

information by some of the employees in the selected manufacturing organizations might not reflect the true reality of experiences in organizations due to mindsets, bias, and current developments in the selected organizations. The researcher was the data collection instrument made the cogency of the research process stemmed from the relationship between the researcher and the researcher participants (Bourke, 2014). The validity of this study was limited to the reliability of the instrument used and to the honesty in the response of the study participants. Minimization of the risk of bias from the researcher was hinged on the usage of nature of interview questions designed to obtain the thoughts and opinions of the study participants.

Significance of the Study

The study was significant to leaders in the manufacturing industries in Lagos Nigeria, who lack the strategy on how to change employees' behavior towards achieving increased productivity. The findings created awareness of how leaders could gain the strategies required to change the behavior of employees towards increased productivity, thereby improving the financial performance of the manufacturing sector in Nigeria.

Significance to Practice

The results of this proposed study provided the potential to be significant to the Manufacturing Association of Nigeria (MAN) and the Federal Government of Nigeria in the resolution of the problems of under capacity utilization and low employee productivity in manufacturing organizations. MAN and the Nigerian Ministry of Labor and Productivity have been responsible for the development of the capability of both managerial and non-managerial employees of manufacturing organizations in Nigeria. In

alignment with professional practice, there is urgent need to bridge the gap between the impact of leaders and dwindling productivity output of employees in Nigerian manufacturing organizations. Organizations can attain maximum peak of productivity potential through the synergistic interaction of organizational leaders and employees (Muenjohn & McMurray, 2016). Practice demands that leaders in the Nigerian manufacturing organizations should leverage of the business imperatives of innovation and diversification as indicated in emergent themes of the study

Significance of Theory

The uniqueness of this study helped in addressing the gap in knowledge and professional practice on the current problem of low employee productivity and under capacity utilization as a function of leaders in the Nigerian manufacturing organizations. The emergent themes from the study on transformational leadership style, continuous improvement, and low capacity utilization provide a pivotal basis for theory. Leaders of manufacturing organizations can influence positively productivity systems regarding theory and practice (Brown, Holland, Bokowy, & Horblyuk, 2013). In response to the emerging global imperatives, this study provided the necessary leadership tools that would be useful and relevant to the leaders in the Nigerian manufacturing organizations.

Significance of Social Change

Social development being an ideology that is rational and heuristic in nature is a component that tends to integrate appropriate cultural structures and conceptual components. Nigeria's social development has failed to attain the level of cultural structure and conceptual components that would have aided its development as a nation

(Jinadu, 2015). The underlying themes of motivated employees, productivity, motivation, and enabling work environment support the tenet of social change. Productivity decline is a social and an economic quagmire that needs that require the focus of the leadership of any nation. The challenge of productivity decline results from under capacity utilization in most Nigeria manufacturing organizations is a cause for concern. Organizational leaders can improve service climate, stakeholder satisfaction, and business performance via motivation, fostering an enabling work environment, and job satisfaction towards stimulating productivity increase (Bowen & Schneider, 2014). This research study focused on the understanding of productivity incremental strategies, behavior change of employees, and impact of leaders in Nigeria manufacturing organizations within the context of emerging global imperatives for Nigeria.

Summary and Transition

Some leaders of manufacturing organizations have failed to influence productively in the manufacturing sector in developing nations. This situation has caused unfavorable economic policies and dire consequences for economic growth in Nigeria (Ehie & Muogboh, 2015). The Nigerian manufacturing sector has been in a state of decline due to the unfavorable influence of some leaders of the manufacturing organization. The purpose of this qualitative multiple case study was to gain a common understanding of what strategies leaders in the Nigerian manufacturing industries in Lagos need to know to change employees' behavior towards achieving increased productivity. In Chapter 1, I introduced the background of the problem, problem statement, the purpose of the study, nature of the study, research question, conceptual framework, assumptions, and the scope

of the study, limitations, delimitations, and the significance of the study. Chapter 2

includes the literature review of the concept of leadership, leadership style in Nigeria,

challenges of leadership in Nigeria, history, and challenges of manufacturing industry in

Nigeria.

Chapter 2: Literature Review

Different schools of thoughts have emerged regarding the challenges being confronted by African nations. Amidst different schools of thoughts, there is a consensus that the challenges being confronted by African nations such as Nigeria are myriad and complex and that these challenges stem from weak polity, poor management, and weak leader impact (Olalere, 2015). Poor leadership style has influenced the productivity of the manufacturing organizations of Nigeria (Ehie & Muogboh, 2015). Manufacturing activities in Nigeria have been on the decline since the 1980s, as most manufacturing organizations have closed down due to lingering unfavorable conditions (Danladi, Akomolafe, Babalola, & Oladipupo, 2015). Albeit, leadership encompasses responsibility to achieve particular ends by applying available resources geared towards a cohesive and coherent organization in the process (Ololube, 2013). The inability of some leaders of manufacturing organizations in Nigeria to impact sustainably on the productivity of the manufacturing sector has thus, reflects a failure in leadership, which has resulted in poor national growth, dwindling GDP, and a high rate of unemployment (Danladi et al., 2015; Ehie & Muogboh, 2015). There is an urgent need to ascertain why this problem is yet to be resolved by the leadership of the Nigerian manufacturing organizations.

The purpose of this qualitative multiple case study was to gain a common understanding of what strategies leaders in the Nigerian manufacturing industries in Lagos need to know to change employees' behavior towards achieving increased productivity. Researchers conducting a qualitative inquiry, explore, capture, and communicate an in-depth understanding of issues towards attaining knowledge of a situation or phenomenon

(Yilmaz, 2013). The literature review was organized around the concepts of leader, leadership styles, the path-goal theory of leadership, leadership styles, and leadership challenges and manufacturing organizations in Nigeria.

The first section of the literature review begins with an overview of leadership, leadership styles, approaches to leadership styles in developing nations, and leadership in contemporary organizations. The second section contains information on the path-goal theory of leadership, the expectancy theory of motivation, and the applicability of the path-goal theory to this study. The third part of the literature review entails current literature regarding the Nigerian manufacturing industry with a focus on leadership styles, major manufacturing organizations in Nigeria, and challenges facing these challenges, while the fourth section is comprised of a discussion of organizational behavior model with a focus on productivity and productivity improvement in Nigerian manufacturing organizations. The fifth section includes the gap in the literature I sought to address and a summary of chapter 2.

Literature Search Strategy

The literature search strategy began with a search of the databases available through the Walden University Library and the Lagos Business School (LBS) Library at Pan Atlantic University and a search of Google Scholar. I searched for resources in the following databases: Thoreau (a multidisciplinary search tool). Business Source Complete, ABI/Inform Complete, Emerald Management, and SAGE Premier. For these searches, I used the following keywords: *leadership*, *leadership theories*, *productivity*, *leadership and productivity*, *leadership styles in Nigeria*, *leadership and productivity in Nigeria*,

manufacturing, manufacturing in Nigeria, challenges of manufacturing in Nigeria, history of manufacturing in Nigeria, path-goal theory, path-goal and *leadership, path-goal leadership application in manufacturing organizations, organizational behavior,* and *expectancy theory of motivation.*

I conducted the literature review using peer-reviewed journal articles, books, reports newspapers, and dissertations as listed in Table 3. I also examined the subjects, concepts, and keywords that were pertinent to the problem statement, the purpose statement, and the research questions

Table 3

Publication Dates of Literature Review Sources

Publication date	Number of references	%
2012 to 2017	215	89
Before 2012	27	11
Total	242	100

Conceptual Framework

In conducting the study, I sought to explore the impact of leadership influence on production improvement to behavioral change of employees in manufacturing organizations. To examine this relationship, I used the conceptual framework of the path-goal theory of leadership. The path-goal theory is based on the contingency approach of leadership as a relationship between leaders' behaviors and satisfaction inherent in the impact of different moderator task variables (Alanazi et al.,

2013). Robert J. House in conjunction with his colleagues developed the path-goal theory in an attempt to resolve inconsistent and paradoxical findings arising from Fiedler's contingency theory (Northouse, 2016). According to the contingency theory, leaders are classified as either task motivated or relationship motivated, and leadership motivation is a relatively fixed and stable characteristic (Alanazi et al., 2013; Northouse, 2016).

A tenet of path-goal theory is that the leader's role is to create and manage followers' paths toward individual and collective goals, clarify expectations, and enrich the environment when the real rewards are inadequate (Alanazi et al., 2013). According to the path-goal theory, a leader helps the followers along a designated path to achieve their goals by deploying selected specific behaviors in tandem with the needs of the followers within organizational context (Northouse, 2016). The leader elicits incremental success and the satisfaction of the follower through the selection of the appropriate leadership style (Northouse, 2016). A leader needs to leverage on this attribute from the path-goal to help his follower in order to achieve organizational success.

An organizational leader can influence the achievement drive of the subordinate. The path-goal theory necessitates that a leader adopts behaviors proactively that would will motivate followers and remove obstacles towards the achievement of organizational goals (Berger, 2014). The theory, therefore, emphasizes a relationship between the leader and follower that is theoretically complex but pragmatic because it enables the leader to support the follower to accomplish the organizational task satisfactorily (Alanazi et al., 2013; Northouse, 2016). Other researchers have viewed the path-goal theory as a dyadic and situational theory of leadership that was aligned to the expectancy theory in its

concern with the relationship between appointed supervisors and subordinates (Wallace, 2007). This situational relationship between the leader and follower inherently subsumes four different types of leadership styles: directive, supportive, participative, and achievement-oriented. The deployment of any these styles by the leadership depends on the situation and boundary conditions inherent in the task (Northouse, 2016). Wallace (2007) affirmed that these boundary conditions are hinged on the characteristics of the environment and subordinate.

Scholarly and Industrial Applications of Path-Goal Theory

Path-goal theory has scholarly and industrial applications, but it lacks empirical support. The theory has influenced leadership theory development as regards transformational leadership theory and impact on organizational needs in the areas of motivation and power within the framework of industrial psychology (Wallace, 2007). This basis informs the relevance of the path-goal theory in a relationship with the influence of the leadership style on the performance of organizational employees within the context of motivation and output as a function of behavioral change. Alanazi et al. (2013) opined that the path-goal theory is a reliable tool regarding its application to organizations on managerial training and selection. The result has indicated that the path-goal theory, with its supportive tendency, affects the subordinate tasks in a structured or routine environment in which the supportive leader motivates the subordinate. The strength of the path-goal theory regarding its ability to provide a situational framework for the leader to influence the follower, integration of the motivational principles of expectancy theory into the theory of leadership, and the provision of a practical model for

contemporary organizations (Northouse, 2016). These features of the path-goal theory are relevant regarding the influence of leaders in contemporary organizations.

Expectancy Theory of Motivation

The path-goal theory has a connection with another theory. Path-goal theory of leadership is hinged on expectancy theory of motivation (Northouse, 2016; Vroom, 1964). Expectancy theory states that the tendency of an action depends on the strength of an expectation of outcome and attractiveness of that outcome of the individual (Ghoddousi, Chileshe, & Hosseini, 2014; Vroom, 1964). A primary assumption of the expectancy theory is that alternative courses of action are related to the psychological events situated outside the behavior of the individual and this is based on three mental components of valence, instrumentality, and expectancy (Vroom, 1964). Vroom (1964) defined a relationship that exists between motivation and performance regarding the extent that an individual can attain a task at the desired level. Northouse (2016) affirmed that the basic premise of the expectancy theory is that organizational employees will be motivated as a function of their capability and inherent belief as alignment with the expected outcome if worthwhile. The expectancy belief paradigm supports the view that an action-outcome relationship that flows from the individual contributes to an employee's expectancy perception of the job performance at varying levels.

The expectancy theory has its drawback amidst its application by organizational leadership regarding the psychology of motivation (Parijat & Bagga, 2014). The motivation for performance is in opposition to dependence on the relative value of action and expectation of success; these affect the psychological characteristics of the individual

(Perko, Kinnunen, & Feldt, 2014). The merit of the expectancy theory is the provision of the framework for appreciation of the psychology of motivation regarding the phenomenal aspects of employee efforts, work performance and employee motivation in organizations; the main weakness of the expectancy theory is that it lacks completeness in explaining the total relationship that exists between employee motivation and impact in organizations.

Literature Review

The concept of leadership has evolved as a function of time and application. Leadership being a complex and sophisticated process has different definitions, as there are different schools of thoughts attempting to conceptualize leadership (Northouse, 2016; Stoghill, 1974). Leadership definition has evolved over a century in tandem with academic introspection, the dynamism of world affairs, and politics within the perspectives of concerned disciplines (Northouse, 2016). Leadership as a process is not individualized but rather function of the wills and needs of the collectiveness of an organization. Leadership is an adaptive and evolutionary process; a deviation from the norm as a dynamic process not based on structure (Burnes, & Todnem, 2012).The dynamism of political challenges, world affair, and emerging intricacies within contemporary organizations have influenced the definition of a leader as a function of time and needs. Northouse (2016) affirmed that the definition of leadership could be captured within a block of periods as a function of its evolution.

- 1900 – 1929

The emergence of the definition of leadership in the first three decades with a focus on control and centralization of power geared towards a common domination theme.

- 1930s

Leadership subsumed the trait characteristic of leadership with a focus on the influence aspect of leadership.

- 1940s

Leadership definition subsumed the group approach with the emphasis being placed on the impact of individual on activities of a group; the influence of leadership with organizations.

- 1950s

Leadership definition subsumed thematic approach with the emergence of continuance group theory; leadership hinged on shared goals and effectiveness.

- 1960s

The appearance of harmony amongst leadership scholars on the definition of leadership that was focused on influence on leadership toward the achievement of shared goals.

- 1970s

The emergence of organizational behavior in which leadership definition adopted the initiating and maintaining of groups or organizations geared towards the achievement of organizational goals.

- 1980s

An explosion on scholarly and popular endeavors on nature of leadership within the academic ambit with leadership assumed various definitions; these definitions include 'do as the leader wishes,' influence, traits, and transformation.

- 21ST Century

The emergence of novel concepts of leadership with a focus on the distinction between leadership and management as a leadership style is being viewed as a process of influencing of a group of people for the achievement of common goals. This aspect of leadership was associated with authentic, spiritual, servant, and adaptive leadership styles. The decades of the influx on concretization of the definition leadership paved the way for leadership scholars to agree that the definition of leadership is dynamic due to the evolving leadership influences and generational differences (Northouse, 2016). Leadership is a dynamic concept in tandem with its applications within the context of leadership influence, culture, organizational needs, and the difference in generational needs; this situation gives rise to various definitions of leadership. Various definitions and applications of leadership styles abound.

Many definitions of leadership abound. Northouse (2016) defined leadership as a process that an individual uses to influence a group of people towards the achievement of a common goal. According to this definition, leadership is a process; it involves influence and occurs in a group. Mahmood, Basharat, and Bashir (2012) affirmed that leadership is a process whereby an individual influences others towards the attainment of organizational goals. This school of thought stated that leadership is socially oriented based on influence,

and leadership would only exist with the voluntary participation of the followers being impacted in the process.

The process, whereby, leader influences the follower towards the achievement of organizational goals has become a recurrent decimal in the literature. According to Yukl (2012), the essence of leadership in organizations is to influence and facilitate individual and collective efforts towards the accomplishment of shared objectives; a leader becomes the pivot for the improvement of the performance of the individuals in the organization. Leadership as a process does not thrive as a function of the leader alone, but entails the will and need of individual regarding the collective aspiration of the concerned organization; it is an adaptive and evolutionary process based on a dynamic and interchange of values (Burnes & Todnem, 2012). It is the deviation from the norm that fosters change. Change makes the leadership process to be unique and engages both individual and organization. The change attribute makes the process of leadership to be unique and distinct. The paradigm shift in the economies of some nations has influenced organizational leadership skills and social status (Reinsch & Gardner, 2014). Leaders in organizations need to adapt a cognate leadership to cope with this emerging paradigm at both national and organizational levels.

Leadership Style

Leaders adopt different style of leadership to attain set objectives. Leadership style is the pattern of behaviors exhibited by leaders while with and through others; it is a model of interaction that transpires between leaders and subordinates (Ali, Sidow, & Guleid, 2013; Hersey & Blanchard, 1993; Miller, 2005). Leadership style is a behavioral

pattern that has two independent dimensions of the task and interpersonal relationships. Different leadership styles abound within and without organizational contexts. The contemporary business environment tends to be challenging with the urgent need to improve profit margin, and sustenance of employee welfare necessitates the need for capable leaders with potential for growth (Brandt & Laiho, 2013). This situation requires different leadership styles geared towards solving organizational challenges. Organizational leaders select the appropriate leadership style that suits the purpose of their organizations (Kaur, 2013). Leaders would exhibit leadership approach in tandem with a leadership style that is relevant to different situations in the organization. The choice of appropriate leadership style depends on the situation and leader. Kaur (2013) affirmed that leaders might have recourse to a dominant style of leadership, there is no single best style of leadership, but three factors influence the leadership style used in organizations. These include

- leader's personality regarding values, ethics, and experience;
- employees being led who have different personalities and background as a function of the style of leadership; and
- nature of the organization or situational variables that refer to traditions, values, philosophy, culture, and concerns of the organizations. These influence the leadership style of the leader.

The leadership style adopted by a leader could be effective or ineffective. Effective leadership styles constitute a source of motivation for an organizational employee in raising morale and influencing positively on organizational performance while, ineffective

leadership affects adversely on the motivation of organizational employees towards the attainment of organizational goals (Aboyassin & Abood, 2013). Leadership traits influence subordinates in the achievement of organizational goals based depending on the pattern and strategy used by the leader (Usman, Usman & Sugianto, 2016). The leadership style is the norm used by the leader to influence the behavior of the subordinates in the attainment of goals of the organization. Northouse (2016) asserted that leadership style is the attempt deployed regarding behavioral patterns used in influencing members of the organization; this behavioral pattern can be subsumed as directive and supportive behaviors.

Directive behaviors of leadership give members explicit direction regarding goals, evaluation methods, timelines, roles, and capability for the achievement of goals. Supportive leadership behaviors provide members with capability for self-drive, teamwork, and active collaboration with other members of the organization. The leadership style spectrum provides the situational framework of leadership in its relationship with the employee as a member of the organizational vis-à-vis the development of employee and evolving capability of the organization. The effectiveness of a leader's influence determines of stages of development of the followers or organizational employees as a function of the selection of the appropriate style of leadership (Northouse, 2016). The selection of the appropriate leadership style depends on the ability of leader as a function of the situation and followers in alignment with the goals of the organization. The ability of the leader to select the appropriate leadership style

determines the success of the organization irrespective of the type of challenge that exists in the organization.

Leadership styles have evolved as an essential motivational drive amongst employees and teams in contemporary organizations, and various styles of leadership abound. The leadership style deployed by a leader largely influences the commitment, dedication, and motivation of the organizational employees (Gopal & Chowdhury, 2014). Theories of leadership have endeavored to capture the impact of leadership styles regarding organizational results; most scholars of leadership theories have focused mostly on transformational and transactional leadership theories (Bass, 1985; Blake & Mouton, 1964; Burns, 1978; Islam, Rehma, & Ahmed, 2013; Lewin, Lippit & White, 1939). Theories of leadership tend to suggest that transformational leadership style has had a sustainable impact on the behavior and performance of organizational employees regarding job-related behavior than transactional leadership style (Islam et al., 2013). However, the choice of style adopted depends on the leader, situation, and follower.

Approaches to Leadership Styles

Different approaches to leadership styles exist. The leadership style of leader depicts an extent the individual as a leader portrays a peculiar type of leadership character (Li, Gupta, Loon, & Casimir, 2016); the leadership style would embrace a range of behavior spanning different emotions ranging from joy to frustration and anger (Zineldin & Hytter, 2012). Leaders create an efficient organization that is successful irrespective of the nature of the organization; leaders are concerned about the evolving complexity of challenges due to the internal and external characteristics of the business environment

(Sakiru, D'Silva, Othman, DaudSilong, & Busayo, 2013). For this study, the transformational and transactional leadership styles were considered.

Transformational Leadership Style

Transformational leadership is a type of leadership style. The effectiveness of transformational leadership style has been discussed extensively in existing literature (Gilbert, Horsman, & Kelloway, 2016). Transformational leaders change and transform people regarding emotions, values, ethics, standards, and long-term goals (Northouse, 2016). The impact of the leader is hinged on the influence of the followers towards the accomplishment of organizational goal beyond planned expectation. Transformational leaders elicit inspiration and motivation in employees towards the display of positive work behavior and psychological empowerment, which forms a pivot for the productive workforce (Bass, 1999; Amabile, 2010). The behavior of a transformational leader enables the interest of the employee to transcend the higher level of concern for the sake of the individual within the organizational framework; this leadership disposition inspires and motivates organizational employees as followers regarding the goals of the organization regarding acceptance of change (Abrell-Vogel & Rowold, 2014). Transformational leadership effectiveness regarding organizational transformation correlates with the literature. Transformational leadership is a leadership style that elicits higher consciousness of collective interests amongst organizational employees towards the achievement of goals in congruence with emotions, values, and creativity of the concerned organization (García-Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez, 2012).

Transformational leadership has its unique style. Transformational leadership style entails superior leadership performance that elicits a broadened and elevated employee interests that generate awareness and acceptance of the purposes and mission of the organization; this makes the employees transcend self-interest for organizational interest (Bass, 1985/1990/1999; Gilbert et al., 2016). Bass (1985) stated that transformational style has four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. An essential trait of transformational leaders is the capability to transmit a strong vision of growth opportunities to their teams with the aim of fostering critical thinking skills, confidence, and transcendence of self-interest for the team or organizational goal (Bass, 1999). Transformational leaders embody current innovative capability that stimulates intellectual improvement of their followers regarding confidence and skills geared towards the creation and implementation of innovative responses.

Transformational leaders possess unique abilities and attributes. A transformational leader has the inherent ability to transform organizational employees regarding strategy, processes, systems, culture, and structure of an organization (Grant, 2012). Transformational leadership style inspires collective interests of the organization and employees towards extraordinary performance; it is a leadership style that energizes the needs and motives in tandem with the full potential of the organization (Bass, 1985). Transformational leadership style has a crucial attribute of supporting diversity with a capability of achieving common organizational goals (Lee, 2014). Transformational leaders possess the ability to raise the motivation and morality of followers to higher

levels of aspirations via the transformational leadership attributes of charisma, intellectual stimulation, and individualization (Bass, 1985; Burns, 1978). Transformational leadership has the useful attribute of enhancing employee well-being and minimization of employee turnover (Kara, Uysal, Sirgy, & Lee, 2013); Mercurio (2015) collaborated this view that this attribute is due to the ability of a transformational leader to influence emotional attachment and involvement of organizational employees and followers. A transformational leader has the inherent capability to influence organizational employees regarding the growth of an organization.

The transformational leadership style has its shortcomings despite its demonstrated positive aspects (Lee, 2014). Some shortcomings of the transformational leadership style include the criticism that transformational leaders are represented as 'great men" (Lee, 2014; Northouse, 2016); the inability and risk of followers fulfilling impractical and over-ambiguous goal (Lee, 2014; Northouse, 2016). The transformational leader is also being criticized for lacking in 'conceptual clarity,' which may result in ambiguity in the assessment of its effectiveness regarding leadership impact in organizations (Northouse, 2016). However, despite these shortcomings, the transformational leadership style has its merits.

The merits of the transformational leadership are as follows

▪ credible evidence abounds that transformational leadership style is effective at organizational, industrial, and national levels;

- growing evidence indicates that transformational leadership style has a positive correlation with improved organizational performance regarding productivity, profit, and customer focus;

- the transformation has a positive impact on organizational innovation, job satisfaction, and staff retention;

- transformational leaders inspire vision;

- transformational leadership style engenders a sense of identity, purpose, and diversity; and

- transformational leaders elicit change in organizations follows (Braun, Peus, Weisweiler, & Frey, 2013; Green, Miller, & Aarons, 2013; García-Morales et al., 2012; Howell & Avolio,1993; Northouse, 2016; Tse, Huang, & Lam, 2013).

Transformation leadership style has its strengths and weaknesses; however, transformational leaders leverage on the strength to influence organization employees positively regarding the development of the organization. Transformational leadership is an ethically oriented leadership style that inspires the intellectual stimulation of followers; it is a leadership style that transforms the mental and behavioral capability of organizational employees geared towards a unified understanding of organizational goals (Choudhary, Akhtar, & Zaheer, 2013). A double-blind survey study on conducted amongst 168 organizations in Spain via randomized sampling, García-Morales et al. (2012) established that transformational leaders impact positively on organizational performance regarding the innovative capability of an organization.This trend of reasoning substantiates the inherent strength of transformational leadership style.

Transactional Leadership Style

Transactional leadership differs from other leadership style. Transactional leadership style is an exchange-oriented base that entails the needs of the people being focused on short-term goals (Bass, 1985). García-Morales et al. (2012) stated that transactional leaders focus on the contractual obligation between the leader and follower in which establishment, monitoring, and control of targets is the main trust of the relationship that sustains this relationship. Transactional leadership style is based on contingent reward and management by exception but elicits a reasonable degree of involvement, loyalty, and commitment from subordinates (Bass, 1985; Wiza & Hlanganipai, 2014). Burns (1978) concurred that transactional leadership style is a relationship that transpires between a leader and follower hinged on the exchange of values within the dimension of economic, political, or psychological; this relationship does not proceed beyond this level. Transactional leadership style engenders a transactional relationship between the leader and the follower.

Transactional leadership style is task-oriented rather than people focused organizational employees would lack the emotional relationship that should transpire since this type of leadership is not people focused. A transactional leader fosters a relationship that exists between the leader and follower geared only towards the attainment of agreed goals (Bass, 1985). A transactional leader does not focus on the personal development of an employee but preferably on the accomplishment of organizational goals in tandem with clarification of tasks and rewards for positive performance; this feature is visible at organizational levels (Northouse, 2016). Transactional leaders use power to consult and

influence followers to achieve desired organizational outcomes and to motivate an employee, provision of feedbacks, and performance evaluation (Avery, 2004; Bass, 1985). Based on the attributes of transactional leadership style, a transactional leader does not elicit the desired passion and commitment amongst organizational employees (Yulk, 2012). Warrilow (2012) distinguished the differences between transformation and transactional leadership styles as shown in Table 4.

Table 4

Differences between Transformational and Transactional Leadership Styles

Transformational Leadership Style	Transactional Leadership Style
Leadership is proactive.	Leadership is responsive.
Organizational culture by new ideas.	Work with organizational culture.
Employees achieve objectives through higher ideals and moral values.	Employees achieve objectives through rewards and punishments set by the leader.
Motivation is hinged on organizational interest.	Motivation is hinged on the self-interest of the employee.
Management-by-exception: maintain the status quo; stress correct action to improve performance.	Individualized support and intellectual stimulation.

Transactional leadership style transpires within a social exchange between the leader and follower regarding the follower's compliance hinged on reward and punishment. A transactional leader uses close supervision, organization, and performance indexes to attain organizational expectation of follower (Bass & Avolio, 1993; Sudha, Shahnawaz, &Farhat, 2016). Sudha et al. (2016) asserted that transactional leadership style has a better effect size that transformational leadership; the transactional leader is more effective in the early stages of an organization when roles and structures are being formed. Transactional leaders operate within the low levels of Maslow's hierarchy of needs; a leadership style that is process-orientated rather than future focused.

Leadership and Organizational Culture

Behaviors of organizational leaders do influence and shape the culture of organizations, and behavior of organizational employees. Leadership behaviors that positively influence organizational and societal levels include problem-solving ability, visionary, and proactivity towards change initiatives (Zacher, Pearce, Rooney, & McKenna, 2014). This type of behavior elicits a relationship between the leader and organizational employees. The attitude of organizational leaders that influences employees of organizations towards the accomplishment of tasks depends on the choice of the motivational methods used rather than the powers and authority inherent in the leadership style (Yammarin& Dubinsky; Kotter, 1996). Leaders' ability to motivate organizational employees towards the achievement of organizational goals without recourse to power and authority is an exceptional ability of a leader.

Organizational leaders influence performance of employees in different ways. Leadership style inherently has a significant influence on management, performance of the employee, commitment, and organizational citizen behavior (Wang, Law, Hacket, & Chen, 2005). A leader monitors the performance of employees with a tandem search for problem occurrence and correction of errors as detected (Bass, 1985). The leadership style that exists in an organization has an impact on the financial performance, quality of the relationship that inheres amongst organizational employees, job satisfaction, organizational effectiveness, and culture (Carter, Armenakis, Field, & Mossholder, 2012; Namukasa, 2013; Omar & Hussin, 2013; Sahaya, 2012). Leaders can elicit inspiration from others towards the perception of reality differently and motivate organizational employees regarding the achievement of goals (Northouse, 2016). This situation instills confidence in the organizational workforce through viable communication channels and the creation of energized, positive organizational ambiance.

Leaders in contemporary organizations are being confronted with challenges of attracting and retaining relevant human capital to enable their organizations to attain competitiveness (Alvino, 2014; Clifton, 2014; Dychtwald, Erickson, & Morison, 2013; Pangarkar & Kirkwood, 2013). This situation has become crucial with the vagaries of the business environment that demand the commitment of organizational employees. Organizational employees need to elicit behavior based on emotional attachment and commitment to the organization; this expectation from organization employees requires engagement and commitment to their organizations (Clifton, 2014). An organization sustains competitiveness in the long term if internal optimization of employees is linked to

performance and productivity, which depend on trust (Baer, Dhensa-Khahlion, Colquitt, Rodell, Outlaw, & Long, 2015; Dumitru & Schoop, 2016; Fulmer & Gelfand, 2012; Schaubroeck, Peng, &Hannah, 2013). Sustainability prowess of an organization has a connection with its culture; this relation is linked to the influence of the leadership style of the leader.

An organizational culture is peculiar to its operations. Swindler (1986) posited that culture is the figurative vehicle for meaning, beliefs, ritual, practices, art form, ceremonies, and ritual of daily life. Culture is the pattern, school of thoughts, feelings, and reaction, acquired and transmitted by symbols regarding unique achievements of human entity (Hofstede, 1980). Leadership style has a bearing on an organization. Hofstede and Hofstede (2005) affirmed that culture is intertwined with the daily life of people is impervious to change and susceptible to evolution for a generation to generation. Manufacturing activity has a cultural bias in any organization; a good leadership style would rather militate against this bias tendency for the development of the organization.

Governance as a form of leadership in corporate organizations. In some African nations, corporate governance has been ineffective and inefficient concerning the Anglo-American standard (Ayandele & Emmanuel, 2013). The impact of national cultural in economies of African nation is evident in the form of corruption and lack of institutional capacity to effect desired changes (Oghojafor, George, & Owoyemi, 2012). Cultural values and beliefs affect the practice of leadership development; Nigeria has the peculiarity of the intertwining of culture and leadership style (Ejimabo, 2013). The leadership style of leaders at both national and corporate organizations has exemplified

these symptoms of ineffective, inefficient, and corrupt tendencies in some manufacturing organizations in Nigeria. An effective leadership style elicits a strategic vision and aligns organizational resources geared towards the attainment of organizational vision; this is an inherent leadership capability in a complex and dynamic business environment (Mallia, Windels, & Broyles, 2013; Ramanauskas, Sergeev, & Ponomarenko, 2014). Some leaders of manufacturing industries need to effect change regarding the responsiveness of the manufacturing sector in Nigeria

The ability of organizational leaders to engagement in continuous dialogue with organizational teams is essential for the achievement of organizational goals. Performance expectations, progress evaluation and planned goals of an organization can only be achieved by organizational employees inclusive of the leader (Guihyun, Matthias, & Richard, 2013;Natalia, Matthew, & Henry, 2013). Steffen and Christopher (2013) opined that an effective organization is inherent in collaboration with the organizational leadership and teamwork behavior geared towards strategies, goals, values of the organization, and vibrant culture. Organizational culture and leadership style affect the achievement of organizational goal by employees of an organization.

Nigerian Manufacturing Industry

Manufacturing is a transformative process. Manufacturing is the transformation of materials substances, and components into new products; the manufacturing capability determines the success of any nation's economy (Monye, 2016). Before independence, the Nigerian economy was mostly agricultural based, and this paved the way for the development of the manufacturing sector; however, the oil boom led to a shift in priority

from the agricultural and manufacturing sector (Danladi, Akomolafe, Babalola, &

Oladipupo, 2015; Monye, 2016). The neglect of the manufacturing sector resulted in a

decline in the manufacturing sector. The Nigerian manufacturing sector performed poorly

resulting in GPD of 4.2% in 2009; 2.6% in 2012 with an average of low capacity

utilization of 30% in the last few decades as well as low and a decline in national output;

which averaged 6% (Danladi et al., 2015; Monye, 2016).

In 1960, the manufacturing industry made a modest contribution of 4.8% to the

GDP and later increased to 7.2% in 1970 and to 7.4% in 1975. However, in 1980, it

declined to 5.4% and then surged to a record high of 10.7% in 1985. By 1990, the share of

manufacturing in GDP gradually dropped to 8.1%, and further to 7.9% in 1992, 6.7% in

1995, and stood at 6.3% in 1997. As at 2001, it further declined to 3.4% from 6.2% in

2000. It increased to 4.23% in 2013 (CBN, 2013). The annual GDP contribution of the

Nigerian manufacturing sector is about 10% while it is 20% in Brazil, 34% in China, 30%

in Malaysia, 34% in Thailand, 28% in Indonesia, 16% in South Africa, 24% in Singapore,

15% in Egypt, 34% in Thailand and 28% in Indonesia (Ogbu, 2012; Onuoha, 2013). The

decline in the GDP of the Nigerian manufacturing sector portends many opportunities for

the development of the Nigerian manufacturing sector.

The Nigerian manufacturing sector attained a peak of 7.83% in 1982; the

contribution of the manufacturing sector to the total economic output in Nigerian has been

on the decline (NBS, 2014). According to the report of National Bureau of Statistics

(NBS, 2014), the Nigerian manufacturing sector had a contribution of 10% to the

economic output before the oil boom of 1970s mainly due to the growth in revenue from

the oil industry resulting in a decrease of the GDP of the manufacturing sector. An aspect

of this policy shift was the enactment of the Nigerian Enterprise Promotion Decrees of

1972 and 1977, which enabled a switch of the majority firm ownership from foreign to

Nigerian leading to a restriction of foreign capital inflows (NBS, 2014). The Nigerian

manufacturing sector has been in a state of negligent due to the oil boom experienced in

the Nigeria polity in the earlier period of the Nigeria economy; the GDP of the Nigerian

manufacturing sector trends is shown in Figure 1.
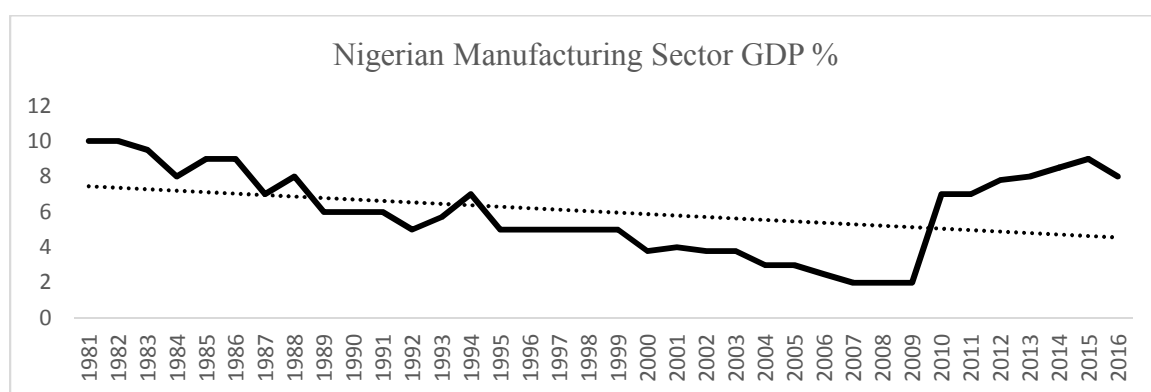
*Figure 2.*Trend line of Nigerian manufacturing sector's contribution to GDP from 1981 to 2016. Adopted from "Globalization and the Nigerian Manufacturing Sector" by Danladi, J.O., Akomolafe, K.J., Babalola, O., & Oladipupo, A. R. (2016). *Journal of Law, Policy and Globalization*, *41*, 2224 – 3240. Retrieved from http:// www.iiste.org.

Challenges of the Nigerian manufacturing industry.

The manufacturing sector is important for the development of any nation. The

manufacturing sector of any nation is an essential economic index regarding its

competitiveness and a major of the source of foreign revenue (Amakom, 2012; Ojo &

Ololade, 2013; Ogbu, 2012). Attendant challenges of high production cost, technological

quagmire, lack of innovation, poor infrastructure, inadequate financing, and limited

operational scope have led to the closure of over 800 manufacturing firms in Nigeria (Ojo

& Ololade, 2013; Onuoha, 2013). The Nigerian Association of Chambers of Commerce, Industry, Mines, and Agriculture (NACCIMA, 2012) report affirmed this scenario.The nominal GDP growth for the second quarter of 2016 at 19.12% yearly, this was 13.28% lower than the corresponding period of the previous year which was reported at 32.4%; a decline of 2.26% of 2013 figures (NBS, 2014). The report of the Central Bank of Nigeria (2015) indicated that Nigeria experienced the industrial production of 6.6% in the middle of 2015 as compared to 2014.

The low performances of the Nigerian manufacturing sector could be attributed to lack of proper management of tacit knowledge whose symptom is low product quality as the output of Nigerian manufacturing companies (Amakom, 2012). The manufacturing sector accounts for 12% of the labor force in the formal sector of any nation's economy; thus, manufacturing data are appropriate indices regarding a country's economic efficiency (NBS, 2012; Amakom, 2012). The inadequate power supply, insufficient funds, labor, raw materials, and weak transportation system have contributed to the decline of the manufacturing sector in Nigeria (Monye, 2016). The poor power supply and the scarcity of fund in the form of forex have affected negatively on production cost and availability of essential raw materials. Monye (2016) affirmed that despite the shortfalls that characterized the Nigerian manufacturing sector by, its full potentials are yet to be explored. The Nigeria manufacturing sector is characterized

- operating below the installed capacity of 47%;
- loss of business opportunities due to incurring losses and shop closure;
- average GDP contribution of 4.2%;

- inability to provide sustainable employment opportunity;

- high debt burden to local and foreign financial institutions;

- relocation of manufacturing industries to neighboring countries with the favorable business environment;

- high inventories of raw materials and finished goods;

- the scarcity of foreign exchange inhibits importation of critical raw materials and spares (Onuoha, 2013).

These challenges have been affecting the Nigerian economy in diverse ways. Anudu (2016) affirmed that 50 manufacturing organizations and 222 small manufacturing enterprises in Nigeria have closed shop resulting in loss of 180,000 job opportunities during the last one year. According to the report of NBS (2016), the GDP contribution of the Nigerian manufacturing sector has declined to 9% from over 10% in last two years. According to NOIPolls in collaboration with CSEA (2016) report, the Nigeria manufacturing sector has contributed a small fraction to the Nigerian economy; the sector reversed from 14.7% growth in 2014 to 1.5% contraction in 2015. The GDP growth fell from 21.8% in 2014 to -5.2% in 2015; this trend is due to the unavailability of petrol and diesel, inadequate power supply, policy inconsistency, and limited access to credit. Nwachukwu (2016) disclosed that Nigerian manufacturing sector has deteriorated from a demand-driven sector to supply-driven sector due to continuing challenges of unavailability of petrol and diesel, inadequate power supply, policy inconsistency, scarcity of forex, and poor credit facility. The Nigerian manufacturing sector is currently in a crisis

and needs the intervention of appropriate leadership styles at both the national and private

sectors to set it right.

Nigeria's manufacturing sector has been characterized by increasing cost of

production, cost of energy input, reliance on inadequate public sector infrastructures, and

rising cost of import. The manufacturing sector in Nigeria should have had a vast potential

for economic development due to massive inflows of foreign exchange of between the

1970s and 1990s from sales of crude oil sales, but this has not been the case due to over

dependence on foreign technological input (Ojo & Ololade, 2013). Despite the enormous

potentials of the manufacturing sector in Nigeria to create wealth and generate

employment, its GDP over the past decade is at a yearly average of 4% as compared to the

goal of 18% as established by the Federal Government of Nigeria (MAN, 2012).

Leadership Challenges in Nigeria

Leadership challenges abound in some key Nigerian sectors. Some organizational

leaders have had to develop new capabilities and qualities towards attaining achievement

of organizational goals in a dynamic business environment during the last two decades

(Karp, 2012). The rapidly evolving global business milieu of the 21st century has posed

threats and opportunities to organizational leaders with enduring adaptability to

organizational dynamism at both local and international levels (Camelia & Luminita,

2013; Nicolae, Florin, & Vlad, 2013; Ramanauskas et al., 2014). Critical leadership skills

of vision creation, team leadership, drive for results, and performance management are

required for being competitive globally (Hagemann & Stroope, 2013). Leaders of

successful organizations leverage on empowerment and influence of followers for the

attainment of planned goals (Germain, 2012). Allio (2012) stated that current

organizational milieu requires that leaders should have the following qualities such as (a)

competence and integrity, (b) cultural nuances, (c) substantial empowering capability, (d)

development of followers, and (e) appreciation of multiple stakeholders.

Some Nigerian leaders, unfortunately, are yet to adapt to dictates of the global

leadership imperatives. Leadership is a social process of engaging colleagues, individual,

and teams towards the realization of aligned organizational goals in tandem with

organizational culture and design (Swensen, Gorringe, Caviness, & Peters, 2016). Nigeria

has a population of about 181 million compromising of 250 ethnic groups and 400

dialects; workforce population is about 57.46 million with 23.9% unemployed (Adisa,

Osabutey, & Gbadamosi, 2016; CIA, 2015). The Nigerian people like other developing

African nations have witnessed poor leadership style, which has affected individuals and

organizations, related to productivity (Ejimabo, 2013). Some Nigerian leaders have had

the challenge of poor leadership style regarding affairs of the nation both at national and

corporate levels; this situation has resulting faulty economic policies that have led to a

decline in productivity and standard of living of Nigerians (Ejimabo, 2013). Nigeria

leadership style requires a social reform, and the Northhouse paradigm leadership style

would effect a relevant change that would influence positively on the Nigerian populace

for certain national and organizational reforms geared toward the attained of envisaged

goals. Northouse (2016) defined leadership as a process whereby an individual influences

a group of individuals for the achievement of common goals.

Leadership has the quality of being elusive to measure and define; however, its essential characteristics are vision and inspiration (Walman, Sully de Luque, & Wang, 2012). Leadership gives an organization the advantage to change and evolve (Waldman et al., 2012). A study done on manufacturing organizations in developing countries by Bloom et al. (2012) in over 10,000 organizations in 20 countries has indicated that manufacturing organizations in developed countries are well managed compared to manufacturing organizations in developing countries; this situation is replicated across organizations in every sector. The Nigerian leadership challenge, which has impacted negatively on its followers and manufacturing organizations can be attributed on the lack of vision and inspiration; leaders require vision towards inspiring their followers to change and evolve for the better.

Leadership challenge regarding African nations, Nigeria inclusive, complicated by cultural differences, short-term motivations for investment, exploitation of valuable resources, and weak leadership accountability for local workforce. This leadership challenge situation has transpired from 2000 to 2014 in 54 African countries (George, Corbishley, Khayesi, Hass, & Tihanyi, 2016; Mo Ibrahim Foundation, 2015). Another challenge for African leaders is the ongoing conflicts of different forms that have influenced the smooth operations of both local and international firms (African Development Bank n.d.) negatively. Nigeria needs a leader that would provide good governance; good leadership style prevents a nation from the downward drift regarding human and infrastructure development despite the increase in oil revenue experienced during the last three decades (Iyoha et al., 2015; Kolade, 2012). Few African countries do

have excellent ideas hinged on transparent governance and sustainable development, but the challenge has been linked with ineffective leadership style (Ikibaje, 2014). Nigeria is dire need of a leader who has effective leadership capability (Ikubaje, 2014). An effective leadership behavior encompasses the attributes of task-oriented, relations-oriented, and change-oriented; these attributes are required for internal challenges while external leadership is needed for external influence (Yukl, 2012). The current leadership gap in Nigeria is in dire need of a leader who possesses these attributes for inducing sustainable change both at the national and organizational levels.

Organizational Behavior

Organizational behavior has a significant relationship with the well-being of organizational employees. The engagement of organizational employees is an essential feature of any business leader (Pangarkar & Kirkwood, 2013). Clifton (2014) opined that employees who felt committed to their jobs be in harmony with the organizational strategy. This requires an organizational leadership that is strong and committed. Davies (2015) affirmed that the ability to attain the commitment and engagement of organizational employees is monistic of the 21st-century leader. This paradigm requires a follower or employee that has a potential to improve psychologically vis-à-vis organizational growth. Northouse (2016) aligned with this view that leaders inspire organizational employees to perceive and interpret realities confronting the organization differently towards enabling extra efforts in the achievement of organizational goals. Organizational leadership instills confidence in their followers via the creation of enabling work environment (Yukl, 2012). The influence and leadership style of the leader create the

appropriate organizational ambiance that fosters the appropriate behavior amongst organizational employee regarding the achievement of planned organizational goals. An organization embodies change geared towards survival and growth; leadership exemplifies a change (Carter et al., 2012; Northouse, 2016). Zhang et al. (2014) conducted a study amongst 439 sales assistants in Australia and discovered that leadership style impact positively on the engagement of organizational employees.

Engagement of organizational employees is a critical aspect of the culture of an organization due to the effective leadership style of the leader. Civilizations regarding human evolution and adaptation have influenced the study of leadership for two centuries (van Vugt & Ronay, 2014). However, a gap in the leadership paradigm has indicated that effective leadership is required to harness positive organizational change regarding the expectation of employees (Yukl, 2012). This organizational change will provide the pivot for incremental improvement regarding human capital and organizational business processes.

Productivity

Productivity has different definitions relating to the context of its usage. According to Nwosuh, Esekhagbe, Bello, Osueke, and Ikeogu (2014), productivity is the ratio of output per unit of factor input as a function of time; from the business perspective, productivity is the quality of output, workmanship, adherence to standards, absence of complaints, customer satisfaction, turnover rates, absence of disruption, and quantitative measure in productive morale. Irrespective of its definition, productivity defines the essence of organization existence. Productivity is an essential macroeconomic indicator hinged on

output level, earnings, and investment return. Productivity generates a substitution effect that increases economic opportunity, cost of consumption, stimulates investment because incremental investment elicits a tandem drop in consumption (Croce, 2012). Contemporary organizations are being confronted with challenges that are difficult to quantify regarding normal scope and complexity.

The productivity level of an organization determines how leaders of contemporary organizations are resolving the evolving economic challenges within their domain. Thus, the survival of an organization depends on the ability to leverage on agile leadership style to maximize economic efficiency and profits geared towards relevant adaptation to the rapid dynamism in the business environment (Baron & Cayer, 2012). An organization's main aim is to produce sustainable competitive advantage via performance of organization employees (Choudhary, Akhtar, & Zaheer, 2013). Productivity is a competitive advantage for a contemporary organization.

Leaders need to stimulate working relationships that foster core strategic priorities and outcomes critical to organizational performance. The productivity of a business unit depends on the collective engagement of the organizational teams (Barrick, Thurgood, Smith, & Courtright, 2015). Unit-level engagement represents the extent to which organizational members collectively invest their energies (Barrick et al., 2015; Christian, Garza, & Slaughter, 2011). Organizational units whose members effectively engage in this cyclical creative process over time should elicit higher productivity due to the influence of knowledge divergence and convergence (Barsade & Knight, 2015; Harvey, 2014). The quality of the relationship between organizational leaders and their team members

determines the predictive performance of the organization (Geertshuis, Morrison, & Cooper–Thomas, 2015). Prevailing organizational climate as induced by the leader impacts on the unit productivity through leadership style influence on the collective engagement.

Productivity in Nigerian manufacturing organizations

Productivity is an essential indicator of an organization. Productivity has a long-term impact on the economic growth of any country (Parida & Pradhan, 2016). Productivity and economic growth have a direct bearing on national development; productivity is essential for the economic growth and development of Nigeria (Nwosuh et al., 2014). Nwosuh et al. (2014) alluded that in the next 10 to 15 years, Nigeria would have to develop its infrastructural capability by about 24% regarding support productivity growth. Productivity performance of the Nigerian manufacturing organizations is relevant in this perspective.

Productivity level in the Nigerian manufacturing sector is declining. African nations have had a crisis of leadership. Nigeria as an African nation with the largest economy is ranked 137 in global GDP per capita by the World Bank (Olalere, 2015).There is room for productivity improvement in Nigeria organizations regarding the manufacturing sector with the deliberate effort of the Nigerian leaders both at the national and corporate levels. Productivity growth is a critical aspect of the economic development of a country; it is an indication of industrialization, which is a necessary condition for the economic development of a country (Parida & Praghan, 2016). Nigeria has abundant human and material resources, but underutilization of these resources has affected the

level of living of Nigerian citizenry (Danladi et al., 2015). A strong manufacturing sector is a means for the economic growth and improvement in the standard of living for the citizenry of the nation.

The African continent is dire need of change agents regarding leaders with leadership skills to effect change at national and organizational levels; albeit, the dearth of quality leaders with the essential leadership capability is a problem. This leadership challenge in African, to which Nigeria belongs, has caused over 600 million people with 40% living less than $1 daily than it was 20 years ago (Olalere, 2015). Developing economies have large productivity gaps, which may exist amongst firms and plants within the same country or labor can migrate from low to high productivity. The sector lost about 17.06 billion naira due to lost lack of foreign exchange, and production lost opportunity regarding sales and production targets (Anudu, 2016). Four major manufacturing companies incurred a total loss of 51.86 billion naira in the first half of 2016 due high input cost, scarcity of foreign exchange, and weak consumer purchasing power (Adekoya, 2016). Nigerian manufacturing sector has continued to witness a decline.

The Nigerian manufacturing sector has experienced declining capacity utilization due to various issues. The Nigerian manufacturing sector recorded a drop in capacity utilization by 20% in early 2016 due to the scarcity of foreign exchange for raw materials replenishment and declining consumer purchasing power (Adekoya, 2016). According to Monye(2016), the Manufacturing Association of Nigeria (MAN) has enumerated five factors impacted negatively on the productivity of the Nigerian manufacturing sector: inadequate electricity supply, stock out of raw materials, inadequate manpower, lack of

funds, and inadequate transportation system; these essential components for a productive manufacturing sector are either insufficient or absent. In a study of the impact of quality power infrastructure on productivity in manufacturing firms in African nations, Moyo (2013) discovered that some governments of African countries need to improve the quality of infrastructure, especially in the power sector to boost manufacturing productivity.

The political environment has a significant negative impact on the performance of organizations in Nigeria (Mark & Nwiawu, 2015). The impact of low productivity of the Nigerian manufacturing sector as reflected in its average GDP growth of Nigeria during the last decade is 6.5%, unemployment had risen annually from 11.9% in 2005 to 19.7% in 2009, and over 37% in 2013 (Sharon, Joseph, David, & Kikelomo, 2016). National and organizational leaders in Nigeria need to use effective leadership style to improve productivity in Nigerian manufacturing organizations.

Gap in the Literature

The study of the impact of leaders on the Nigerian manufacturing sector within the context of productivity has been done, but new opportunities still abound. A focus on the challenges of the Nigerian manufacturing sector vis-à-vis productivity decline using two Nigerian manufacturing organizations was the pivot of this research. Some leaders in manufacturing organizations have failed to impact productively on the manufacturing sector in developing nations regarding unfavorable economic policies with attendant dire economic repercussion (Ehie & Muogboh, 2015). Change is required in the Nigerian manufacturing sector within the purview of the economic recession that Nigeria has experienced. Marshak (2012) suggested that change effort entails a movement from the

current state to the desired future state by application of planned intervention to overcome any resistance regarding alteration of the status quo. The Nigerian manufacturing sector has hitherto gone prostrate coupled with a decline in GDP and productivity (Abati, 2016; Bello, 2015). This gap requires a change agent intervention via appropriate leadership and few studies have examined this relationship between the impact of Nigeria leaders and dwindling productivity in the Nigerian manufacturing sector.

Aside the impact of leadership style, there are reasons for revenue loss in manufacturing organizations. The impact of leaders on productivity resulting in loss of revenue in manufacturing organizations differs from other sources of revenue loss experienced in business organizations (Harris et al., 2014). Managers as leaders use influence inherent in leadership roles within manufacturing organizations to implement change initiatives towards closing productivity gaps that cause revenue loss (Kwon, Balogun, & Vaara, 2014; Li & Xu, 2014). Frontline organizational employees who are susceptible to change can influence the success rate of the productivity initiatives (Harris, Brown, Mowen, & Artis, 2014). Organizational employees at all levels can elicit the productivity initiatives.

Research on the effect of leadership influence exists. However, despite these research endeavors, few studies have examined the impact of leadership behavior on performance criterion (Yukl, 2012). Leadership as an aspect of management has been investigated extensively, but there still is a gap in the literature on the impact of leaders on dwindling productivity and business loss (Bloom, Genakos, Sadun, & Reenen, 2012). Berger (2014) opined that the path-goal theory is hinged on the framework that a leader

proactively adopts behavior that motivates his followers and eliminates obstacles towards the achievement of organizational goals. These emergent themes as revealed by study findings have helped in closing the gap in the literature by providing insights for leaders of Nigerian manufacturing organizations on how they can influence productivity improvement and positive behavioral change sustainably via the provision of an enabling work environment, excellent leadership skills, motivation, capability development, and drive for innovation in alignment with the path-goal theory. Innovation, diversification, and capability development were some of the emergent themes from the study findings that would help leaders of manufacturing organizations to motivate their employees towards increasing organizational productivity.

Summary and Conclusions

The purpose of this qualitative multiple case study was to gain a common understanding of what strategies leaders in the Nigerian manufacturing industries in Lagos need to know to change employees' behavior towards achieving increased productivity. In Chapter 2, I outlined the conceptual framework of the study, search strategy, and sources of information for the literature review. The conceptual framework included the path-goal theory, expectancy theory of motivation, leadership, transformational and transactional leadership styles, organizational culture, organizational behavior, Nigerian manufacturing industry, challenges of the manufacturing sector, productivity, and productivity in the Nigerian manufacturing organization. The conceptual framework for this study informed the gap in the literature. African nations are confronted with a myriad of leadership related challenges, and the impact of leadership on productivity in Nigerian manufacturing

organization is yet to be resolved (Ehie & Muogboh, 2015; Olalere, 2015). The conceptual

framework formed the basis for the research design and methodology in chapter 3.

Chapter 3: Research Method

In the literature review, I identified a gap regarding the impact of leaders on sustainable productivity improvement in Nigerian manufacturing organizations. The purpose of this qualitative multiple case study was to attain an understanding of what strategies leaders in the Nigerian manufacturing industries in Lagos need to know to change employees' behavior towards achieving increased productivity. Chapter 3 contains the research methodology and design of the study in alignment with the problem statement, purpose statement, and research question. Other topics addressed in Chapter 3 include the research approach and design, the role of the researcher, instrumentation, and the procedures for recruitment, participation, and data collection. The chapter also contains information related to issues of trustworthiness, and ethical aspects of the research. It concludes with a summary and transition to Chapter 4.

Research Design and Rationale

A research design is a logical plan for proceeding from the initial research question of the study to a set of conclusive evidence (Yin, 2014). The central research question for this qualitative multiple case study was, What strategies do leaders need to know to change employees' behavior towards achieving increased productivity in the manufacturing industries in Lagos? The central research question stemmed from the challenge of declining productivity levels in the Nigerian manufacturing sector due to the impact of leadership at both the national and corporate levels. A research question provides the basis for a researcher's choice in regard to the direction of inquiry and the appropriate data collection strategies (Miles, Huberman, & Saldana, 2014). My research

question similarly served as a guide for my investigation. The research design has a link

with the research methodology and choice of research method, which gives credence to

the drawing of logical and valid inferences by the researcher (Wayne, 2012).

The research method I used was qualitative. A qualitative method is ideal for

research studies pertaining answers regarding why and how of human social intricacies

(Maxwell, 2013). Qualitative research has the advantage of providing multiples

perceptions of a situation or a phenomenon, which a researcher can use to elicit, capture,

and unravel a thorough understanding of contextual issues (Johnson & Bloch, 2015; Stake,

2010). Yilmaz (2013) posited that a qualitative inquiry allows a research to attain an in-

depth knowledge of a situation or a phenomenon; this is because the researcher serves as

the instrument of data collection. The focus of a qualitative research method is the

appreciation of a unique form of human behavior and the causes of the behavior (Oun &

Bach, 2014). In qualitative method, a researcher engages a new view of emotional

interplays of organizational employees' vis-à-vis social paradigm (Parry, Mumford,

Bower & Watts, 2014; Pervez, 2014).

In qualitative inquiry, the researcher partakes in a social research that is grounded

on lived experiences of other individuals (Hazzan & Nutov, 2014; Marshall & Rossman,

2016). The essential features of a qualitative research investigation include the natural

setting of the research process, an interactive means of data collection, and the

interpretation of data by the researcher (Campbell, 2016). The suitability of qualitative

research hinges on its capability to elicit unique human experiences that are naturally

interpretive and used for theory generation (Toles & Barroso, 2014). A qualitative method

is ideal for studies where the researcher answers the why and how of human social interaction (Maxwell, 2013). A qualitative research method has the uniqueness of being able to be used to explore, capture, and communicate an in-depth understanding of an issue via the provision of multiple perspectives (Johnson & Bloch, 2015; Stake, 2010).

I determine that a quantitative research method was not appropriate for this study. Quantitative research is based on the positivist school of thought and the reduction of data into a single absolute truth (Yilmaz, 2013). Quantitative methods are appropriate for establishing and quantifying the existence of a relationship between independent and dependent variables and exploring the existence of relationship between variables (Balkin, 2014; Farrelly, 2013; Punch, 2014). The rationale for the choice of a qualitative research design is not the identification and measurement of variables but to explore a problem within the confines of human understanding of a situation or a phenomenon (Johnson & Bloch, 2015; Stake, 2010). Thus, I determine that a quantitative research method was not appropriate for this study. Qualitative research methods are used to obtain detail knowledge of a particular situation and its nuances within its context (Stake, 2010). Using such methods, a researcher is able to obtain comprehensive data on a small sample of individuals (Patton, 2002). Hence, a qualitative research method is the suitable choice for this study.

I determined that an exploratory multiple case study research design was the appropriate choice for this study. Other options for qualitative research methods such as phenomenology and grounded theory do not provide the basis for an in-depth

understanding of a study phenemenon (Yin, 2014). A researcher using a

phenomenological design elicits their lived experiences of participants within their context

(Yuksel & Yildirim, 2015).

A case study helps the researcher with the basis for resolution of the problem

statement and research question of the study. The basis for generalization in a qualitative

study is an analytical generalization (Yin, 2013). The importance of a case study is its

ability to illuminate decision making (Yin, 2013).

Case study research design is suitable for contemporary and exploratory studies

aimed at obtaining a holistic and real-world perspective within the context of an

organizational process (Yin, 2013). The essential features of a qualitative case study

research design entail the collection of data and exploration of complex issues via multiple

sources towards the understanding of a situation or a phenomenon in its natural ambiance

(Iacono, Brown, & Holtham, 2011; Taylor, 2013). Yin (2013) affirmed that a case study

approach is preferable when seeking to answer "'how'" and "'why'" questions are a

process. A case-study researcher investigates a contemporary phenomenon within the

context of real-life issues with vaguely defined boundaries in tandem with multiple

sources of evidence (Yin, 2013). Hence, a case study is an appropriate choice for this

study.

An exploratory multiple case study design is appropriate for determining the

intervention under evaluative circumstances with multiple sets of outcomes. An

exploratory case design enables a researcher to explore a situation while a descriptive case

study enables the researcher to describe a situation or a phenomenon within the confines

of its natural context (Yin, 2013). Use of a case study design empowers a researcher to generate novel phenomenal or situational knowledge via a holistic analysis of cases (Damianakis & Woodford, 2012). The rationale for an exploratory multiple case study design depends on its appropriateness for data generation informed by the study for the generalization of results beyond intertwined cases (Tsang, 2014). An exploratory multiple case study design is used to attain a robust understanding of a certain situation (Cronin, 2014). I believe, the choice of the exploratory multiple case study design was appropriate to explore the impact of Nigerian leaders on the Nigerian manufacturing organizations.

Role of the Researcher

The researcher is the instrument of data collection in a qualitative inquiry by the usage of sense organs of sight and hearing as tools for data collection (Maxwell, 2013). The researcher deals with the problem under investigation via interviews, documents, observation, archives, and audiovisual sources (Leedy & Ormrod, 2013). Maxwell (2013) affirmed that in qualitative studies, the researcher is the instrument of research through which the research process is accomplished. This relationship affects the research participants, the researcher, and the design of the research. The researcher being the instrument of data collection is adaptable, flexible, and possesses a good grasp of the situation or phenomenon without bias (Yin, 2014). I was the instrument for collection of data from the research participants at the research site via interviews, observation, and examination of documents. I interviewed the employees of the selected manufacturing organizations where I collected my data. Data collection process consisted of field notes, audio recording using a tape recorder, documents review, and data transcription. I did not

have any personal or professional relationship with the research participants in any of the manufacturing organizations regarding the conduct of this study. However, sustenance of objectivity in eliciting unbiased and honest responses from the research participants was maintained (Kamuya et al., 2013). Cordial relationship with the research participants was an important aspect of the research.

Methodology

A research methodology is a construct that guides the conduct of a research process within the contextual framework of paradigm (Wahyuni, 2012). A research design links a methodology with the appropriate set of research methods for addressing the research questions that the researcher intends to use to examine the social phenomena (Wahyuni, 2012; Yin, 2014). This research methodology stemmed from a qualitative exploratory multiple case study in alignment with the central research question.

Participant Selection Logic

The central research question and the research methodology provides the basis for the selection of the research participants (Maxwell, 2013; Yin, 2014). The research participants for the proposed study included the 24 employees from two Nigerian manufacturing organizations which form the units of analysis. The demographics of the sample size included both males and females from age 18 to 45years. The purposeful sampling strategy was the choice for data collection; the rationale for purposive sampling strategy was based on the selection of participants for a particular purpose and appropriateness for certain research problems (Leedy & Ormrod, 2015). A purposeful sampling technique is useful for the identification and selection of information-rich in

alignment with the central research question (Palinkas, 2013; Patton, 2002). This study

used the purposeful sampling strategy in the collection of the data from the 24 employees

in two manufacturing organizations in Lagos, Nigeria. The consideration criteria for the

selection of employees for this study included relevant work experience, age, and requisite

knowledge on productivity issue in conformance with the non-randomness of purposive

sampling strategy (Maxwell, 2013). The 12 employees from each of the manufacturing

organizations included one human resource and three functional managers, three

engineering technicians, and five shopfloor operatives. Each of these employees has a

minimun of two years of working experience in their respective organizations.

The research question for a study determines the interview questions regarding the

problem to be explored (Maxwell, 2013). The interview of the 24 employees was

justifiable for the intent of this study. However, the interview of the 24 employees from

both organizations increased with the number of interviewees until a common theme was

attained. Fusch and Ness (2015) indicated that a common theme is attained via selected

data collection instruments regarding the following conditions: no new information is

obtainable, the absence of new code or theme, and the possibility of replicated results.

This study augmented the interview with audiotaping of the interviews using a tape

recorder, field notes from observation, and document review as sources of data collection

tools. The sources for data collection will facilitate the exploration of the situation or issue

under investigation via a variety of lenses for a robust understanding (Stake, 2010; Yin,

2014).

Instrumentation

Instrumentation is a specific method for data collection (Miles, Huberman, Saldana, 2014).The researcher is the instrument of data collection, and the research relationships constitute the means for the attainment of the research in a qualitative research method (Maxwell, 2013; Patton, 2002; Yin, 2014). The choice of an instrument depended on the issue studied, research context, and design components (Maxwell, 2013; Yin, 2014). The proposed instruments used for the data collection in alignment with the central research question for this study included a semi-structured interview with each of the participants, field notes from observation, and review of documents. The semi-structured interviews included open-ended questions to elicit responses from the research participants. The purpose of interviewing is to ingress into the perspective of the participants (Patton, 2002). Open-ended interview questions enables the researcher to obtained detailed information regarding the situation or phenomenon investigated (Jacob & Furgerson, 2012). An audio recording of the interviews was done using a tape recorder; I transferred the recorded interviews to my laptops and stored them in a digital device as a backup. An audio recording of the interviews enabled the researcher to capture the actual words of the participants (Patton, 2002).

Data were collected via field notes from observations. Maxwell (2013) stated that field notes provide direct and powerful means of learning about the contextual behavior of research site and participants. Field notes facilitate post analysis and backup (Patton, 2002). The option of field note taking supported the exploratory nature of this study hinge on the interaction between the researcher and the participants from the two manufacturing

organization. The field notes from observation included non-verbal cues from participants, scribbled field notes during the interviews, and situational events being investigated in real time.

Review of relevant documents regarding the productivity of the two selected manufacturing organizations was used for data collection. Review of documents facilitates easy of obtaining information at research site and aids triangulation (Dworkin, 2012; Edelman, 2012). Documents examined by the researcher at both manufacturing organizations included productivity records, maintenance and downtime records, quality tracking records, and other relevant productivity related data.

An interview protocol as contained in Appendix D was developed to augment the interview process. Interview protocol constitutes the instrument, procedures, and general rules; interview protocol facilities reliability and trustworthiness of a qualitative research inquiry (Jacob & Furgerson, 2012; Yin, 2014). Interview data and reviewed documents were used without compromising the identity of research participants; the consent of the participants was obtained before the interview, audiotaping of the interview, document review, and field notes to ensure credibility. I handled the ethical aspect of the interview process careful in order to ensure that this aspect of the research was secured (Seidman, 2013)

Field Test

A field test was conducted to determine the alignment of the research question with the interview questions by sending the request as contained in Appendix A through emails to five qualitative research experts. I sent an abridged proposal document

containing the title page, problem statement, purpose statement, research question, and interview questions to the five experts for review because these experts who have the qualitative research method expertise to ascertain the alignment of the research question with the interview questions, and for the experts to proffer advice for the improvement of the study.I received responses from three of the experts within a week.

The first response received from the qualitative research expert noted that the interview questions were appropriate for the research question. The expert also suggested that the wordings of the interview should be improved such as changing 'what' to 'which' or building the questions to ask the participants to define some aspects of the questions. The second qualitative expert advised that I should use less structured questions by asking the participants to 'tell me about their experience regarding productivity at the work place and their perception of productivity' because the participants do not have intimate knowledge of the guidelines or skill sets of leaders. The expert suggested that I limit the core questions to five or six. The response I received from the third qualitative expert indicated that I 'incorporate business strategy' into the interview questions as the general problem statement for the study has subsumed business strategy with sustainable productivity. The expert also suggeted that some of the interview questions need to re-framing by avoiding usage the phrase 'in your organization,' and to remove the element of anthropomorphism in the fourth interview question. I replied to the three qualitative experts expressing my appreciation for their participation in the field test. I have included original and revised l interview questions in Appendices B and C, respectively.

Procedures for Recruitment, Participation, and Data Collection

The approval from Institutional Review Board (IRB) was obtained before the recruitment of researcher participants and the process of data collection. A letter of cooperation approved by IRB (#08-09-17-0327050) was sent to the human resource manager of each of the two selected manufacturing organizations in Lagos. The intent of the letter was to inform the organizations about the research process formally and to identify the research participants amongst the organizational employees that would be interested in participating in the study had met the criteria of recruitment for the study after the IRB approval of the data collection process. After the IRB approval process, I invited the participants in each manufacturing organization via emails for further discussion regarding the intent and benefits of the study.

The second stage of the recruitment process entailed an Expression of Interest email that was sent to the identified participants in each of the manufacturing organizations where data for the study was collected. The intent of this stage was the formal identification of the participants in the study. The data for this study were collected from the two selected manufacturing organizations in Lagos, Nigeria after the IRB approval was received. I collected the data using the semi-structured interview, field notes from observation, and document review.

The data collection process commenced after the IRB approval was given. The selected organizations, and the research participants were then formally contacted in alignment with IRB process. The data collection tools for this study were the semi-structured interviews, field note from observation, and review of documents for tracking

productivity, quality, and machine downtime. An interview protocol as contained in Appendix D was developed to obtain the responses of the participants; the interview protocol stated the timing as agreed with each of participants.

Twelve employees comprising managerial and non-managerial staff from each of the manufacturing organization were interviewed; each interview session duration was approximately 45 minutes per participants. The revised interview questions as contained in Appendix C were based on the central research question and conceptual framework of the study. The participants had privy to the interview questions before the actual interview; the intent was to foster rapport and conduciveness of the interview atmosphere without compromising objectivity (Collins & Cooper, 2014). The participants were given a copy of the interview questions before the interview session for them to be acquainted with the questions and if there were areas of concern and ambiguity regarding any interview questions, I did provide clarity. The essence of this aspect of the interview process provided a common basis for understanding and confidentiality. I did obtain the consent of the organizations to interview the participants in their place of work. Each interview session was recorded using a tape recorder with the prior consent of participants and concerned organizations; the audiotape was used to capture the actual words of the participants.

The purposeful sampling technique was appropriate for the selection of the interviewees the aim of exploring how leadership style impact on sustainable productivity improvement in the selected manufacturing organizations. The transcription of the interviews and member checking with the participants were done within 72 hours after

each set of interviews; this helped in attaining an accuracy of the data obtained from the participants (Maxwell, 2013). I sent a copy of the transcript through email to each of the participants who has access to email facility while hard copies were personally sent to participants who had no access to internet facility within 24 hours after the interview to enable the participants to check and validate if the summaries accurately reflect their views, feelings, and experiences. I informed each participant that I will allow a period of 48 hours for response from each participant and if I do not get a reply, it was considered that the participant agreed with the contents of the transcription; if the participant needs the transcript to be edited, I will edit it and send back a revised transcript to the participant for review within 24 hours. I did not get a response from any of the participants regarding the revised transcript; I considered same as them concurring. The participants who did have access to email or whose email is not active, I sent printed copies to them for this purpose. The data collection period spanned approximately three weeks.

Field notes from observation were another data collection tool used in this study. Note taking aids the researcher in capturing non-verbal cues (Patton, 2002). These notes augmented the information from the interviews regarding some non-verbal observations in the selected manufacturing organizations. However, clarifications were sought from the participants regarding unambiguous observation if the need arose.

Document review is a useful form of data collection in qualitative inquiry it helps to corroborate other sources of data collection (Yin, 2014). The permission to examine the documents related to the productivity of the selected manufacturing organization was stated in the letter of cooperation sent to both organizations after the IRB approval. I

reviewed the documents for productivity, maintenance, downtime tracking, quality, and other related productivity documents of both manufacturing organizations.

Data Analysis Plan

Data analysis plan in qualitative research was informed by the research question and design of the research (Maxwell, 2013; Miles et al., 2014). The selected instruments for data collection for this study included semi-structured interview, fieldnote from observation, and document review. These sources of data were used to answer the research question: What strategies do leaders need to know to change employees' behavior towards achieving increased productivity in the manufacturing industries in Lagos?

I used the five-step approach of Yin (2014) for the data analysis; this approach entails compilation, dissembling, reassembling, interpretation, and conclusion of data to attain meanings in alignment with the research question. The initial step in qualitative data analysis is the reading of the interview transcript, observational notes, and documents to be analyzed to elicit tentative categorization (Maxwell, 2013). I had recourse to manual hand-coding in allocating themes and codes to the transcribed interview questions at the preliminary stage of the data analysis. I listened to the audio-recorded interviews, did a preliminary review of the notes from direct observation, compile the collected data, and work on the data towards attaining a better appreciation of the situation studied. Maxwell (2013) affirmed that there is no unique or single way of doing data analysis in qualitative research except that a researcher is the primary instrument of data collection should use planned strategies in answering the research question without compromising validity. I organized all responses from the interviews according to each interview question into

excel spreadsheet on separate files and the total of all the respondents to all the interview questions in another big file to elicit the groups and themes.

The usage of hand coding augmented the NVivo software towards ensuring reliability. I deployed hand coding initially; the data were then be put into NVivo for organization towards aiding comparison of findings. After this stage, I uploaded these textual transcripts into NVivo 10 software for the organization of the data (Miles et al., 2014). NVivo 10 software aids in coding, categorization, and assembling of unstructured data (Richardson, Earnhardt, & Marion, 2015). Coding entails organizing the data into analyzable units and detailed categorization (Miles et al., 2014). The field notes and data extracted from the document review aided in the collaboration of evidence from the interview. The usage of these three sources of data served as a check on one another and inherently aids triangulation (Maxwell, 2013). I took notes during the process of working on the interviews, observation notes, and document to facilitate analytical insights (Maxwell, 2013).

Categorization of collected data into codes provides an in-depth understanding of the situation or phenomenon being studied (Aydin, 2013; Maxwell, 2013). I organized the data from the interview, notes, and reviewed documents into emergent themes and codes in alignment with the framework of the study. Another aspect of the data analysis plan is to secure the collected data in a backup file for storage from loss or damage. Data collection plan should elicit a concern for issues of trustworthiness towards facilitating replication of further analysis in the future (Yin, 2014).

Issues of Trustworthiness

Trustworthiness in qualitative inquiry encompasses credibility, dependability, conformability, transferability, and authenticity (Elo, Kaariainen, Kanste, Polkki, Utriainen, & Kyngas, 2014). Credibility is the inherent assurance by the researcher that all research participants are accurately identified and described in the study; dependability is data stability as a function of time and varying conditions; conformability is objectivity regarding data accuracy emanating from two or more independent sources; transferability is the potential of the findings of the study to be extrapolated; authenticity is the extent of fairness and faithfulness exhibited by the researcher vis-à-vis evolving realities (Elo et al., 2014; Polit & Beck, 2012).

Credibility

Adherence regarding usage of planned research design and procedures enhances credibility in quality research inquiry (Maxwell, 2013). A case study design proffers many opportunities of using multiple sources of evidence such as triangulation, data enrichment via prolonged engagement, comparison, handling of discrepant evidence, and respondent validation via member checking as means of entrenching credibility in qualitative research (Maxwell, 2013; Yin, 2014). I had recourse to the following strategies regarding credibility in this study: triangulation, member checking, and prolonged engagement with the research participants. Credibility is the accuracy of data as a reflection of observed social phenomena (Wahyuni, 2012).

Triangulation is the collection of data from different individuals and research settings by using a variety of methods; this enhances credibility and reduces bias

(Maxwell, 2013). I used audiotaped interview of the participants; transcribed interviews will be shared with the participants to ensure that the information given during the interview sessions is accurate and agrees with the information provided by the interviewees. I spent considerable time in the selected manufacturing organizations during the stages of the interview, field notes from observation, and document to validate conflicting information and removal of conflicting data sources. Repeated observations and interviews aid confirmation of observation and inferences (Maxwell, 2013; Patton, 2002). Data triangulation confers on the researcher the ability to deal with emergent historical and behavioral issues in qualitative research (Yin, 2014).

Transferability

Transferability concerns the external validity of a research process. Transferability is the extent to which research findings can be replicated in similar settings and conditions (Watkins, 2012). Yin (2014) affirmed that transferability is how the operations of a study can be repeated with the obtaining the same results. To ensure transferability in this study, I gave a detailed description of the choice of research method, research setting, research design, data collection procedures, data analysis, and researcher findings. However, the feasibility of transferring the results of the study was subject to the interpretation of the user of the results of the research (Marshall & Rossman, 2016). I did document the steps taken during the study towards operationalizing the study steps. Transferability is the level of applicability of research into other settings or context (Wahyuni, 2012).

The sample size and demographics of this study ensured transferability. I selected 24 employees as research participants from the two selected manufacturing organizations

in Lagos, Nigeria. The sample size, which was purposively oriented, included the human resource and functional managers, engineers, technicians, and shop-floor operatives from each of the manufacturing organization. The deployment of methodological triangulation aided in-depth of data collection and enhanced data saturation (Bekhet & Zauszniewski, 2012; Elo et al., 2014).

Dependability

Dependability pertains to data stability as a function of time and varying research conditions (Elo et al., 2014). The criteria used for the selection of the research participants align with the research question was deployed after approval by IRB. The dependability of this study addressed the concerns realization of similar findings if the research study is replicated using similar participants and context (Lincoln & Guba, 1985; Polit & Beck, 2012). I had recourse to strategies of triangulation and audit trails to ensure dependability in this study. Data triangulation of interviews, field notes, document review, and audit trail via the deployment of NVivo software will be used for ensuring dependability. Dependability is proactively taking cognizance of the changes that may occur during the research inquiry and its impact on the outcome of the findings (Wahyuni, 2012). I documented a detailed process of the research design and process so that future researchers can replicate this study.

Confirmability

Confirmability is an indication of the trustworthiness of a study result (Polit & Beck, 2012). Confirmability entails objective presentation and interpretation of the voices of the participants devoid of bias (Elo et al., 2014; Houghton, Casey, Shaw, D., &

Murphy, 2013; Lincoln & Guba, 1985; Polit & Beck, 2012). To ensured confirmability of this study, I used audiotaped interview of the participants, listened several times to the interviews with notes taken in capturing the exact words of the participants, and member checking of transcribed participants' interviews. This strategy aided self-reflection regarding the quotations from the transcribed text. I used journal entries in a reflexive journal to capture personal experiences, challenges, important observations, settings, and occurrences ensure confirmability. Confirmability is the extent that the findings of research can be confirmed by the findings as a reflection of understanding and experiences of the participants rather than the preferences of the researcher (Wahyuni, 2012).

Ethical Procedures

Compliance with ethical concerns regarding this study relates to adherence to IRB procedure and approvals. Ethical procedures entail negotiating relationships as regards the role of the researcher, research participants, and research design (Maxwell, 2013). Qualitative research deals with the study of contemporary situation or phenomenon within a real-life context, which involves the ethical aspects of protecting human subjects (Yin, 2014). The ethical aspects of the qualitative research entail getting the informed consent of research to participants and protection of research participants. The ethical aspect entails securing the confidentiality, and privacy of research participants.

The initial stage of the conduct of this study was to obtain the approval of the IRB. The manufacturing organizations were contacted, and the recruitment of the research participants commenced after the approval from the IRB. Engagement of human beings has serious ethical implications. I got signed informed consents from the research

participants after the IRB approval before the data collection concerning the protection of

the rights of the participants, identity, and related confidential issues. The informed

consent contained details about the study, duration of participation, nature of involvement,

and option to withdraw from the study without penalty.

Confidentiality is an essential aspect of this study. A researcher should ensure that

the privacy and confidentiality of research participants are not compromised in the course

of the study (Yin, 2014). Confidentiality takes cognizance of the involvement of the

participants in a research inquiry and security of data obtained from the participants

(Bojanc & Jerman-Blazic, 2013; Ritchie, Lewis, Nicholls, & Ormston, 2013). I adhered to

the interview protocol, listened careful to any observations raised by the participants, be

adaptive and flexible, and strive to be unbiased by being sensitive and responsive to

contradictory evidence during the data collection period. I had an obligation to report

findings honestly without misrepresentation (Leedy & Ormrod, 2013). I secured the

collected data on my computer hard drive via passworded files to prevent data corruption

and loss. Wahyuni (2012) affirmed that the ethical dimension of a research mandates the

researcher to ensure that all hard copies of collected are filed in a cabinet and stored on a

password-protected computer.

The protection of the human subjects in a research inquiry is under-girded by the

contemporary nature of human affairs (Yin, 2014). I ensured that the participants are

protected from harm by disclosing the details, nature, essence, impact, and benefits of the

study. The participants were briefed about their freedom to withdraw from the study

without any consequence. I used member checking to ensure that the information received

aligns with feedbacks from the participants. A crucial aspect of the research is that the researcher needs to crosscheck the accuracy of the content of the transcript (Wahyuni, 2012). The participants received the interview transcripts within 72 hours, proffer feedbacks within 48 hours, and revisions done based on received feedbacks. The anonymity of the participants was maintained during the entire period of data collection, analysis, and documentation of research findings.

Summary

Chapter 3 contained a description of the case study research design. The description includes the design rationale, role of the researcher, methodology, field test, procedures for recruitment, participation, data collection process, issues of trustworthiness, and the ethical implication of this study. The purpose of this qualitative exploratory multiple case study was to gain a common understanding of what strategies leaders in the Nigerian manufacturing industries in Lagos need to know to change employees' behavior towards achieving increased productivity. The method of data collection was the purposive sampling. Data were collected from participants in selected manufacturing organizations in Lagos, Nigeria, after the approval by IRB. The proposed data collection tools for this study were the semi-structured interviews, field notes from observation, and document review in alignment with the research question and conceptual framework of this study. Chapter 4 contains the analysis of data collected for the study.

Chapter 4: Results

The purpose of this qualitative multiple case study was to attain a common understanding of what strategies leaders in the Nigerian manufacturing industries in Lagos need to know to change employees' behavior towards achieving increased productivity. To address the research question and purpose of the study, I conducted semistructured interviews with 24 participants from the two selected manufacturing organizations, observations of research participants in their work stations, and document review with authorized representatives of the organizations. I used the NVivo software to organize the data collected during the interviews. The central research question was, what strategies do leaders need to know to change employees' behavior towards achieving increased productivity in the manufacturing industries in Lagos?

Chapter 4 contains the research setting of the qualitative study, participant demographical information, and characteristics relevant to the qualitative study. The chapter also includes information about the data collection, and analysis methods and evidence of trustworthiness. The chapter concludes with a summary of the study's results.

Research Setting

This qualitative multiple case study involved two manufacturing organizations situated in Lagos from which I selected 24 research participants (12 from each organization). I interviewed the participants from the first manufacturing organization in the first week of data collection and the participants from the second manufacturing organization in the following week. The interviewing process and member checking in both organizations spanned 3 weeks.

Demographics

I recruited participants from the production (n= 6), quality (n= 1), engineering

(n=4), and human resource (n=1) functional areas of both manufacturing organizations.

The 12 employee participants from of each organization which consisted of the human

resource, quality control, engineering, and production managers, five production

operatives, and three engineering technicians. Selected participants had been employed in

their respective organizations for a minimum of 2 years. Use of the purposeful sampling

allowed me to select a sample size in line with my participation criteria. Tables 6 and 7

depict the demographics of the research participants.

Table 5

Demographic of the 24 participants from the Two Manufacturing Organizations

Position	Gender	Education level	Years in employment	Organization	Department
HR manager	Male	Master	22	A	HR
Production Manager	Male	Bachelor	11	A	Production
Quality Manager	Male	Master	19	A	Quality
Engineering Manager	Male	Bachelor	26	A	Engineering
Production Supervisor	Female	Bachelor	16	A	Production
Electrical Technician	Male	Diploma	13	A	Engineering
Electrical Technician	Male	Diploma	10	A	Engineering
Electrical Technician	Male	Diploma	13	A	Engineering
Production Operative	Male	SSCE	10	A	Production
Production Operative	Male	SSCE	6	A	Production

Production Operative	Male	SSCE	7	A	Production
Production Operative	Male	Diploma	3	A	Production
HR manager	Female	Bachelor	5	B	HR
Production Manager	Male	Master	3	B	Production
Quality Manager	Male	Master	19	B	Quality
Engineering Manager	Male	Bachelor	15	B	Engineering
Production Supervisor	Female	Bachelor	15	B	Production
Electrical Technician	Male	Diploma	14	B	Engineering
Electrical Technician	Male	Diploma	14	B	Engineering
Electrical Technician	Male	Diploma	15	B	Engineering
Production Operative	Female	Bachelor	15	B	Production
Production Operative	Male	Diploma	3	B	Production
Production Operative	Male	Bachelor	15	B	Production
Production Operative	Male	Diploma	3	B	Production

Table 7 provides an overview of the gender breakdown of participants from the two organization. Most of the 24 participants (n=20) were men.

Table 6

The Gender Composition of the Sample (N=24)

Organization	Male	Female	Participants
A	11	1	12
B	9	3	12
Total	20	4	24

Data Collection

I commenced recruitment of the research participants after receipt of IRB approval

number 08-09-17-0327050. I began recruitment of the research participants at

manufacturing Organization A followed by Manufacturing Organization B; both

Manufacturing organizations were located in Lagos. I conducted semi-structured

interviews with the managers and non-managerial staff at both organizations. Letters of

cooperation (see Appendix G) were sent to the human resources managers of both

manufacturing organizations; the first response was received from Organization A with an

endorsed letter of cooperation, and this formed the basis for the formal approval given by

Walden University IRB for data collection. The endorsed letter from Organization B

followed later. Participants had to sign the informed consent forms once they expressed

their willingness to participate in the study.

I interviewed participants using an audio recorder after I obtaining their permission

to record their permission to record their responses in this manner. The duration of the

interviews ranged from 40 minutes and 23 seconds to 50 minutes and 8 seconds with an

average of 45 minutes and 12 seconds. The data collection process took about three weeks

with an interval of 1 week in-between these weeks while I waited for the formal invitation

from Organization B to interview the participants. I listened to the audio recordings of the

interviews several times as I did transcribed them. In addition, I used member checking to

ensure that I captured the correct responses during the interviews. The transcripts were

saved as Word document in a laptop; I emailed them to the participants who had Internet

access in both organizations, and I took hard copies of the transcripts to the participants

who had no Internet access to verify the accuracy of the information presented. The managers and supervisors in both organizations had access to email and Internet facilities; the non-managerial employees did not. In both organizations, I asked the participants to provide feedback within 48 hours if changes were necessary. I received no responses or complaints from participants in either organization. I assumed that the participants were satisfied with the contents of the transcripts.

I did not find any variations between the data collection plan and the actual data that I collected from the 24 research participants. Each of the organizations provided a room on site where the interviews were conducted; after which, the review of documents was done with the representative of the respective organizations; I did the observation of the participants at their work stations in alignment with the observation protocol (see Appendix F). The interview location was based on the preference of the research participants. All the protocols (see Appendices D, E, and F) facilitated the acquisition of data in a consistent manner from all the participants. The data collection process also involved taking field notes during the interviews and observation of the participants in their work places. I recorded observed pertinent occurrences or thoughts in a notebook while collecting data. I stored all the data collected for 5 years before destruction.

Data Analysis

I followed the data analysis plan as outlined in Chapter 3. The selected instruments for data collection for this study included semistructured interview, fieldnote from observation, and document review. These sources of data were used to answer the

research question: What strategies do leaders need to know to change employees' behavior towards achieving increased productivity in the manufacturing industries in Lagos?

I used the five-step approach of Yin (2014) for the data analysis which comprised data compilation, dissembling, reassembling, interpretation, and conclusion of data to get meanings in alignment with the research question. I listened to the audio recordings of the interviews several times, transcribed the interviews into a word document, and I read the interview transcripts, observation notes, and documents to elicit an initial categorization. I organized all responses from the interviews according to each interview question into excel spreadsheet on separate files and then transferred all the 24 respondents to all the interview questions to another big file to elicit the groups and themes. I used manual hand-coding in extracting the codes and allocating themes to the transcribed interview questions.

I also used NVivo to organize the data by uploading the textual transcripts into NVivo which helped the categorization and comparison of the data (Miles et al., 2014); the deployment of the NVivo augmented the manual hand coding to ensure reliability. I read the field notes and review the copies of the documents used for tracking productivity, filled quality inspection forms, and maintenance records from the engineering sections of both organizations; this usage of the field notes and review of documents aided the collaboration of some of the evidence from the transcripts obtained from the interviews. I did store the transcripts in the backup file for storage from loss or damage; this was an aspect data analysis plan; the data collection plan should entail a concern for the issues of trustworthiness towards the replication of further analysis in the future (Yin, 2014).

Evidence of Trustworthiness

As stated in Chapter 3, I ensured trustworthiness in this research study by implementing the expected rigors of qualitative research. I ensured that the elements of unbiased, consistency, credibility, dependability, conformability, and transferability were used to infuse the tenets of trustworthiness in this research (Anney 2014; Cope, 2014). Trustworthiness in qualitative inquiry includes credibility, dependability, conformability, transferability, and authenticity (Elo et al., 2014).

Credibility

As outlined in Chapter 3, I adhered to the planned research design and procedures to enhance the credibility of the quality of the research inquiry (Maxwell, 2013). In accordance with the design of a case study, I used multiple sources of evidence interviews, note taking based on observation of participants, and document review of related productivity documents to infused triangulation of the three sources of evidence; I used the prolonged engagement with research participants in the data collection sites to ensure data enrichments; I had recourse to member checking with the participants with 48 hours after transcribing to entrenched credibility and accuracy of data(Maxwell, 2013; Yin, 2014; Wahyuni, 2012).

I spent an average of three days in the sites of each of the selected manufacturing organizations during the stages of the interview, field notes from observation, and document to validate conflicting information and removal of conflicting data sources. Credibility encompasses the accuracy of data as a reflection of observed social phenomena (Wahyuni, 2012); as previously stated in Chapter 3. I followed the procedures of

prolonged engagement with the research participants, member checking, and triangulation based on multiple sources of evidence to elicit credibility in this research.

Transferability

I followed the plan as outlined in Chapter 3 by stating the description of the choice of research method, research setting, research design, data collection procedures, data analysis, and the usual researcher findings. I did document the steps taken during the study towards operationalizing the study steps toward ensuring transferability is the level of applicability of research into other settings or context (Wahyuni, 2012). Also, I stated the sample size and demographics as selected purposively from the manufacturing organizations in the Lagos state of Nigeria. However, as outlined in chapter 3, the feasibility of transferring the results of this research study is subject to the interpretation of the user of the results of the research (Marshall & Rossman, 2016).

Dependability

I did not adjust the research dependability in promoting the trustworthiness of the study nor were there any significant change that may impact on the outcome of the study in the course of the entire study. To this end, I used triangulation and audit trails to ensure dependability in the study. Triangulation of the interview scripts, field notes based on observation, and audit trail using NVivo was used to elicit dependability. Dependability is data stability as a function of time and varying research conditions if any (Elo et al., 2014). I also documented a detailed process of the research design and process so that future researchers can replicate this study.

Confirmability

The minimization of a researcher's bias via reflexivity enhance the confirmability of research (Watkins, 2012). Confirmability entails objective presentation and interpretation of the voices of the participants devoid of bias (Elo et al., 2014; Houghton et al., 2013; Lincoln & Guba, 1985; Polit & Beck, 2012). To ensure confirmability of this study, I used audiotaped interview of the participants, listen several times to the interviews with notes taken in capturing the exact words of the participants, and member checking of transcribed participants' interviews. I also used journal entries in a reflexive journal to capture personal experiences, challenges, essential observations, settings, and occurrences ensure confirmability. However, no significant or unusual challenge was encountered during the data collection and data analysis stages of the research.

Study Results

This study was a multiple case study of two selected manufacturing organizations in the Lagos state of Nigeria towards gaining an understanding of what strategies leaders in the Nigerian manufacturing industries in Lagos need to know to change employees' behavior towards achieving increased productivity. I purposively selected two manufacturing organizations in alignment with the research method and methodology of this research study; I recruited 24 participants from both organization after getting the Walden University IRB approval, and I did interview all the 24 participants as outlined in chapter 3. The issuing data from the interviews begot the various responses of the 12 participants from each of the manufacturing organizations. The responses from the

24 participants formed the basis for the generation of the themes and analysis of the

themes was based on the interview questions in alignment with the central research

question. The central research question for the study was: What strategies do leaders need

to know to change employees' behavior towards achieving increased productivity in the

manufacturing industries in Lagos? The research question, interview questions, data types

and data analysis are shown in Table 7.

Table 7

Case Study Research Question, Interview Questions and Data Analysis

Interview Questions	Type of Data	Analysis
1. What is your perception of productivity at work?	Semistructured open-ended	Coding
2. How does your leader address productivity	question Observation	Identification of patterns
3. How would you describe the influence of the leadership style of your leader on productivity?	Document Review	Frequency
4. How does your leader align business strategy with sustainable productivity?		
5. Describe the relationship that exist between the factors that affect productivity and the leadership style in your organization		
6. What new productivity initiative would you consider for the improvement of your organizational growth?		

Theme 1: Motivated Employees

The themes that emerged from the interviews with the participants are presented in

the succeeding tables with some direct quotations from the participants.

In Table 8, I presented the themes that emanated from the first interview questions: *What is your perception of productivity at work?* From this question, the participants from the two manufacturing organizations alluded to issues that pertain to engagement of the employees as a function of leaders in their work environment, optimal productivity, and availability of materials.

The motivation of employees as a major theme emerged from this question, and it has occurrence of seven times (58 %). The responses of the participants are as follows: Participant 1 stated:

> He does his best, relates with people, and makes us happy in ways he can, and put us in good use to the success of the project and ensures everything works out fine. So he is a very good leader.

Participant 4 opined "He is also there to encourage even partner with you, sees that we achieve and get every work done as at when due." Participant 13 captured the experience this way: "My perception of productivity at work is when employees are fully engaged, and they are able to produce optimally because we are manufacturing company and we rate our performance by how staffs are able to meet their daily quota."

Theme 2: Productivity

Another theme that emerged from the interview question is productivity as depicted in table 8; it has an occurrence of three times (25%). Most of the participants expressed concern in the interviews. Participant 14 stated: "productivity as a measurement of how much work that comes from a given input, that is you are looking at what is the output concerning the input." Participant 2 expressed his view: "the flow

of your input versus your output and the efficiency that thrives for the result."

Participant 17 declared: "the person is doing it right at the first time and one later feels

it is not supposed to be done this way because you do not like the way the other person

is working."

Table 8

What is your perception of productivity at work?

Codes	Themes	Number of occurrences	Occurrence %
Employees are fully engaged and they are able to optimally produce	Motivated employees	7	58
Getting out quality products in an efficient manner and in reduced time	Optimal Productivity	3	25
Material and equipment availability	Available capacity	2	17

Theme 3: Motivation

Motivation is one of the themes that emanated from the second interview question

as depicted in Table 9: *How does your leader address productivity?* Participant 13 stated:

"Engagement means that they are happy to participate in work; they are also motivated to

work and at the end of the day we are able to achieve a ratio of quota for that day's

production." Participant 21 affirmed: "He takes timely decision, he takes quality decision

and listening to the people involved in the production activities to ensure that productivity

is not being affected by any factor." Participant 24 echoed this view: "Ok, one is

motivation. The second one is to show seriousness and also carry people working with you along."

Theme 4: Enabling Work Environment

Another theme that emerged from the second interview question was enabling work environment as shown in Table 9. It has an occurrence of four times (36%).

Table 9

How does your leader address productivity?

Codes	Themes	Number of occurrences	Occurrence %
Happy staff make good product	Motivation	5	45
Relates with people cordially on the job	Enabling work environment	4	36
Provides tools and coaches on the job	Training	2	18

Participant 5 said:

> Always making sure everything goes on well, always putting others first into consideration. Making sure everything, we need to work with is available. Even though we are having some challenges with materials here in our organization, my leader tries his best to address productivity aright.

Participant 3 re-affirmed: "Leaders in our organization at the moment are working round the clock trying to address the issues, but then majority of the problems are external that will require governmental interventions in form of financing and things like that."

Participant 6 opined:

> My leader will give us a manual because the company does not want a
>
> breakdown. He will know that he is in charge and will give instruction on what
>
> to do. If it is a difficult area that I cannot resolve, he will advise me what to do
>
> with the aid of a manual to handle the work fast.

Theme 5: Transformational Leadership

As depicted in Table 10, Transformational leadership was another major theme

that emanated from the views of the participants; its occurrence of 13 times (57%). This

theme emerged from the third interview question: *How would you describe the influence*

of the leadership style of your leader on productivity?

Table 10

How would you describe the influence of the leadership of your leader on productivity?

Productivity? Codes	Themes	Number of occurrences	Occurrence %
Cares for the people and the job	Transformational leadership	13	57
He is always bringing new ideas and initiatives	Continuous Improvement	7	30
He sets goals as KPI	Transactional leadership	3	13

Participant 7 declared "You are a manager or supervisor, and you have an assistant

manager behind you and if you are on leave the assistant manager is supposed to stay in

your shoe and do what you are doing." Participant 18 affirmed "our leadership style here

that the right tools that the worker needs are being provided and once the right tool is provided with the right environment, definitely it will give us the right result in terms of productivity." Participant 13 substantiated these views:

> Leadership has everything to do with productivity because people will go in the direction of the leader and if the leader does not have a listening ear and is not concerned about the work of the people, and then people will not be productive.

Participant 22 corroborated these views: "He is charismatic. He is somebody that wants people to know what he is doing. He carries us along."

Theme 6: Continuous Improvement

Continuous improvement is another major that emanated from the third interview question as depicted in Table 10; this theme has an occurrence of seven times (30%). In response to this question, participant 15 stated:

> You identify who are the key performers in your team to make they have understanding of what they needed to do but those who are low performers in the the team, you also need to have one on one with them and put them on developmental strategy, set that up for them so they can grow with whatever is slowing their performance.

Participant 9 affirmed "He makes sure that there is no machine breakdown so that we can quickly call the Maintenance to get the machine ready so that we start production as early as possible the following day."

Theme 7: Unprofitable Organization

The unprofitable organization is another major theme with an occurrence of 11 times (45%) as depicted in Table 11 that emerged from the fourth interview question: *How does your leader align business strategy with sustainable productivity?* Participant 19 opined:

The decision they make at times does not really go well. In an organization, when you want to take a decision or take a new step at least you should involve almost everybody if not everybody, seek the opinion of people and with that opinion of people they will look at it and make use of the good one and discard the bad one.

Participant 1 reaffirmed "we do not have working capital, so we operate from hand to mouth, which means we are at the mercy of customers, and most times materials do not come as at when expected." Participant 3 supported this view "because of the challenges we have at the moment what we do is a kind of stop gap measure until things get better. The strategies we adopt now are not long-term solutions."

Theme 8: Low Capacity Utilization

Low capacity utilization emanated from the fourth interview question regarding responses has an occurrence of nine times (38%). Most participants responded passionately to this aspect of challenge in their respective organizations. Participant 3 said "because of the challenges we have at the moment what we do is a kind of
 stop- gap measure until things get better."

Table 11

How does your leader align business strategy with sustainable productivity?

Codes	Themes	Number of occurrences	Occurrence %
Struggling to make profit amidst harsh business environment	Unprofitable organization	5	45
Materials and equipment are not ready when needed	Low capacity utilization	4	36
Inability to achieve set target	Poor performance	2	18

The strategies we adopt now are not long-term solutions." Participant 8 substantiated as

follows:

> I mean the business strategy that they align does not sustain productivity.
>
> This because we have a lot of product that we can produce and sustain continuous
>
> existence of this company which they neglected. We have a lot of products that
>
> have been abandoned and this same product is actually been requested for by the
>
> marketers but what they do is produce for their own gain and not for the growth
>
> of the company but what they are going to benefit at this present time.

Theme 9: Demotivation

Demotivation emerged as a major theme as depicted in Table 12 has an occurrence

of 10 times (42%) as a response by the participants to the fifth interview question:

Describe the relationship that exists between the factors that affect productivity and the

leadership style in your organization. Participant 1 stated:

So you discover that the discipline at the national level is permeating down and like I used to say, most of our organizations are a miniature of the national, what happens at the national is been replicated at the local and organizational level. If the leader is indiscipline, corrupt and there is nobody to check him, I do not see how a police officer can come to my company and check my managing director.

Table 12

Describe the relationship that exits between the factors that affect productivity and the leadership style in your organization.

Codes	Themes	Number of occurrences	Occurrence %
Nonpayment of salaries to staffs	Demotivation	8	40
Materials and parts are not available	Dwindling capacity	7	35
Our leaders are self-centered	Bad leaders	5	25

Participant 2 reaffirmed:

The factors that affect productivity are raw materials, inadequate personnel, in terms of technical knowhow for the machines. The important thing is how to manage those people working with you to gain maximum output from the ones on ground because the system is not as robust as it should be. We have a lot of issues on ground because the system is not as robust as it should be.

Participant 18 affirmed:

I would say lack of instrument to work which also leads to demotivation of the

worker and this issue of demotivation to the worker also cuts across a whole lot of things because it could be someone's moral at that particular time. They might have family issues and then coming to work, you are demoralizing them; this will affect productivity at the end of the day.

Theme 10: Dwindling Capacity

Dwindling capacity was another major theme as depicted in Table 12 that emanated from the fifth interview question as response from the participants. This theme has an occurrence of eight times (35%). Participant 5 said "Attitude to work, indiscipline, showing nonchalance and obviously when there is no material to work with. Relating it to the style of our leader, he tries his best to instill discipline in us." Participant 9 declared:

For example, some of our staffs here come to work not too early against the resumption time. You see some of them coming to work around 9 am when work starts exactly 8 am thereby cutting off one hour of productivity is a loss to the company. Well, you won't blame them when salaries are hardly paid, you don't get to pay someone on time, there is no means to pay, and you expect them to be early present at work.

Participant 14 reaffirmed:

I have talked about attitude, I have talked about bad bosses, bosses that do not know how to motivate the staffs. I have talked about outsourcing and delegating, I have talked about health and technology. Another thing is downsizing and outsourcing morals. For example, the workers get to know that the company is laying off tomorrow, it demotivates and kills their morals.

Theme 11: Diversification

Diversification is one of the major themes that emerged from the sixth interview question: *What new productivity initiative would you consider for the improvement of your organizational growth?* This theme has an occurrence of 12 times (28 %) as depicted in Table 13. Participant 3 said "For us, the major challenge will have to do with external involvement. We need a major financial input either from the government or from investors." Participant 5 affirmed "If only our company can diversify and give way for investors because most of us have been here for so long hoping that the company revives." Participant 7 opined "We have massive land that can accommodate such expansion. If they can source money to diversify into other products."

Participant 8 declared:

> We have this baby section where we can produce milk, cheese and so on. And all these things are for immediate consumption, something that would sell very fast in the market unlike drugs that are taken at intervals, within months even a year as long as the reason for taking is drug is over. But if we diversify into other products, it is very important.

Participant 11 reaffirmed "Diversification will help our company to grow."

Theme 12: Capability Development

Capability development is a theme that emanated from the responses of the participants to the sixth interview question as shown in Table 12. This theme has an occurrence of 11 times (26%). Participant 2 stated "Training people on the use of machine

is very important. If there is fund the technicians that operate the machines are supposed

to be sent abroad for training." Participant 14 opined:

> Technological investment is expensive, and if we do not have that financial
>
> capability currently, we are left with an option of continuous capability building.
>
> Always building the skills and capability of the workforce. When you build skills
>
> through training, one of the training approach we use here is the 70 20 10 training
>
> methodology. So we invest more in training that is building the capability of the
>
> staff.

Participant 15 reaffirmed:

> I would look at it from this perspective, training, and development. It is very
>
> critical as you train and develop people, you need to be innovating, and creative
>
> and you need to know what is the current global trend in the field where you
>
> operate.

Theme 13: Innovation

Innovation was the major theme that emerged from the responses of the

participants to the sixth interview question as depicted in Table 13. The theme has an

occurrence of 10 times (23%). Participant 20 said "Another initiative that I would say will

improve organizational growth is getting ideas from other manufacturing companies,

buying into their ideas."

Participant 22 opined "Automating the line, automating the system. Yeah because

presently, my machine there is almost, let me say semi-manual and semi-automated

machines because a lot of jobs there are done manually. A lot of things there are

automated."

Table 13

What new productivity initiative would you consider for the improvement of

Organizational growth?

Codes	Themes	Number of occurrence	Occurrence %
Diversify into other areas of business	Diversification	11	28
Right people and materials to deliver	Developing capability	10	26
Getting and using new ideas	Innovation	9	23
Happy staff makes happy productivity	Motivation	9	23

Participant 23 affirmed:

> My firm where I work now can look into such ideas and say what and what that
>
> is lacking in this environment that we can produce to make the life of people
>
> leaving in this vicinity easy as a chemical based company.

Summary

In Chapter 4, I explained the setting of the research concerning the geographical

and schedules for the interviews. I presented the demographics of the 24 participants

drawn from the two selected manufacturing organizations that made up the multiple case

study. I discussed the trustworthiness and its application to the study. The chapter

comprised the study results that encompassed how I generated the codes that entailed the

themes in alignment with the interview questions and participants' quotes supporting the

themes. In Chapter 5, I included the clarification and evaluation of the findings, the

limitation of the study, the recommendation, and the implication of social change for the

study.

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this qualitative multiple case study was to gain a robust understanding of what strategies leaders in the Nigerian manufacturing industries in Lagos need to know to change employees' behavior towards achieving increased productivity. I interviewed a purposive sample of 24 employees from two manufacturing organizations in Lagos state in southern Nigeria. Analysis of the interview data allowed me to identify the strategies that leaders in these manufacturing organizations may be able use to change the behavior of employees to increase their productivity.

A qualitative multiple case study design was appropriate for the data collection from selected research participant. Qualitative research method explores potential antecedents and factors that researchers do not know or intend to explore (Khan, 2014). I used semistructured, open-ended interview questions to elicit the responses from the research participants; the analysis of data were done using manual coding, and NVivo was used to organize the data.

Interpretation of Findings

The data from the transcribed were manually coded to generate the themes. The research question was, What strategies do leaders need to know to change employees' behavior towards achieving increased productivity in the manufacturing industries in Lagos? I generated 13 significant themes using the semistructured interview responses, observations, and document reviews. The themes were as follows: motivated employees, optimal productivity, motivation, enabling work environment, transformational leadership, continuous improvement, unprofitable organization, low capacity utilization,

demotivation, dwindling capacity, diversification, capability development, and innovation. The study findings were consisted with those of previous researchers as outlined in the literature review and the conceptual framework in framework.

Motivated Employees

The first significant theme emanated from responses to the first interview question. Twenty research participants indicated that motivated employees are a function of good leaders; according to these participants, leaders should motivate their employees toward increasing the productivity of their organizations. One of the research participants asserted that "He (manager) does his best, relates with people, and makes us happy in ways he can. So he is a very good leader." The theme of motivated employees as a function of good leaders is consistent with Gopal and Chowdhury's (2014) view that the leadership style deployed by a leader largely influences the commitment, dedication, and motivation of organizational employees. This finding also aligns with the literature on the relationship between employee motivation and leaders' choice of strategies for increasing productivity. This finding corroborates the path-goal theory of motivation, a key tenet of which is that a leader proactively adopts behaviors that motivate followers and remove obstacles towards the achievement of organizational goals (Berger, 2014). Cowley and Smith (2014) affirmed that organizational leaders need to improve their understanding of how intrinsic and extrinsic motivation impact the performance of concerned employees and re-strategize on new techniques for motivation. Organizational leaders need to imbibe the essential leadership skills for the motivation of their employees towards the sustenance of organizational productivity.

Productivity

Productivity was another major theme that emerged from analysis of the first interview question. Eighteen of the research participants indicated that productivity is an important aspect of the manufacturing organization. One of the research participants stated: "Productivity is a flow of your input versus your output and the efficiency that thrives for the result." Geller (2016) suggested that organizational leaders need to hold their employees accountable for performing desirable behavior and avoiding undesirable behavior. Geller (2016) also asserted that leaders should inspire employees to do the right thing and follow an established organizational protocol. Organizations can attain their productivity potential via proper interaction between leaders and employees (Muenjohn & McMurray, 2016); bad leadership styles result in reduced employee engagement (Blomme, Kodden, & Beasley-Suffolk, 2015). The quality of the relationship between organizational leaders and their team members determines the predictive performance of the organization. Geertshuis et al. (2015) affirmed that the quality of the relationship between organizational leaders and followers determines the predictive performance of the organizations. The leadership style of an organizational leader has an impact on the motivational level of the employee.

Motivation

Motivation emerged as a theme from analysis of responses from the second interview question; all the research participants indicated that motivation is an issue that affects productivity in their organizations. A research participant in one of the manufacturing organizations captured his relationship with his leader this way:

So he is the kind of person we always look forward to, of which that early

days we enjoyed his way. Something that we will feel we cannot do, a

leader cannot perform, so it is a way that gets us motivated as a worker

when we see our boss coming to the shop floor, when we are doing

maintenance, let me say he is there with his tools assisting, so it is a way to

increase productivity.

Cheng (2015) asserted that organizational leaders could improve the fortunes of

their organizations if their employees are motivated and assured of their commitment.

Organizational leaders have responsibility for the motivation of their employees as a

function of their leadership positions (Sarros et al., 2014). Northouse (2016) affirmed that

leadership style is a selective behavioral patterns used in influencing members of the

organization; this behavioral pattern is both directive and supportive in nature. My

findings concerning motivation corroborates the literature in Chapter 2. The extant

literature has revealed that motivation is a critical aspect of organizational leadership

influence on the performance of employees (Yukl, 2012).

Enabling Work Environment

An enabling work environment is another theme that emerged from analysis of

responses to the second interview question. This theme was based on the responses of nine

participants (37%). One of the participants captured the impact of an enabling work

environment this way: "He (manager) calls all the supervisors and other people involved

and makes sure that he carries them along telling them what is on the floor and what they

are expected to achieve." Another participant said "Like I mentioned earlier when the staff

are happy there will improvement in productivity, leadership style has a lot to do despite the challenges." An enabling work environment is a product of a good leader.

Effective leaders have the responsibility of creating an enabling work environment that encourages employee engagement, commitment, and job satisfaction (Hamid & D'Silva, 2014). Leaders need to assess the motivation drivers for each employee in a team (Hamid & D'Silva, 2014). Ruiz-Palomino et al. (2013) affirmed that organizational leaders should deploy job implementation strategies that will elicit the completion of multiple tasks by employees, and enable natural work conditions, excellent client relationship and feedback channels towards the achievement of better-motivated employees. Nakkache (2014) posited that leaders of organizations should implement management strategies that will re-inforce intrinsic rewards and improve the work environment for optimal productivity. Findings from this study were consistent with the literature on the importance of leaders providing an enabling work environment for their teams and employees in order to increase the productivity of their organizations.

Transformational leadership

All participants indicated in their responses to the third interview question that transformational leadership is the leadership style that has impacted positively on their productivity. The participants agreed that the leadership style of their leaders has an impact on their productivity and motivation. One of the participants stated:

He was a kind of person that motivates his co-workers; let me put it that way, by leading by example like at times he can just put on his overall and join his co-workers, even the manual process which will ginger the low ranked staff to work

more.

Another participant declared "our leader is somebody that carries people along such that if there is any plan, he will quickly call the subordinates and keep them informed on what we have and what we have to do."

Transformational leaders elicit creativity in their followers via problem solving, training, and mentoring (Cavazotte, Moreno, & Bernardo, 2013). A transformational leadership style has greater ability to instill inspiration in any other type of leaders (Hamstra, Yperen, Wisse, & Sassenberg, 2014). Islam et al. (2013) suggested that transformational leadership style has a sustainable impact on the behavior and performance of organizational employees regarding job-related needs than other types of leadership styles. A transformational leader has the ability to motivate their followers because this type of leader has inherent display of positive work behavior and psychological empowerment that enables the interest of the employee to transcend the higher level for the sake of the individual within the organization (Abrell-Vogel & Rowold, 2014; Amabile, 2010,). This finding from the study aligns with the literature as outlined in chapter 2.

Continuous Improvement

Continuous improvement is the second major theme that emerged from analysis of the third interview question. The need for continuous improvement was indicated by 15 participants (63%) in their responses. A participant declared:

Yes, because one thing about improvement is a continuous process, you improve today and build upon that improvement and keep building upon that improvement.

There is no end to improvement. Over the years, it has been sustainable for the

business.

Another participant said, "In our situation, we believe in continuous improvement, and

there is no perfectness anywhere so what we do is like a journey."

Organizational leaders leverage on change process to elicit performance

improvement, process efficiencies, and attainment of competitive advantage (Sharma,

Dixit & Qadri, 2015). The leadership style of organizational leaders is a vital element in

the problem identification towards performance improvement (Valmohammadi &

Roshanzamir, 2015). Leaders and employees of organizations need to focus on quality

deliverables spanning from the production process to other key functional areas for

continuous improvement initiative (Ngambi & Nkemkiafu, 2015). Organizational leaders

need to use performance measures to improve production processes and to manage

operational processes efficiently (Mensah & George, 2015). This finding corroborates the

extant literature on continuous improvement initiative in manufacturing organizations.

Unprofitable Organization

The theme of the unprofitable organization emerged from analysis of the responses

to the fourth interview. This theme depicts the unprofitable nature wastages in the

Nigerian manufacturing sector. One of the participants captured the situation as thus "It

has to be taken seriously but unfortunately in Nigerian environment especially in the

manufacturing sector, productivity is very low, and most of the issues are outside the

manufacturing sector."

Another participant corroborated this view

> For example, some of our staffs here come to work not too early against the
>
> resumption time. You see some of them coming to work around 9 am when work
>
> starts exactly 8 am thereby cutting off one hour of productivity is a loss to the
>
> company.

For example, another participant also asserted "we continue to go like this and productivity is low with companies not making a profit, they cannot survive."

Low capacity utilization

Low capacity utilization was another theme that emerged from the analysis responses to the fourth interview question. For example, one of the participants said

> We are talking about output and capacity utilized. For example, a machine is
>
> capable of producing a hundred packs of a product in a day, and it only makes 5%
>
> of that capacity, the capacity utilized is 5%, and it is a function of productivity.

Another participant declared "We are now operating less than 50 % of the installed capacity." The participants alluded that the capacity utilization of their organization is low; this view affirms that the Nigerian manufacturing sector has the challenge of low capacity utilization.

Onouha (2013) affirmed that the Nigerian manufacturing sector has been operating at a low capacity of 47% due to the unfavorable business environment, poor infrastructure, epileptic power supply, and lack of foreign exchange. The Nigerian manufacturing sector has reversed from being a demand-driven sector to supply-driven sector due to poor leadership style, insufficient funds, labor, raw materials and poor infrastructure (Monye,

2016; Nwachukwu, 2016). This finding corroborates the literature on the issue of low capacity utilization in the Nigerian manufacturing sector.

Demotivation

Demotivation emerged as a theme from the analysis of participants' response to the fifth interview question. All the 24 participants alluded to the issue of demotivation in their organizations. A participant declared as follows "Our leaders are self-centered. They care less about the commoners and it is the picture that's happening to all the companies in Nigeria." Another participant said

> I would say lack of instrument to work which also leads to demotivation of the
>
> worker and this issue of demotivation to the worker also cuts across a whole lot of
>
> things because it could be someone's moral at that particular time.

Another participant also affirmed that "you cannot expect your company's productivity to be high when the workers are relegated to the background."

Danladi et al. (2015) posited that despite the availability of abundant human and material resources in Nigeria, poor leadership influence and underutilization of resource have affected the living standard of the Nigeria citizenry. The symptom of this situation is amplified discontent and demotivation in various manufacturing organization resulting in a decline in productivity. Geertshuis et al. (2015) affirmed that the quality of the relationship that transpires between organizational leaders and employees has a bearing on the motivation and predictive performance of the organization. This finding corroborates the extant literature on demotivation of employees.

Dwindling Capacity

Dwindling capacity was a theme that emerged from the analysis of response to the fifth interview question. Thirteen participants (54%) expressed concern about the dwindling capacity potential of the Nigerian manufacturing sector. One of the participants said "Employees must make conscious effort to turn things around. If we continue to go like this and productivity is low with companies not making a profit, they cannot survive." Another participant asserted "Downsizing is very expensive and it is last on the table of good management."

Dwindling capacity has become a bane in the Nigerian manufacturing sector. Nigerian organizations are failing due to poor leadership style resulting from external factors and internal challenges that are debilitating to manufacturing organizations (Dike, 2014; Oluseye, 2014)

Diversification

Diversification was an expected theme that emerged from the analysis of responses to the sixth interview question. Responses elicited phrases such as diversify, diversify into other areas of business, invest in new areas, investors, and diversification. The participants were aware of the urgent need for their organizations to diversify into other new business ventures to sustain the productivity level of their organizations. A participant said, "But if my organization diversify into other products, it is very important." One of the participants asserted "If they can source money to diversify into other products." Another participant also affirmed that "If only our company can diversify and give way for investors because most of us have been here for so long hoping that the company revives. I really pray it

does." Again, another participant re-affirmed that "My advice to my leaders is that they need to diversify into other areas of business."

The dynamic and challenging nature of the contemporary business environment requires organizational leaders to have recourse to external opportunities for the improvement of profit margin and sustenance of employee welfare (Brandt & Laiho, 2013). Organizations need to deploy long-term competitiveness to elicit internal optimization of employees as a function of performance and productivity hinged on trust (Baer, Dhensa-Khahlion, Colquitt, Rodell, Outlaw, & Long, 2015; Dumitru & Schoop, 2016; Fulmer & Gelfand, 2012; Schaubroeck, Peng, &Hannah, 2013). Yukl (2012) posited that effective leadership behavior entails essential attributes for both internal challenge and external leadership style for for external influence. Leaders of manufacturing organization should use external influence to seek opportunities for diversifying into new business ventures.

Capability Development

There were 16 participants (67%) that suggested that leaders of manufacturing organizations should focus attention on the capability development of their employees. A participant said

The only thing I would advise is that firstly, they design a plan when you take people who are doing this process like the process owners for training apparently not abroad but within Nigeria. Send them for a training where they can be trained and retrained.

Another participant declared "So in my own capacity I have trained one or two persons who can take over this job in the future." In addition, another participant emphasized "Technological investment is expensive and if we do not have that financial capability currently, we are left with an option of continuous capability building."

Capability development is a critical need that leaders of manufacturing organizations in Nigeria should focus attention. Organizational leaders need to inspire organizational employees to perceive and interpret realities as efforts required to achieved desired goals (Northhouse, 2016). This is the basis for capability development of the human capital in contemporary organizations.

Innovation

Twelve participants suggested that their organizational leaders should be innovative. Responses included phrases and word as automation, look at the drawing board, introduce new ways, and induce their staff. One of the participants said "You introduce new ways of shortening time. Business is about time." Another participant suggested "You are moving and aligning with the existing and even the unborn technology." Again, another participant declared "I would say what will improve organizational growth is getting ideas from other manufacturing companies, buying into their ideas."

Leaders need to be innovative towards increasing the productivity in manufacturing organizations. The internal dynamics of contemporary organizations for reinvention and sustainability are hinged on innovation and technology (Ogbazi, 2013).

The existing literature thus indicates that innovation is a strategic tool for productivity improvement that require the focus of Nigerian leaders in the manufacturing sector.

Limitations of the Study

The scope of this case study design was delimited to only two manufacturing organizations in Lagos state, and this may detract the validity of the findings and generalizability of the research findings. The researcher was the sole instrument of data collection had implicit subjectivity from both the researcher and participants regarding the purposeful sampling approach used in the data collection has an inherent bias. Thus, the research result from the sampled population cannot be generalized to a larger population (Acharya, Prakash, Saxena & Nigam, 2013; Patton, 2002).

I used a qualitative multiple case study design for this inquiry. This design entailed the selection of participants from two manufacturing organizations in Lagos state, which limited the representation of the population sample and restricted the validity and generalizability of the research findings (Morse & McEvoy, 2014). I was the sole instrument of data collection and this may have affected the responses of the participants due to the open-ended nature of questions. Also, some of the participants may have omitted some details in their response, and some may have exaggerated in their responses. I reviewed documents and observed of participants in their work stations, which may have inherent limitations regarding human errors. I used member checking to verify the participants' statement within a limited time-frame, this may have impacted on the responses of the participants due to lack of sufficient time for proper reflection. I used

NVivo software for the data organization and audit trail to elicit reflexivity towards

enhancing dependability and confirmability of the study (Houghton et al., 2013).

<h3 style="text-align:center">Recommendations</h3>

The study findings have created future opportunities for further research. The

purpose of this qualitative multiple case study was to gain an understanding of what

strategies leaders in the Nigerian manufacturing industries in Lagos need to know to

change employees' behavior towards achieving increased productivity. An exploratory

multiple case study research design was used for this study; the research method was

qualitative. Themes 1 to 5 aligned with the conceptual frame in chapter 2; thus, there is a

need for future research to increase the number of the selected manufacturing

organizations from two to four from different geographical locations. This will provide an

opportunity for future researchers to compare the result of this study with future outcomes.

The second recommendation for future research is to consider using a focus group

of leaders of Nigerian manufacturing organizations as another option of getting responses

from the participants. Themes 1 to 10 emanated from the responses of the participants to

the interview questions as individuals from both manufacturing organizations; the need for

future research to deploy a focus group approach will help to substantiate the findings of

this study. A researcher can have recourse to focus groups as valuable data collection for a

qualitative case research study (Thomas & Quinlan, 2014).

The third recommendation for future research is to consider using a mixed method

approach for this study. Themes 1 to 13 emanated from participants' responses to the

interview question via a qualitative method. A mixed method approach will deploy both

qualitative and quantitative means to get data from the sample population; the mixed method approach will enable the researcher in future research to augment the qualitative method with the quantitative method in this study. A mixed method design may use the synergy of quantitative and qualitative approaches for the study (Morse & Cheek, 2015).

Implications

Practice

Nigerian leaders in manufacturing organizations need to use appropriate leadership skills to motivate their employees by providing an enabling work place, training opportunities, innovative measures, and continuous improvement to stimulate productivity increase as indicated in themes 4, 6, and 13. Muenjohn and McMurray (2016) suggested that organizations can attain maximum productivity potential via the existence of a proper interaction between organizational leaders and employees. Organizational leaders need to diversify their business scope. Diversification will enable Nigerian manufacturing organizations to strategically augment the material and human capital in manufacturing operations. Diversification is hinged on innovation and creativity as indicated in theme 11. Nigerian leaders in the manufacturing sector should use innovative measures to elicit vision, passion, and resolution towards establishing innovative workplace (Baker & Mehmood, 2015). Organizational leaders that that are innovative attract loyal customers, dedicated employees, productivity growth, and active collaboration with their constituent communities (Gill, & Jiang, 2015;Kearny, Harrington, & Kelliher, 2014).

Social Change

Productivity growth influences social change at the national and organizational levels. The underlying themes of motivated employees, productivity, motivation, and enabling work environment support the tenet of social change. Nigeria's social development has not attained the level of impetus required to facilitate its national development (Jinadu, 2015). Organizational leaders can improve service climate, stakeholder satisfaction, and business performance by enhancing job satisfaction towards stimulating productivity increase (Bowen & Schneider, 2014). The challenge of productivity decline and dwindling capacity utilization in the Nigerian manufacturing sector needs the urgent intervention of the Nigerian leaders due to its social change implication regarding the findings from this study. Improvements in the Nigerian manufacturing sector can effect positive implication for the Nigerian economy by providing jobs and growth in GDP contribution as depicted in the study findings.

Theory

The study findings have corroborates the theoretical framework with the body of knowledge and professional practice as capture in the emergent themes of transformational leadership, continuous improvement, low capacity utilization, innovation, and enabling work environment. Organizational leaders influence productivity systems in tandem with the foundation of organizational success (Brown et al., 2013). These emergent themes as findings from this study have also provided insights for organizational leaders in the Nigerian manufacturing sector on how they can influence productivity improvement and positive behavioral change sustainably by providing an enabling work

environment, excellent leadership skills, motivation, capability development, and drive for innovation in alignment with the path-goal theory. Berger (2014) opined that the path-goal theory is hinged on the framework that a leader proactively adopts behavior that motivates his followers and eliminates obstacles towards the achievement of organizational goals.

The study also examined the impact of leadership behavior on performance criterion via the emergent themes of motivation, dwindling capacity, low capacity utilization, unprofitable organization, productivity, capability development, innovation, and demotivation. These emergent themes may help in closing the gap in the literature. Organizational leadership style has impact on dwindling productivity and business losses (Bloom, Genakos, Sadun, & Reenen, 2012).

Conclusion

The purpose of this qualitative multiple case study was to attain an understanding of what strategies leaders in the Nigerian manufacturing industries in Lagos need to know to change employees' behavior towards achieving increased productivity. The study involved 24 research participants selected purposively from two manufacturing organizations in Lagos state. Data collection entailed the use of semi-structured interviews with open-ended questions to get detailed information in response to the interview questions. The central research question was: What strategies do leaders need to know to change employees' behavior towards achieving increased productivity in the manufacturing industries in Lagos?

Thirteen themes emerged from this study: motivated employees, productivity, motivation, enabling work environment, transformational leadership, continuous

improvement, unprofitable organization, low capacity utilization, demotivation, dwindling capacity, diversification, capability development, and innovation. The study captured the responses of the 24 participants to the interview questions in alignment with the central research question. The study may help organizational leaders and industrial practitioners in understanding the strategies that leaders in Nigerian manufacturing organizations need to know to increase productivity. The findings also supported the conceptual framework based on path-goal theory. The path-goal theory provides a framework that explains how organizational leaders influence organizational employees and integrates the motivational principles of expectancy theory as a practical model for contemporary organizations (Northouse, 2016). The findings from the study corroborated the framework on how leaders of manufacturing organizations need to motivate their employees by using excellent leadership skills, provision of an enabling work environment, innovation, capability development, continuous improvement, and diversification.

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Appendix A: Request for Field Study Qualitative Research Expert Participation

Dear, Dr. XXXX,

I am Marvel Ogah, a Ph.D. student in Management with specialization in Leadership and Organizational Change. The draft of my proposal is ready; in accordance with the design of my study and advice of my Chair (Dr. Richard Schuttler), I am conducting a 'Field Test' in order to get objective qualitative research subject matter expertise feedback regarding the alignment of my qualitative multiple case study research question and interview questions. To this end, please, I am requesting for your kind cooperation in reviewing my interview questions to examine if the intended interview questions would generate the research data that would address the research question.

Attached is an abridged proposal document containing the title page, problem statement, purpose statement, research question, and interview questions for your consideration. I would appreciate if you could provide feedback by the end of next week to help me generate an acceptable dissertation proposal. If you have any questions in this regard, please let me know.

Thank you,

Marvel Ogah.

Appendix B: Original Interview Questions

1. What factors affect productivity in your organization?

2. How would you describe the influence of your leader on the productivity of your organization?

3. What factors due to the leadership style in your organization have influenced productivity growth or decline?

4. How would you describe the relationship between these factors and the leadership style in your organization?

5. How would you describe the readiness of your organizational leaders in solving the problem of productivity decline?

6. How would your organizational leader influence productivity growth in a sustainable manner?

7. What new productivity initiatives would you consider for the improvement of your organizational growth?

8. What ways can you be of help to your leader in solving the problem of productivity decline in your organization?

Appendix C: Revised Interview Questions Based on Research Experts' Feedback

The response from the three qualitative research subject matter experts who volunteer to participate in the expert validation has helped in shaping the central research question as well as the interview questions:

Revised Research Question

The one central research question: What strategies do leaders need to know to change

employees' behavior towards achieving increased productivity in the manufacturing

industries in Lagos?

Revised Interview Questions

1. What is your perception of productivity at work?

2. How does your leader address productivity?

3. How would you describe the influence of the leadership style of your leader on

   productivity?

4. How does your leader align business strategy with sustainable productivity?

5. Describe the relationship that exists between the factors that affect productivity

   and the leadership style in your organization.

6. What new productivity initiatives would you consider for the improvement of your

   organizational growth?

Appendix D: Interview Protocol

Location of Interview: _____

Date of Interview: _____

Start Time: _____

Finish Time: _____

Hi, thank you for agreeing to be a participant for this study. The duration for this

interview will be 45 minutes. The interview questions will be based on the study of

leadership influence on sustainable productivity improvement in manufacturing

organizations. The purpose of this qualitative multiple case study is to gain a common understanding of what strategies leaders in the Nigerian manufacturing industries in Lagos need to know to change employee behavior towards achieving increased productivity. Would I have your permission to tape-record the interview for me to get an inclusive record of your responses? I will also take notes during the interview as you respond to the questions being asked. Are there any questions or clarifications you would like me to make before we begin the interview? You may stop the interview at any time based on the consent agreement you signed. Are you ready to begin?

Research Question: What strategies do leaders need to know to change employees' behavior towards achieving increased productivity in the manufacturing industries in Lagos?

Interview Questions

1. What is your perception of productivity at work?

2. How does your leader address productivity?

3. How would you describe the influence of the leadership style of your leader on productivity?

4. How does your leader align business strategy with sustainable productivity?

5. Describe the relationship that exists between the factors that affect productivity and the leadership style in your organization.

6. What new productivity initiatives would you consider for the improvement of your organizational growth?

Appendix E: Document Review Protocol (For Authorized Representatives of Partner

Organization)

Location of Document Review: _____

Date of Document Review: _____

Start Time: _____

Finish Time: _____

Hi, thank you for agreeing to be available for this document review meeting.   The

duration for this document review process will be about 45 minutes. The documents to be

reviewed will include productivity related documents from production, quality control,

and engineering functional areas of the organization. The purpose of this qualitative

multiple case study is to gain a common understanding of what strategies leaders in the

Nigerian manufacturing industries in Lagos need to know to change employees' behavior

towards achieving increased productivity. Would I have your permission to review

documents related to productivity improvement initiatives in production, quality control,

and engineering? May I make copies of some of these documents? Are there any

questions or clarifications you would like me to make before we begin the review of the

documents?

   Research Question: What strategies do leaders need to know to change

employees' behavior towards achieving increased productivity in the manufacturing

industries in Lagos?

   Documents for Review

 1. Productivity related documents

2. Production volume tracking forms

3. Efficiency tracking documents (Overall Equipment Efficiency) form

4. Machine Downtime tracking form

5. Line inspection documents

6. Quality form for tracking line scraps

7. Machine maintenance forms/documents

8. HR documents for employee engagement and promotion

9. Other productivity documents useful for this study.

Appendix F: Observation Protocol

Location of Observation activity: _____

Date of Observation: _____

Name / Nature observed activity: _____

Start Time: _____

Finish Time: _____

Hi, thank you for agreeing to be a participant for this study. The duration for this

observation process with note will be 60 minutes. Observation activity will be done within

and outside of the interview process regarding behaviors of interview participants   in

meetings, sidewalk activities, factory work, and interaction with other interview

participants in their respective workstations. The purpose of this qualitative multiple case

study is to gain a robust understanding of what strategies leaders in the Nigerian

manufacturing industries in Lagos need to know to change employees' behavior towards

achieving increased productivity. Would I have your permission carry out the observation

in your workstations as it concerns your productivity improvement initiatives in production, quality control, and engineering? Are there any questions or clarifications you would like me to make before I start the observation process? You may stop the observation process at any time based on the consent agreement you signed. Can I begin the observation process?

Research Question: What strategies do leaders need to know to change employees' behavior towards achieving increased productivity in the manufacturing industries in Lagos?

Activities to be observed

1. Meetings related to productivity

2. Side-walk activities

3. Productivity improvement initiatives on production shop floor.

4. Factory work involving efficiency tracking, machine downtime, line inspection, quality, tracking of line rejects, machine maintenance, HR related activities for interview participants on the shop-floor, and interaction interview participants of production, quality, engineering, and human resource.

 To minimize any interruptions of interview participants during observation process, the following steps will be taken as a precaution:

1. Observation duration of 60 minutes will be strictly followed.

2. Observation process will be done not overtly to attract or draw unnecessary attention without undue interference or interaction with interview participants in their work stations.

3. Observation will be done from the sidewalks and from off-view positions that will be not visible to interview participants.

4. The focus of observation will be on interview participants only.

Appendix G: Sample of Letter of Sent to Partner Organizations (Selected Manufacturing Industries)

The Human Resource Manager,

Name of Manufacturing Industry,
…………………………………,
**……………………………….., **

Lagos State,
Nigeria.

Date: …………………………………………

RE: Letter of Cooperation

Dear Marvel Ogah,

Based on my review of your research proposal and subsequent discussions with you, permission is hereby given to you to conduct the research study entitled 'Strategies for Increasing Productivity and Changing Employee Behavior: A Case of Two Manufacturing Organizations' within an Office in my plant. As part of this study, you are hereby authorized to collect data related to the study from the following sources:

- Recruit 12 employees of my organization as potential interview participants on site; participants will comprise managerial and non-managerial employees with a minimum of 2 years of working experience in production, engineering, quality, and HR sections of my organization.

- Grant access to conduct a face-to-face interview on site among the 12 recruited participants from the above mentioned sections.

- Note taking based on observation and review of documents related to productivity improvement initiatives; as agreed with you, documents will be provided by the organization's authorizing representatives of production, engineering quality control, and HR section of my organization. Documents will not be reviewed with interview participants.

- There will be a meeting with authorized representatives of my organization to discuss and clarifying issues on the documents; this will last about 45 minutes after the interview process with interview participants.

- A one room location on site will be provided where you may interview the interview participants as well as note taking based on observation and review of documents related to productivity in functional areas of production, quality control, HR, and engineering. You may make copies of the reviewed documents as shared by authorized organization's representatives if necessary but you may not remove the original documents from the site.

We reserve the right to withdraw from the study at any time if our circumstances change.

I confirm that I am authorized to approve research in this setting and that this plan

complies with the organization's policies

I understand that the data collected will remain entirely confidential and may not be

provided to anyone outside of the student's supervising faculty/staff without permission

from Walden University IRB.

Sincerely,
<u>Signature of Authorization Official</u>
Contact Information: