



**MAXIMISING EMPLOYEES' WORK POTENTIAL AT DANGOTE GROUP  
OF COMPANIES LIMITED, NIGERIA.**

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## ABSTRACT

**RESEARCH TITLE: MAXIMISING EMPLOYEES' WORK POTENTIAL AT  
DANGOTE GROUP OF COMPANIES LIMITED, NIGERIA.**

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This study investigated how Dangote Group of Companies maximize its employees' work potential. Five research questions and five hypotheses were drawn from the specific objectives that were posed to guide the study. The study adopted a descriptive survey research design. The population of the study comprised of 15,000 employees at Dangote Group of Companies Limited. A

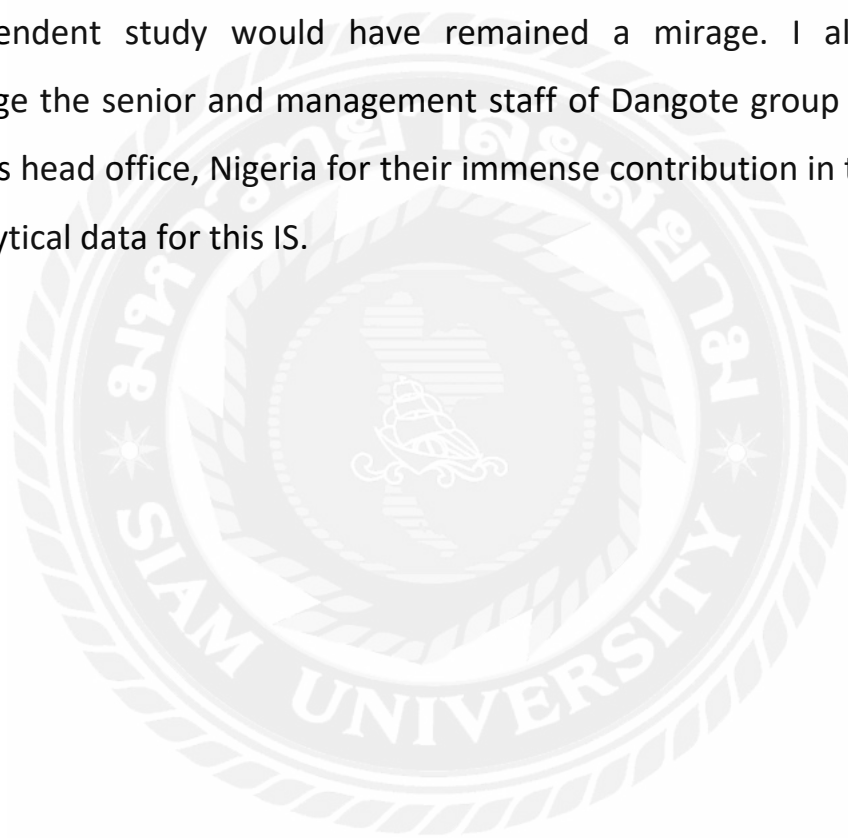
organizational culture, periodic qualitative training and development of employees among others so as to fully maximize employees' work potential.

**Keywords:** Work potential, transformational leadership, organizational culture, training, and development.



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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of The Study

From time immemorial, one of the primary goals of various companies has been to maximize profit. Consequently, the work potentials of its employees have to be fully maximized as well. According to MacRae, (2018), work potential describes the ranges from best to worst possible levels of performance in a specific job. Also corroborating this fact, Baisley (2018) defined potential as the possible trajectory of what a person has the capacity to do in the future. In other words, work potential describes the link between past performance and future success. A worker's potential is however dependent on things outside of a person's control and is influenced by various variables as well.

These variables are salient to a worker's disposition to work. According to Liao and Chuang (2017), these factors which play a major role in determining the level at which an employee performs in a given work environment. According to an earlier study (Saeed, Lodhi, Iqbal, Nayyad, Mussawar and Yaseen, 2013), these factors could be pertaining to the employee's personal life outside of his/her work environment or could also be variables which are obtainable at his/her place of work. Some of these variables as noted by Zafar, Karim and Abbas (2017) that exist in the place of work and are used by human resource managers to enhance the work potentials and output of employees include; leadership, organization culture, training and development, rewards and incentives.

The developments and changes made by individuals (employees) are associated with the presence of a leader. Thus, leadership is an important aspect of any organization. Every manager uses a particular leadership style which has a significant impact on employee morale. Consequently, the employee morale will affect their performance and potential to do a better job. Storey (2004) asserts that transformational leadership style which is composed of

ideals, influence, inspirational motivation, intellectual stimulation and individualized consideration is one of the most effective leadership styles. These components of transformational leadership impact highly on the employee.

Organizational culture distinguishes one organization from another. It is a system of shared beliefs about what is important, what behaviors are important and about feeling and relationships internally and externally (Purcell, Kinnie, Hutchinson, Rayton and Swart, 2003). Organizational culture conditions a worker to operate in a certain way and manner. Thus, It can enhance employees' work potential and performance if what sustains it can be understood. The culture of an organization acquaints employees with the firm's history as well as current methods of operation that guide employees on expected and accepted future organizational behaviors and norms. Workers upon recruitment are socialized into the culture of the organization. This accounts for the reason why any worker who contravenes the culture of an organization may face severe consequences. Getting every worker in an organization to internalize the organizational culture can properly channel the organization and its employees in the track of Development.

In the same vein, Armstrong (2006) states that development is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher level skills, knowledge and competencies are required. It takes the form of learning activities that prepare people to exercise wider or increased responsibilities. Tzafrir (2005) asserts that training is an important element in producing the human capital. It provides employees with the skills, abilities and knowledge required by the post. The objective of training is to achieve a change in the behaviour of those trained. This means that the trainees shall acquire new manipulative skills, technical knowledge and skills on the job in such a way as to aid in the achievement of organizational goals.

Rewards are believed to be important tools for employee motivation. Rewards can be financial and non-financial and can be utilized positively to enhance performance of employees (Luthans, 2000). Rewards can also be intrinsic or extrinsic. Intrinsic rewards are inherent in the job itself along with what the employee enjoys as a result of successfully completing a task or attaining his projects. Extrinsic rewards on the other hand are external to the task of the job, like pay, work condition, fringe benefits, security, and contract of service. These critical factors, when introduced at any organization like Dangote group of Companies, are believed to play a major role in maximizing the productivity and work potentials of employees.

Dangote Group of Companies Limited Nigeria was founded by Aliko Dangote in the year 1981. The Dangote Group is a diversified conglomerate, with headquarter in Lagos, Nigeria with business interests across a range of sectors in Africa. Initially, current interests include cement, sugar, flour, salt, pasta, beverages and real estate, with new projects in development in the oil and Natural gas, telecommunications, fertilizer and steel. The main focus of the group is on provision of local, value-added products and services that meet the needs of the African population. Dangote cement the largest cement production company in Africa, with a market capitalization of almost US\$14 billion on the Nigeria Stock Exchange has subsidiaries in Benin, Cameroon, Ghana, Nigeria, South Africa and Zambia.

It is against this background therefore that this Independent Study is being carried out to ascertain if Dangote Group of Companies Limited is in actuality, maximizing its employees potential and also make findings on whether this company has implemented these variables in the bid to increase productivity and work output of its workers, with the view to increase profit.

## **1.2 Statement of the Problem**

It is the goal and desire of any organization to maximize the potentials of its workers in order to also maximize profit. Achieving the above is not an easy task. This is why some organizations run into debts and go bankrupt. However, some organizations on the other hand have been able to successfully achieve success through maximizing the potentials of their workers as well as maximize profit.

To attain organizational efficiency and have increased productivity for success, certain conditions must be met. Such conditions that must be met in any organization include: providing good leadership, ensuring strong organizational culture and socialization process or channel, ensuring regular training of staff members and their development, upholding a system of workers' rewards and incentives. While many other companies are struggling to find their feet and other go bankrupt, the Dangote group of companies Nigeria limited has over the years achieved success. This success they have achieved must have been a result of concerted efforts. The big question becomes, how has Dangote group of company been able to properly maximized employees' potentials to achieve this success? It is in view of the above that this study was embarked upon to examine how the Dangote group of companies has maximized its employees' potentials

### **1.3 Objective of The Study**

This study, has its specific objectives as follows:

1. to ascertain if Dangote Group of Companies Nigeria Limited is effectively maximizing its employee work potential.
2. to determine how leadership in Dangote Group of Companies Nigeria Limited affects the work performance and employee work potential maximization.

3. to examine how organization culture in Dangote Group of Companies Nigeria Limited has influenced maximizing employee work potential and productivity.
4. to establish how training and development in Dangote Group of Companies Nigeria Limited affect workers' productivity and work potential.
5. to ascertain how reward and incentives affect maximizing of employees' work potential and performance in Dangote Group of Companies Nigeria limited.

#### **1.4 Research Questions**

in the course of this independent study, these research questions were derived directly from the main objectives of the study:

1. Does Dangote Group of Companies Nigeria limited maximize its employee work potential?
2. Does the leadership in Dangote Group of Companies Nigeria limited affect maximization of employees' work potential?
3. Does organization culture in Dangote Group of Companies Nigeria limited influence the level at which employee work potential is maximized?
4. Does training and development in Dangote Group of Companies Nigeria limited determine the performance and employee work potential?
5. Does reward and incentive in Dangote Group of Companies Nigeria limited influence the extent an employee work potential is maximized?

## 1.5 Significance of The Study

Although, other related academic studies may have been carried out in this area (though not sufficient), the outcome of this study will fill some literature gap. Also, the outcome of this study will serve as an additional body of knowledge in Nigeria's 21<sup>st</sup> century organizational progress especially with regards to maximizing employees' work potentials. This research work will benefit the following end users:

- Business owners and Managers. The outcome of this study is expected to identify some modalities for efficiently maximizing employee's work potentials. Business owners and managers may now apply same to their own businesses to achieve same success Dangote group of companies have achieved over the years. The issue of bankruptcy maybe minimized.
- The employees will also benefit from the outcome of this study. As employers become aware of the right ways of maximizing employees' potentials, certain prerequisite conditions like: good working conditions,, increased reward system, in-service training, incentives among others will be put in place. Employees will now have the opportunity of self-development as will be offered by their employers through improved working conditions.

The government as the machinery of the state will also derive benefits from the outcome of this study. With vital and vibrant private sector, the national economy will become healthy.

The government's efforts of building a strong economy will be complimented to the benefit of all citizens.

## **1.6 Scope of Study**

this study will only cover how Dangote Group of Companies Nigeria limited maximize employees' work potential and how significant variables and factors obtainable at the workplace influence this process of maximizing employees' work potential.

## **1.7 Statement of Hypothesis**

**Ho<sup>1</sup>.** There is no significant difference in the mean scores of Responses of Senior Staff Members and Management Staff Members on whether employees' work potentials are maximized.

**Ho<sup>2</sup>.** There is no significant difference in the mean scores of Responses of Senior Staff Members and Management Staff Members on whether leadership affect maximization of employees' work potential.

**Ho<sup>3</sup>.** There is no significant difference in the mean scores of Responses of Senior Staff Members and Management Staff Members on whether organization culture influence the level at which employee work potential is maximized.

**Ho<sup>4</sup>.** There is no significant difference in the mean scores of Responses of Senior Staff Members and Management Staff Members on whether training and development affect employee performance and work potential.



**Ho<sup>5</sup>.** There is no significant difference in the mean scores of Responses of Senior Staff Members and Management Staff Members on whether reward and incentive influence the extent an employee work potential is maximized

## 1.8 Definition of Terms.

1. **Maximization:** This is defined as the process of making something as great in amount, size, or importance as possible. It also refers to the act of choosing the alternative with the best highest expected outcome.  
(<https://www.vocabulary.com/dictionary/maximization>).
2. **Employee:** this is defined as an individual who works part-time or full-time under contract of employment, whether oral or written, express or implied, and has recognized rights and duties. Also called worker.  
(<http://www.businessdictionary.com/definition/employee.html>).
3. **Work:** this is defined as an activity, such as a job, that a person uses physical or mental effort to do, usually for money.  
(<https://dictionary.cambridge.org/dictionary/english/work>).
4. **Potential:** this is defined as someone's or something's ability to develop, achieve, or succeed. If you say that someone or something has potential, you mean that they have the necessary abilities or qualities to become successful or useful in the future.  
(<https://www.collinsdictionary.com/dictionary/english/potential>).

5. **Company:** A company is a legal entity made up of an association of people, be they natural, legal, or a mixture of both, for carrying on a commercial or industrial enterprise. Company members share a common purpose, and unite in order to focus their various talents and organize their collectively available skills or resources to achieve specific, declared goals. (<https://www.quora.com/What-is-a-company>).
6. **Job Performance:** This is The work related activities expected of an employee and how well those activities were executed. (<http://www.businessdictionary.com/definition/job-performance.html>).



## CHAPTER TWO

### LITERATURE REVIEW

In this chapter, various relevant literatures on the subject matter were reviewed.

#### 2.1 Meaning of Employee

Employee is a term often associated with work in an organization. However, there has not been a single generally accepted definition of the term “employee”. Consequently, there have been various conceptual definitions of who an employee is and most of these definitions are dependent on what the Law says. According to Labour Relations Act (66 of 1995, section 213) an employee is defined as:

- a) any person, excluding an independent contractor, who works for another person or for the state and who receives or is entitled to receive, any remuneration, and
- b) any other person who in any manner assists in carrying on or conducting the business of an employer.

In the same context, Black's Law Dictionary (1979) defined an employee as a person in the service of another under any contract of hire, express or implied, oral or written, where the employer has the power or right to control and direct the employee in the material details of how the work is to be performed. From the above definitions, it can be deduced that for a company, business or firm to be productive and profitable, it needs to have employees who perform their job descriptions in line with their employer's aims and objectives in order to achieve various set goals.

##### 2.1.1 Employee Work Potential

Work potential is an important element to be considered among employees. Firstly, potential according to Oxford dictionary, is defined as quality that exists and can be developed. In the same vein, Baisley (2018) considers potential as the thing a person has the ability to do in the future. Also, MacRae (2018), considers work potential as that which points the best to worst levels of performance in a specific job. In other words, work potential designates the connection between past performance and possible future success. It is worthy of note that employee's work potential is influenced by

certain variables outside of the employee's control. Such variables as identified in an earlier study by Zafar, Karim and Abbas (2017) are leadership, organizational culture, training and development, rewards and incentives.

### **2.1.2 Factors that influence Employee Work Potential**

In the management of human resources and manpower in any company, the following factors are believed to be playing significant role in enhancing the performance of employees and the level to which their work potential is maximized: leadership, organizational culture, training and development, rewards and incentives.

Leadership is believed to be instrumental in ensuring development in any organization. Also, leadership means ensuring employees are able to deal with organizational change and honing their ability to focus on long-term results (Kourdi, 1999). From the above definitions, leadership is an important aspect of any organization. Leadership is considered important because it is believed to assist in building positive inter-personal relationships as well as self-confidence in individuals for achieving organizational goals. This means that, it is important for companies to hire highly skilled and knowledgeable individuals for leadership roles (Chandrasekar, 2011). This is because, it is expected of every manager to demonstrate good leadership qualities in order to significantly impact on their employees' morale. When employees' morale is impacted, their potentials to do better jobs will be increased. According to (Avolio and Bass, 1992), the three different leadership styles are transformational, transactional and passive-avoidant. However, Storey (2004) asserts that transformational leadership style which is composed of ideals, influence, inspirational motivation, intellectual stimulation and individualized consideration is one of the most effective leadership styles. These components of transformational leadership are believed to have great impact on employees' work potentials. Thus, provision of transformational leadership should be among any organization's culture in order to be successful.

## **2.2 Organizational Culture**

Every organization has a culture and it is expected that this organizational culture guides the day to day activities of the organization. Organizational culture according to Forehand and von (1964) is a set of beliefs, behaviours, values and knowledge of a group of people at the same time and place. Similarly, organizational culture is described as a set of common values, behaviours and beliefs that are practiced towards the achievement of organizational goals (Deal and Kennedy, 1982). A more encompassing definition of organizational culture is the one by Purcell, Kinnie, Hutchinson, Rayton and Swart (2003) in which Organizational culture is seen as a system of shared beliefs about what is important, what behaviors are important and about feelings and relationships internally and externally. From the above definitions, it is observable that organizational culture is unique with each or different organizations. Through the presence of an organizational culture, employees are better aware of the history, norms and code of conduct acceptably practiced within the company, and serves to influence their commitment towards it (Ferris, et al., 1998).

Furthermore, organizational culture according to Kopelman, Brief, and Guzzo (1990) is believed among other things to aid coordination between employees within a department as well as in the organization as a whole, coordination and integration of operations and strategy. This for the above authors, leads to better resource usage and support. Additionally, it also allows the management to predict employee behaviour in amber of different situations that can be beneficial to the wellbeing of both employees and dynamics of work relations within a company (Ogbonna, 1993). The above, is aimed towards achieving development in the organization. Since organizational culture is directly linked with Human resource (HR) practices, it also has a positive impact on employee performance and adaptability, helping them with a direction towards the achievement of a common goal and objective (Daft and Weick, 1984).

### **2.3 Training and Development**

Training and development are other variables that are believed to have great influence on employees' work potentials. Training and development among employees according to Gordon (1992) refer to the process of training employees usually in the form of multiple planned and systematic activities which increase the level of skill, competency, and knowledge vital to performing assigned duties well within

the organization. Proper training of employees according to Appiah (2010) positively influences employees' performance and enhances their skills, knowledge, and ability to perform their tasks.

Also, training and development is believed to also have a positive effect on the satisfaction levels of employees, especially when it has resulted in improving their competencies to perform their duties well (Martensen and Gronholdt, 2001). It also leads to increasing according to Jun, Cai, and Shin (2006) the self-worth and confidence in employees, since the authors believe they (training and development) are important to the organization when they are being invested in. According to Hicks and Klimoski (1987), the main reasons why an organization needs to or often provides training and development to their employees are to increase productivity and performance, achieve organizational goals and to make employees succeed in any situation, where they would have failed without the given training. The above article also stated main types of trainings which are often given to employees as TNA (Training Needs Analysis), Training Content and Delivery approaches and OJT (On the job training).

It is important for organizations to develop their training programs in a manner where they optimally meet the needs and demands of the company's employees according to the skills that need to be enhanced (Ginsberg, 1997). Companies which are able to do this are the ones which get the best results out of these programs.

Consequently, training and development of employees is believed to be very important for the growth, motivation, and abilities of employees. This is the reason Tsaur and Lin (2004) posit that ineffective training programs can lead not only to detrimental effects, but also end up as a waste of finances. Therefore, since training requires lots of funds, organizations are best able to achieve their overall goals if they train employees according to the skills they want to enhance, since this would lead to the best returns in the long run (Flynn, Schroeder and Sakakibara, 1995).

Development is another variable which is believed to help in enhancing employees' work potentials. According to Armstrong (2006), development is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher level skills,

knowledge and competencies are required. It takes the form of learning activities that prepare people to exercise wider or increased responsibilities. Thus, Tzafirir (2005) asserts that training is an important element in producing the human capital. Here, training is believed to help in providing employees with the needed skills, abilities and knowledge. The objective of employee training therefore, is to achieve a change in the behaviour of those trained. This means that the trainees are to acquire new manipulative skills, technical knowledge and skills on the job in such a way as to aid in the achievement of the organizational goals.

## **2.4 Rewards and Incentives**

Reward is another major variable that enhances employees' work potentials. According to Luthans (2000), reward can be financial and non-financial and they can be utilized positively to enhance performance of employees. Also, rewards can also be intrinsic or extrinsic according to Mike (2014). The above author believes that intrinsic rewards are intangible award of recognition, sense of achievement or conscious satisfaction. Intrinsic reward is believed to be inherent in the job itself along with what the employee enjoys as a result of successfully completing a given task. Extrinsic rewards on the other hand according to Mike are rewards that are tangible or physically given to one for accomplishing something. Example of extrinsic reward include: work condition, fringe benefits, security, contract of service among others. Rewards can be divided into two distinct categories, that is, extrinsic and intrinsic rewards.

Extrinsic rewards are tangible in nature and are given when a person or team achieves a particular task, for instance, a trophy, medal, certificate, or even a monetary reward, (Dyck & Neubert, Principles of Management,2009). Given the importance of reward either extrinsic or intrinsic, it becomes necessary according to Deeprouse (1994) for firms giving out rewards to their employees to have an effective performance evaluation mechanism present, to ensure fairness, and quantify progress. Organizations should have an effective reward and recognition program in place (Ali and Ahmed, 2009). A change in the reward system according to Hafiza, Shah, Jamsheed and Zaman (2011) is believed to have direct effect on the motivation of employees. In other words, employees' motivation will be positively impacted if the reward system is improved and vice versa.



## **2.5 Human Resource Management**

Human Resource Management (HRM) is an important aspect of any organization. According to (Juneja, 2018), Human Resource Management (HRM) is the process of managing people in organizations in a structured and thorough manner. For Byars and Rue (2004), HRM involves activities designed to provide for and coordinate the human resources of an organization. In addition, Boxall and Purcell (2000) says that HRM are anything are those things that are related with the management of employment relationships in the firm. Furthermore, it goes beyond employment relations or industrial relations, which personnel management would not have been able to render in organizations.

From the above definitions, human resource management is considered to involve various responsibilities which cover fields of staffing, retention of people, pay and perks setting and management, performance management among others. HRM has been argued to be an auxiliary of the term personnel management in organizations. In this regard, experts like Armstrong (1987) sees HRM as ‘old wine in new bottles’; while Guest (1987) argue that human resource management is not a replacement but differs from personnel management. Practically, it suggests that Human Resource management (HRM) tasks in an organization like Dangote group of companies, Nigeria limited, are majorly concern with the administrative activities such as recruitment, reward systems, promotion, and so on.

## **2.6 Dangote Group of Companies, Nigeria Limited.**

Dangote Group of companies is a Nigerian multinational industrial conglomerate, founded by Aliko Dangote. Information from the official website of the conglomerate (<https://www.dangote.com/about-us/>) shows that it employs more than 30,000 people; Dangote Nigeria Limited was incorporated during the 1980s and 1990s. The group started importing sugar, milk, cement and iron rods, and other things, which started with 60 trucks under Dangote transport.

Dangote Industries limited was started to sustain the group's market leadership in trading commodities and to expand into manufacturing of food, clothing and build materials. The Group's activities are:

- **Cement** – Manufacturing & Distribution
- **Sugar** – Manufacturing / Refining & Distribution
- **Flour & Semolina** – Milling & Distribution
- **Pasta** – Manufacturing & Distribution
- **Salt** – Refining & Distribution
- **Food Seasoning** – Production & Distribution of stock seasoning cubes
- **Vegetable Oil** – Refining & Distribution
- **Tomato Paste** – Manufacturing & Distribution
- **Crude Oil Refinery** – Refining & Distribution
- **Petrochemicals** – Refining & Distribution
- **Fertilizer** – Manufacturing & Distribution
- **Packaging Materials** – Manufacturing & Distribution
- **Logistics** – Port Management & Haulage
- **Real Estate**
- **Food & Beverages**
- **Aliko Dangote Foundation**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter discusses the method adopted by the researcher in carrying out this research investigation. The chapter will discuss research design, area of the study, sources of data, population, sample and sample size determination, instrument used for data collection, validity and reliability of the instrument, administration of the instrument of data collection and method of data analysis.

#### **3.1 Research design**

The study adopted a descriptive survey research design. According to Nworgu (2015), descriptive survey research design is concerned with the collection and description of data from a given population in a systematic way. Accordingly, it involves collection of data on a representative population of the target audience on which generalization is made. The design is appropriate for this study, because the researcher will collect, describe and interpret data from managers and staff members of Dangote group of companies limited, Nigeria concerning how employees' work potentials are maximized.

#### **3.2 Area of the Study**

The study was carried out in Dangote group of companies limited, Nigeria. Dangote Group is one of Nigeria's most diversified business conglomerates with a hard – earned reputation for excellent business practices and products' quality with its operational headquarters in the bustling metropolis of Lagos, Nigeria in West Africa.

Since inception, the Group has experienced phenomenal growth on account of quality of its goods and services, its focus on cost leadership and efficiency of its human capital. Today, Dangote Group is a multi-billion Naira company poised to reach new heights in every endeavor.

Dangote Group is striving for self-reliance in Nigeria in all the sectors where it operates and has drawn up ambitious plans to set up world-class projects in new realms such as Agriculture, Petroleum Refinery & Petrochemicals, fertilizer, and Telecom. The Group has almost single-handedly taken Nigeria to self sufficiency in cement and is expanding rapidly across Africa, helping other countries achieve the same.

### **3.3 Sources of Data**

The sources of data for this study are primary and secondary data.

#### **3.3.1 Primary Source of Data**

Primary source of data refers to data generated at first hand level, specifically for the study. To generate this type of data, the researcher employs the questionnaire as an instrument.

### **3.3.2 Secondary Sources of Data**

Secondary data are facts that the researcher collected from already published sources. The secondary sources from which data were generated include text books, Journals, magazine, article and the internet.

### **3.4 Population of the Study**

The population of this study is 15,000. The population is made up of 248 senior staff members and management staffs and 14,752 junior staff employees. These 15,000 employees according the company's 2017 annual report is made up of 95% Nigerians and 5% expatriates who are either on contract bases or core staff.

### **3.5 Sample Size**

The sample size for this study is 248, representing 1.65% of the staff strength nationwide. The sample is made up of 102 senior staff members (managing directors, unit supervisors) and 146 management staff members (human resource managers, production managers) of Dangote group of companies in the Lagos head office. Based on the target population, the researcher used a

normal confidence level of 95% and error tolerance of 5%. Therefore the sample size was determined using Taro Yamane's formula.

### 3.5.1 Sample Size Determination Workings

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = Population of workers (248)

e = Margin of errors (5% or 0.05).

I = Constraint value

The result is presented thus,

$$n = \frac{248}{1 + 248(0.05)^2}$$

$$n = \frac{248}{1+248 (0.0025)}$$

$$1+248 (0.0025)$$

$$n = \frac{248}{1+0.6}$$

$$1+0.6$$

$$n = \frac{248}{1.6}$$

$$1.6$$

$$n = 155.$$

### **3.6 Instrument for Data Collection**

The instrument for data collection for this study is a structured questionnaire titled Maximization of Employees Work Potentials Questionnaire (MEWPQ). It elicited information from the respondents on how Dangote Group of Companies Nigeria Limited is effectively maximizing its employee work potential, how leadership in Dangote Group of Companies Nigeria Limited affects the work performance and employee work potential maximization, how organization culture in Dangote Group of Companies Nigeria Limited has influenced maximizing employee work potential and productivity, how training and development in Dangote Group of Companies Nigeria Limited affect workers' productivity and work potential and how reward and incentives affect



maximizing of employees' work potential and performance in Dangote Group of Companies Nigeria limited. The instrument was developed by the researcher from the insight gotten from review of literature in a clear form to enable the respondents have clear understanding of the items of each instrument used for the study. The instruments have a total number of 31 items built on four point rating scale with response options of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD) with numerical values of 4,3 2, and 1 points assigned to each of the descriptive responses respectively.

### **3.6.1 Administration of the Questionnaire**

The researcher personally administered the instruments to the respondents with the help of two research assistants. Adequate briefing will be given to the research assistants on the instrument to get them acquainted with the modalities involved in filling the questionnaires. The use of these research assistants helped to ensure that the actual respondents for whom the instruments were meant for responded to them. The research assistants helped to make clarifications on the items as the respondents would need. This helped to reduce likely errors that could arise in filling the instruments. Copies of the completed questionnaires were collected on-the-spot after completion in order to minimize wastage and achieve a maximum return rate.

### **3.7 Method of Data Analysis**

The data collected will be analyzed using mean and standard deviations to answer the five research questions. The decision benchmark score is 2.50. Any item that scored 2.50 and above was accepted while any item below 2.50 was rejected.

### **3.8 Validity and Reliability of Data**

The items of the questionnaire were made simple and easy so as to be clearly understood by the respondents. The researcher was available to make necessary explanation on the questions where there is need.

Also to ensure reliability, a last retest was carried out. The questionnaire were distributed on a second occasion, it was observed that the degree of consistency was quite high, which goes a long way to show that the questionnaire and data collected by it is reliable.



## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

This chapter presents the analysis of data collected by the researcher for the purpose of this study in accordance to the research questions generated.

#### 4.1 Presentation of Data

The sample size for this study is 248. The sample is made up of 102 senior staff members (managing directors and unit supervisors) and 146 management staff members (human resource managers, production managers). Method of data analysis is mean and standard deviation. senior staff members and management staff members

#### 4.2 Analysis of Data

##### *Research Question 1*

*Does Dangote Group of Companies Nigeria limited maximize its employees' work potential?*

*Table 1*

*Mean Score of Responses of Senior Staff Members and Management Staff Members on How Dangote Group of Companies Nigeria Limited Maximize its Employees' Work Potential*

<i>S/N</i>	<i>Items</i>	<i>N = 248</i>		<i>Remark</i>
		$\bar{X}$	<i>SD</i>	
1.	Application of transformational leadership has ensured that the best art of the	3.36	.48	Agree

employees is derived				
2.	Encouraging organizational culture of discipline and hard work ensure maximum employee work output in Dangote Group of Companies	3.35	.47	Agree
3.	Organizing regular training for employees keep them abreast with current work skills and abilities	3.14	.34	Agree
4.	With current work skills and ability, Dangote employees perform maximally	3.79	.41	Agree
5.	There is regular reward and incentives for outstanding employees	3.63	.48	Agree
6.	With regular reward and incentive, Dangote employees perform maximally	3.63	.48	Agree
7.	Under performing employees receive suspension from work	1.83	.37	Disagree

**Note:**  $\bar{X}$ =Mean of Senior Staff Members and Management Staff Members, **SD** = Standard Deviation of Senior Staff Members and Management Staff Members, **N** = Total Number of respondents (i.e., Senior Staff Members and Management Staff Members)

The results as presented in table 1 above reveal that all the items had their mean scores above the cut-off point of 2.50 with standard deviation ranging from .34 - .48. Item 4 has the highest mean score of 3.79 and standard deviation of .41 while item 7 has the lowest mean score of 1.83 and standard deviation of .37. The results therefore indicate that the respondents agreed that Dangote Group of Companies limited maximize its employees' work potential through application of transformational leadership, encouraging organizational culture of discipline and hard work, organizing regular trainings to keep employees abreast of current work skills and abilities, regular rewards for outstanding workers among others.

## Research Question 2

***Does the leadership in Dangote Group of Companies Nigeria limited affect maximization of employees' work potential?***

**Table 2**

***Mean Score of Responses of Senior Staff Members and Management Staff Members on How Dangote Group of Companies Nigeria Limited Maximize its Employee Work Potential***

S/N	Items	N = 248		Remark
		$\bar{X}$	SD	
8.	The company's ideals are regularly demonstrated to the employees by the managers	3.71	.45	Agree
9.	Are employees easily internalize these ideas demonstrated by managers	3.57	.50	Agree
10.	Are employees receive inspiration from these ideals to carry out their duties	3.33	.47	Agree
11.	Our employees are motivated to work harder by these ideals they have internalized	3.36	.48	Agree
12.	Are employee's intellectual capacities are often stimulated through the ideals demonstrated by the managers	3.54	.50	Agree
13.	Individual employees receive individual considerations for work	3.24	.42	Agree
14.	Individualized work does not encourage every employee to contribute to ensure efficiency in the company	1.73	.44	Disagree

**Note:**  $\bar{X}$ =Mean of Senior Staff Members and Management Staff Members, **SD** = Standard Deviation of Senior Staff Members and Management Staff Members, **N** = Total Number of respondents (i.e., Senior Staff Members and Management Staff Members)

The results as presented in table 2 above reveal that not all the items had their mean scores above the cut-off point of 2.50. Items 8-13 have mean scores ranging from 3.24 – 3.71 and standard deviation ranging from .42- .50. Item 14

however, has the lowest mean score of 1.73 and standard deviation of .44. Thus, the views of the respondents on whether leadership in Dangote Group of Companies Nigeria limited affects the maximization of employees' work potential as indicated from the results are not divergent. The respondents believe that leadership especially the one that regularly demonstrates the company's ideals, regularly stimulates employees' intellectual capacities, gives individual considerations for work among others, affects positively maximization of employees' work potentials at Dangote Group of Companies.

### **Research Question 3**

***Does organization culture in Dangote Group of Companies Nigeria limited influence the level at which employee work potential is maximized?***

**Table 3**

***Mean Score of Responses of Senior Staff Members and Management Staff Members on How Organization Culture in Dangote Group of Companies Nigeria limited Influence the Level at Which Employee Work Potential is maximized***

<i>S/N</i>	<i>Items</i>	<i>N = 248</i>		
		$\bar{X}$	<i>SD</i>	<i>Remark</i>
15.	Our company does not have an age-long way of doing things	1.76	.45	Disagree
16.	Our employees have in-depth understanding of the company's work culture	3.57	.53	Agree
17.	Our employees are guided by the company's work culture	3.78	.41	Agree
18.	Our employees demonstrate high work output when they work in line with the company's work culture	3.22	.41	Agree

19.	Our employees are efficient	3.21	.41	Agree
20.	Our employees show resilience	3.21	.43	Agree

**Note:**  $\bar{X}$ =Mean of Senior Staff Members and Management Staff Members, **SD** = Standard Deviation of Senior Staff Members and Management Staff Members, **N** = Total Number of respondents (i.e., Senior Staff Members and Management Staff Members)

The results as presented in table 3 above reveal that all the items had their mean scores above the cut-off point of 2.50 with standard deviation ranging from .41 - .45, except item 15 which has mean score of 1.76 and standard deviation of .45. Item 17 has the highest mean score of 3.78 and standard deviation of .41 while item 15 has the lowest mean score of 1.76 and standard deviation of .45. The results therefore indicate that organization culture in Dangote Group of Companies Nigeria limited influence the level at which employee work potential is maximized. This is because Dangote Group of Companies limited has a work culture and their employees have in-depth understanding of the company's work culture which also guide them, makes them resilient, efficient as well as ensure high work output among the employees.

#### **Research Question 4**

***Does training and development in Dangote Group of Companies Nigeria limited affect employee performance and work potential?***

**Table 4**

***Mean Score of Responses of Senior Staff Members and Management Staff Members on How training and development in Dangote Group of Companies Nigeria limited affect employee performance and work potential.***



<i>S/N</i>	<i>Items</i>	$\bar{X}$	<i>SD</i>	<i>Remark</i>
21.	Our employees receive regular training for better work out put	3.52	.50	Agree
22.	Our employees regularly acquire new skills for work	3.26	.43	Agree
23.	Our employees demonstrate new abilities at work regularly	3.41	.49	Agree
24.	Regular employee training ensure increased work performance	3.50	.50	Agree
25.	Acquisition of new skills and employees enhances work efficiency	3.48	.50	Agree
26.	Through regular training, our employees become flexible to meet different work demands efficiently	3.39	.48	Agree

**Note:**  $\bar{X}$ =Mean of Senior Staff Members and Management Staff Members, *SD* = Standard Deviation of Senior Staff Members and Management Staff Members, **N** = Total Number of respondents (i.e., Senior Staff Members and Management Staff Members)

The results as presented in table 4 above reveal that all the items had their mean scores above the cut-off point of 2.50. The items have mean scores ranging from 3.26 – 3.52 and standard deviation ranging from .43 - .50. This therefore shows that the respondents agree that training and development in Dangote Group of Companies Nigeria limited affect employees' performance and work potential. The respondents agree that employees' at Dangote Group of companies limited receive regular training and this enables them to acquire new work skills for flexibility and efficiency which ensure increased work performance among the employees.

### **Research Question 5**

***Does reward and incentive in Dangote Group of Companies Nigeria limited influence the extent an employee work potential is maximized?***

**Table 5**

***Mean Score of Responses of Senior Staff Members and Management Staff Members on How reward and incentive in Dangote Group of Companies Nigeria limited influence the extent an employee work potential is maximized***

<b>S/N</b>	<b>Items</b>	<b>N = 248</b>		<b>Remark</b>
		<b><math>\bar{X}</math></b>	<b>SD</b>	
<b>27.</b>	Our employees are regularly rewarded for hard work	3.66	.47	Agree
<b>28.</b>	Employees rewarded financially work harder	3.28	.68	Agree
<b>29.</b>	Employees promoted to higher position, contribute greater to the company's success	1.24	.44	Disagree
<b>30.</b>	Our employees perform well even without financial rewards	3.24	.66	Agree
<b>31.</b>	Recognitions spurs our employees into actions more than gifts	3.23	.66	Agree

**Note:**  $\bar{X}$ =Mean of Senior Staff Members and Management Staff Members, **SD** = Standard Deviation of Senior Staff Members and Management Staff Members, **N** = Total Number of respondents (i.e., Senior Staff Members and Management Staff Members)

The results as presented in table 5 above reveal that not all the items had their mean scores above the cut-off point of 2.50. Items 27, 28, 30 and 31 have mean scores ranging from 3.23 – 3.66 and standard deviation ranging from .47 - .68. Item 29 however, has the lowest mean score of 1.24 and standard deviation of .44. Thus, the views of the respondents on whether reward and incentive in Dangote Group of Companies Nigeria limited influence the extent an employee work

potential is maximized as indicated from the results are not divergent. The respondents believe that the employees at Dangote Group of Companies Nigeria limited receive regular reward and incentives and this spurs them into more productivity.

### 4.3 TEST OF HYPOTHESIS

#### *Hypothesis 1*

There is no significant difference in the mean scores of responses of senior staff members and management staff members on whether employees' work potentials are maximized.

**Table 6**

***The t-test Analysis for Comparing Data Obtained from Senior Staff Members and Management Staff Members on Whether Employees' Work Potentials are Maximized.***

S/N	Maximization of employee's work potential by Dangote Group of Companies Nigeria Limited	SSM N <sub>1</sub> = 102		MSM N <sub>2</sub> = 146		df	t-value
		$\bar{X}_1$	SD <sub>1</sub>	$\bar{X}_2$	SD <sub>2</sub>		
1.	Application of transformational leadership has ensured that the best art of the employees is derived	3.39	0.49	3.34	0.46	246	0.79
2.	Encouraging organizational culture of discipline and hard work ensure maximum employee work output in Dangote Group of Companies	3.36	0.48	3.35	0.47	246	0.21

3.	Organizing regular training for employees keep them abreast with current work skills and abilities	3.13	0.33	3.15	0.35	246	-0.51
4.	With current work skills and ability, Dangote employees perform maximally	3.76	0.42	3.80	0.40	246	-0.69
5.	There is regular reward and incentives for outstanding employees	3.61	0.49	3.65	0.47	246	-0.68
6.	With regular reward and incentive, Dangote employees perform maximally	3.61	0.49	3.65	0.47	246	-0.68
7.	Under performing employees receive suspension from work	1.79	0.40	1.85	0.35	246	-1.12

**Cluster *p*-value**

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**Note:**  $\bar{X}_1$  = Mean of Senior Staff Members,  $\bar{X}_2$  = Mean of Management Staff Members,  $SD_1$  = Standard Deviation of Senior Staff Members,  $SD_2$  = Standard Deviation of Management Staff Members,  $N_1$  = Number of Senior Staff Members,  $N_2$  = Number of Management Staff Members,  $t$  = t-value on SPSS,  $df$  = degree of freedom,  $p$  = Significance level at 0.05, **SSM** = Senior Staff Members, **MSM** = Management Staff Members, **NS** = Not Significant, **S** = Significant

Table 6 reveals that the cluster *p*-value of 0.40, is greater than 0.05 level of significance. This implies that the null hypothesis of no significant difference in the mean scores of responses of senior staff members and management staff members on whether employees' work potentials are maximized, is therefore accepted.

## Hypothesis 2

There is no significant difference in the mean scores of responses of senior staff members and management staff members on whether leadership affect maximization of employees' work potential.

**Table 7**

**The t-test Analysis for Comparing Data Obtained from Senior Staff Members and Management Staff Members on whether Leadership in Dangote Group of Companies Nigeria Limited Affect Maximization of Employees' Work Potential.**

S/N	How the leadership in Dangote Group of Companies Nigeria Limited affect maximization of employees' work potential	SSM N <sub>1</sub> = 102		MSM N <sub>2</sub> = 146		df	t-value
		$\bar{X}_1$	SD <sub>1</sub>	$\bar{X}_2$	SD <sub>2</sub>		
1.	The company's ideals are regularly demonstrated to the employees by the managers	3.67	0.47	3.75	0.43	246	-1.37
2.	Are employees easily internalize these ideas demonstrated by managers	3.54	0.50	3.32	0.47	246	-0.76
3.	Are employees receive inspiration from these ideals to carry out their duties	3.32	0.47	3.33	0.47	246	-0.86
4.	Our employees are motivated to work harder by these ideals they have internalized	3.29	0.45	3.40	0.42	246	-1.78
5.	Are employee's intellectual capacities are often stimulated through the ideals demonstrated by the managers	3.40	0.49	3.63	0.48	246	-3.62
6.	Individual employees receive individual considerations for work	3.24	0.42	3.25	0.43	246	-0.20
7.	Individualized work does not encourage every employee to contribute to ensure efficiency in the company	1.71	0.45	1.75	0.43	246	-0.70
<b>Cluster p-value</b>							

**Note:**  $\bar{X}_1$  = Mean of Senior Staff Members,  $\bar{X}_2$  = Mean of Management Staff Members, **SD<sub>1</sub>** = Standard Deviation of Senior Staff Members, **SD<sub>2</sub>** = Standard Deviation of Management Staff Members, **N<sub>1</sub>** = Number of Senior Staff Members, **N<sub>2</sub>** = Number of Management Staff Members, **t** = t-value on SPSS, **df** = degree of freedom, **p** = Significance level at 0.05, **SSM** = Senior Staff Members, **MSM** = Management Staff Members, **NS** = Not Significant, **S** = Significant

Table 7 reveals that the cluster **p**-value of 0.00, is less than 0.05 level of significance. This implies that the null hypothesis of no significant difference in the mean scores of responses of senior staff members and management staff members on whether leadership affect maximization of employees' work potential, is thus not upheld.



### Hypothesis 3

There is no significant difference in the mean scores of responses of senior staff members and management staff members on whether organization culture influence the level at which employee work potential is maximized.

**Table 8**

**The t-test Analysis for Comparing Data Obtained from Senior Staff Members and Management Staff Members on Whether Organization Culture in Dangote Group of Companies Nigeria limited Influence the Level at Which Employee Work Potential is Maximized.**

S/N	How organization culture in Dangote Group of Companies Nigeria Limited influence the level at which employee work potential is maximized	SSM		MSM		df	t-value
		N <sub>1</sub> = 102		N <sub>2</sub> = 146			
		$\bar{X}_1$	SD <sub>1</sub>	$\bar{X}_2$	SD <sub>2</sub>		
1.	Our company does not have an age-long way of doing things	1.67	0.47	1.83	0.42	246	-2.80
2.	Our employees have in-depth understanding of the company's work culture	3.53	0.59	3.60	0.49	246	-0.96
3.	Our employees are guided by the company's work culture	3.76	0.42	3.79	0.40	246	-0.55
4.	Our employees demonstrate high work output when they work in line with the company's work culture	3.24	0.42	3.21	0.40	246	0.55
5.	Our employees are efficient	3.24	0.42	3.20	0.40	246	0.69
6.	Our employees show resilience	3.24	0.42	3.18	0.43	246	0.89
<b>Cluster p-value</b>							

**Note:**  $\bar{X}_1$  = Mean of Senior Staff Members,  $\bar{X}_2$  = Mean of Management Staff Members, SD<sub>1</sub> = Standard Deviation of Senior Staff Members, SD<sub>2</sub> = Standard Deviation of Management Staff Members, N<sub>1</sub> = Number of Senior Staff Members, N<sub>2</sub> = Number of Management Staff Members, t = t-value on SPSS, df = degree of freedom, p = Significance level at 0.05, SSM = Senior Staff Members, MSM = Management Staff Members, NS = Not Significant, S = Significant

Table 8 reveals that the cluster p-value of 0.01, is less than 0.05 level of significance. This implies that the null hypothesis of no significant difference in the mean scores of responses of senior staff members and management staff members on whether organization culture influence the level at which employee work potential is maximized, is hence upheld.





#### Hypothesis 4

There is no significant difference in the mean scores of responses of senior staff members and management staff members on whether training and development affect employee performance and work potential.

**Table 9**

**The t-test Analysis for Comparing Data Obtained from Senior Staff Members and Management Staff Members on Whether Training and Development in Dangote Group of Companies Nigeria Limited Determine the Performance and Employee Work Potential.**

S/N	How training and development in Dangote Group of Companies Nigeria Limited determine the performance and employee work potential	SSM N <sub>1</sub> = 102		MSM N <sub>2</sub> = 146		df	t-value
		$\bar{X}_1$	SD <sub>1</sub>	$\bar{X}_2$	SD <sub>2</sub>		
		1.	Our employees receive regular training for better work out put	3.49	0.50		
2.	Our employees regularly acquire new skills for work	3.24	0.42	3.27	0.44	246	-0.68
3.	Our employees demonstrate new abilities at work regularly	3.39	0.49	3.42	0.49	246	-0.40
4.	Regular employee training ensure increased work performance	3.52	0.50	3.48	0.50	246	0.62
5.	Acquisition of new skills and employees enhances work efficiency	3.51	0.50	3.45	0.49	246	0.89
6.	Through regular training, our employees become flexible to meet different work demands efficiently	3.38	0.48	3.39	0.49	246	-1.28
<b>Cluster p-value</b>							

**Note:**  $\bar{X}_1$  = Mean of Senior Staff Members,  $\bar{X}_2$  = Mean of Management Staff Members, **SD<sub>1</sub>** = Standard Deviation of Senior Staff Members, **SD<sub>2</sub>** = Standard Deviation of Management Staff Members, **N<sub>1</sub>** = Number of Senior Staff Members, **N<sub>2</sub>** = Number of Management Staff Members, **t** = t-value on SPSS, **df** = degree of freedom, **p** = Significance level at 0.05, **SSM** = Senior Staff Members, **MSM** = Management Staff Members, **NS** = Not Significant, **S** = Significant

Table 9 reveals that the cluster **p**-value of 0.39, is greater than 0.05 level of significance. This implies that the null hypothesis of no significant difference in the mean scores of responses of senior staff members and management staff members on whether training and development affect employee performance and work potential, is therefore rejected.

### **Hypothesis 5**

There is no significant difference in the mean scores of responses of senior staff members and management staff members on whether reward and incentive influence the extent an employee work potential is maximized.

**Table 10**

**The t-test Analysis for Comparing Data Obtained from Senior Staff Members and Management Staff Members on Whether Reward and Incentive in Dangote Group of Companies Nigeria Limited Influence the Extent an Employee Work Potential is Maximized.**

S/N		SSM N <sub>1</sub> = 102		MSM N <sub>2</sub> = 146		df	t-value
		$\bar{X}_1$	SD <sub>1</sub>	$\bar{X}_2$	SD <sub>2</sub>		
1.	Our employees are regularly rewarded for hard work	3.61	0.49	3.70	0.46	246	-1.48
2.	Employees rewarded financially work harder	3.26	0.67	3.29	0.69	246	-0.25
3.	Employees promoted to higher position, contribute greater to the company's success	1.29	0.45	1.20	0.43	246	1.66
4.	Our employees perform well even without financial rewards	3.19	0.64	3.27	0.68	246	-1.02
5.	Recognitions spurs our employees into actions more than gifts	3.19	0.64	3.27	0.68	246	-0.93
<b>Cluster p-value</b>							

**Note:**  $\bar{X}_1$  = Mean of Senior Staff Members,  $\bar{X}_2$  = Mean of Management Staff Members, **SD<sub>1</sub>** = Standard Deviation of Senior Staff Members, **SD<sub>2</sub>** = Standard Deviation of Management Staff Members, **N<sub>1</sub>** = Number of Senior Staff Members, **N<sub>2</sub>** = Number of Management Staff Members, **t** = t-value on SPSS, **df** = degree of freedom, **p** = Significance level at 0.05, **SSM** = Senior Staff Members, **MSM** = Management Staff Members, **NS** = Not Significant, **S** = Significant

Table 10 reveals that the cluster **p**-value of 0.76, is greater than 0.05 level of significance. This implies that the null hypothesis of no significant difference in the mean scores of responses of senior staff members and management staff members on whether reward and incentive influence the extent an employee work potential is maximized, is therefore accepted.



## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATION

#### 5.1 Conclusion

For organizations and companies, the ability to maximize employee work potential and performance is one of the key factors for success, which they utilize to get ahead of competition, achieve their goals, and earn profits. The purpose of the independent study was to analyze the various factors which affect a company's ability to maximize employee potential, in Dangote Group of Companies Limited, Nigeria. The factors put into consideration in the study which are leadership, organizational culture, training and development and reward & incentive show according to the analysis carried out using the mean and standard deviation method, that these independent variables all have positive effect towards employee performance and thereby help Dangote Group of Companies in the maximization of its employees' potentials.

#### 5.2 Recommendation

Based on the results and findings of this independent study, the researcher recommends that for companies to effectively maximize their employee potentials, they have to adopt the following;

- an effective leadership style such as transformational leadership. This entails inspirational motivation, intellectual stimulation, individualized consideration and influence which reflect company's goals and ideals to the employees.
- a good organizational culture which fosters employee commitment to work by depicting the company's set of common goals, behavior and beliefs which are set to achieve the organizations' goals.
- qualitative training and development which should be carried out periodically to improve employee performance by enhancing their competencies and equipping them with the needed knowledge and skills for a better output and to help them succeed at tasks which they would normally fail at, in the absence of such trainings.

- An effective performance evaluation system which will be used to give rewards and incentives (either intrinsic or extrinsic) to employees for a job well done as this will increase the employees' morale, motivation and level of productivity.



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## APPENDIX I

Department of Business Administration  
(Human Resources Management),  
Siam University,  
Bangkok, Thailand.  
28<sup>th</sup> October, 2018.

Dear Respondent,

### LETTER OF INTRODUCTION

The researcher is a postgraduate student in the Department of Business Administration (Human Resources Management), Siam University, Bangkok Thailand. She is currently carrying out a research on the topic: **Maximizing Employee's Work Potentials at Dangote Group of Companies Limited, Nigeria.**

Your Company has been selected for this study and you are requested to kindly respond to the items of the questionnaire. This is to ensure successful completion of this study. You can be sure that any information supplied will be strictly handled as confidential and used solely for the purpose of this study.

Thanks for your anticipated cooperation.

Yours faithfully,

Ikwundu, Adangozi Gold  
**5917192010**  
Researcher



APPENDIX II

MAXIMIZATION OF EMPLOYEES WORK POTENTIALS QUESTIONNAIRE (MEWPQ)

SECTION A: DEMOGRAPHIC INFORMATION OF RESPONDENTS

Please tick (✓) or complete where applicable

(1) Name -----

(2) Gender:

Male ( )

Female ( )

(3) How long have you worked with your current employer?

Below 5 years ( )

6 – 10 years ( )

11 – 15 years ( )

16 – 20 years ( )

Over 20 years ( )

(4) What is your level of employment?

Senior Staff Member ( )

Management Staff Member ( )

SECTION B

**Instruction:** Please specify by ticking (✓) in the column which contains the response that best represents your opinion, using the keys below:

**SA** = Strongly Agree = 1 points

**A** = Agree = 2 points

**D** = Disagree = 3 points

**SD** = Strongly Disagree = 4 point

**CLUSTER A: Dangote Group of Companies Nigeria limited and its employees' work potentials maximization.**

S/N	Item Statement	SA	A	D	SD
1.	Application of transformational leadership has ensured that the best out of the employees is derived.				
2.	Encouraging organizational culture of discipline and hard work ensured maximum employees' work output in Dangote group of companies.				
3.	Organizing regular training for employees keep them abreast with current work skills and abilities.				
4.	With current work skills and abilities Dangote employees perform maximally.				
5.	There is regular reward and incentives for outstanding employees.				
6.	With regular reward and incentive Dangote employees perform maximally				
7.	Underperforming employees receive suspension from work.				

**CLUSTER B: Leadership in Dangote Group of Companies Nigeria limited and maximization of employees' work potentials.**

S/N	Item Statement	SA	A	D	SD
8.	The company's ideals are regularly demonstrated to the employees by the managers.				
9.	Our employees easily internalize these ideals demonstrated by managers.				
10.	Our employees receive inspiration from these ideals as they carry out their duties.				
11.	Our employees are motivated to work harder by these ideals they have internalized.				
11.	Our employee's intellectual capacities are often stimulated through the ideals demonstrated by the managers.				
11.	Individual employees receive individual considerations for work.				
11.	Through individualized work, every employee contributes to ensure efficiency in the company.				

**CLUSTER C: Organizational culture in Dangote Group of Companies Nigeria limited and the levels at which employees' work potentials are maximized**

S/N	Item Statement	SA	A	D	SD
15	Our company has an age-long way of doing things.				
16	Our employees have in depth understanding of the company's work culture.				
17	Our employees are guided by the company's work culture.				
18	Our employees demonstrate high work output when they work in line with the company's work culture.				
19	Our employees are efficient.				
20	Our employees show resilience.				

**CLUSTER D: Training and development in Dangote Group of Companies Nigeria limited and enhancement of maximization of employees' work potentials**

S/N	Item Statement	SA	A	D	SD
21	Our employees receive regular training for better work output.				
22	Our employees regularly acquire new skills for work.				
23	Our employees demonstrate new abilities at work regularly.				
24	Regular employee training ensures increased work performance.				
25	Acquisition of new skills by employees enhances work efficiency.				
26	Through regular training, our employees become flexible to meet different work demands efficiently.				

**CLUSTER E: Reward and incentive in Dangote Group of Companies Nigeria limited and the extent employees' work potentials are maximized?**

S/N	Item Statement	SA	A	D	SD
27	Our employees are regularly rewarded for hard work.				
28	Employees rewarded financially work harder.				
29	Employees promoted to higher positions contribute greater in the company's success.				
30	Our employees perform well even without financial rewards.				
31	Recognition spurs our employees into actions more than gifts.				

**APPENDIX III**

**RESULT OF THE ANALYSIS USING SPSS**

**Research Question 1**

<b>Descriptive Statistics</b>					
	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Application of transformational leadership has ensured that the best art of the employees is derived	248	3	4	3.36	.482
Encouraging organizational culture of discipline and hard work ensure maximum employee work output in Dangote Group of Companies	248	3	4	3.35	.479
Organizing regular training for employees keep them abreast with current work skills and abilities	248	3	4	3.14	.349
With current work skills and ability, Dangote employees perform maximally	248	3	4	3.79	.411
There is regular reward and incentives for outstanding employees	248	3	4	3.63	.483
With regular reward and incentive, Dangote employees perform maximally	248	3	4	3.63	.483
Under performing employees receive suspension from work	248	1	2	1.83	.379
Valid N (listwise)	248				

**Research Question 2**

<b>Descriptive Statistics</b>					
	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
The company's ideals are regularly demonstrated to the employees by the managers	248	3	4	3.71	.453
Are employees easily internalize these ideas demonstrated by managers	248	2	4	3.57	.504
Are employees receive inspiration from these ideals to carry out their duties	248	3	4	3.33	.470
Our employees are motivated to work harder by these ideals they have internalized	248	3	4	3.36	.481
Are employee's intellectual capacities are often stimulated through the ideals demonstrated by the managers	248	3	4	3.54	.500
Individual employees receive individual considerations for work	248	3	4	3.24	.429
Individualized work does not encourage every employee to contribute to ensure efficiency in the company	248	1	2	1.73	.445
Valid N (listwise)	248				

**Research Question 3**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The company's ideals are regularly demonstrated to the employees by the managers	248	3	4	3.71	.453
Are employees easily internalize these ideas demonstrated by managers	248	2	4	3.57	.504
Are employees receive inspiration from these ideals to carry out their duties	248	3	4	3.33	.470
Our employees are motivated to work harder by these ideals they have internalized	248	3	4	3.36	.481
Are employee's intellectual capacities are often stimulated through the ideals demonstrated by the managers	248	3	4	3.54	.500
Individual employees receive individual considerations for work	248	3	4	3.24	.429
Individualized work does not encourage every employee to contribute to ensure efficiency in the company	248	1	2	1.73	.445
Valid N (listwise)	248				

**Research Question 4**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Our company does not have an age-long way of doing things	248	1	4	1.76	.454
Our employees have in-depth understanding of the company's work culture	248	2	4	3.57	.536
Our employees are guided by the company's work culture	248	3	4	3.78	.414
Our employees demonstrate high work output when they work in line with the company's work culture	248	3	4	3.22	.414
Our employees are efficient	248	3	4	3.21	.411
Our employees show resilience	248	1	4	3.21	.434
Valid N (listwise)	248				

**Research Question 5**

<b>Descriptive Statistics</b>					
	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Our employees are regularly rewarded for hard work	248	3	4	3.66	.474
Employees rewarded financially work harder	248	2	4	3.28	.685
Employees promoted to higher position, contribute greater to the company's success	248	1	3	1.24	.445
Our employees perform well even without financial rewards	248	2	4	3.24	.664
Recognitions spoils our employees	248	2	4	3.23	.669
Valid N (listwise)	248				



**Hypothesis 1**

Group Statistics					
	Staff	N	Mean	Std. Deviation	Std. Error Mean
Application of transformational leadership has ensured that the best art of the employees is derived	Senior Staff Members	102	3.39	.491	.049
	Management Staff Members	146	3.34	.476	.039
Encouraging organizational culture of discipline and hard work ensure maximum employee work output in Dangote Group of Companies	Senior Staff Members	102	3.36	.483	.048
	Management Staff Members	146	3.35	.478	.040
Organizing regular training for employees keep them abreast with current work skills and abilities	Senior Staff Members	102	3.13	.335	.033
	Management Staff Members	146	3.15	.359	.030
With current work skills and ability, Dangote employees perform maximally	Senior Staff Members	102	3.76	.426	.042
	Management Staff Members	146	3.80	.400	.033
There is regular reward and incentives for outstanding employees	Senior Staff Members	102	3.61	.491	.049
	Management Staff Members	146	3.65	.478	.040
With regular reward and incentive, Dangote employees perform maximally	Senior Staff Members	102	3.61	.491	.049
	Management Staff Members	146	3.65	.478	.040
Under performing employees receive suspension from work	Senior Staff Members	102	1.79	.406	.040
	Management Staff Members	146	1.85	.359	.030

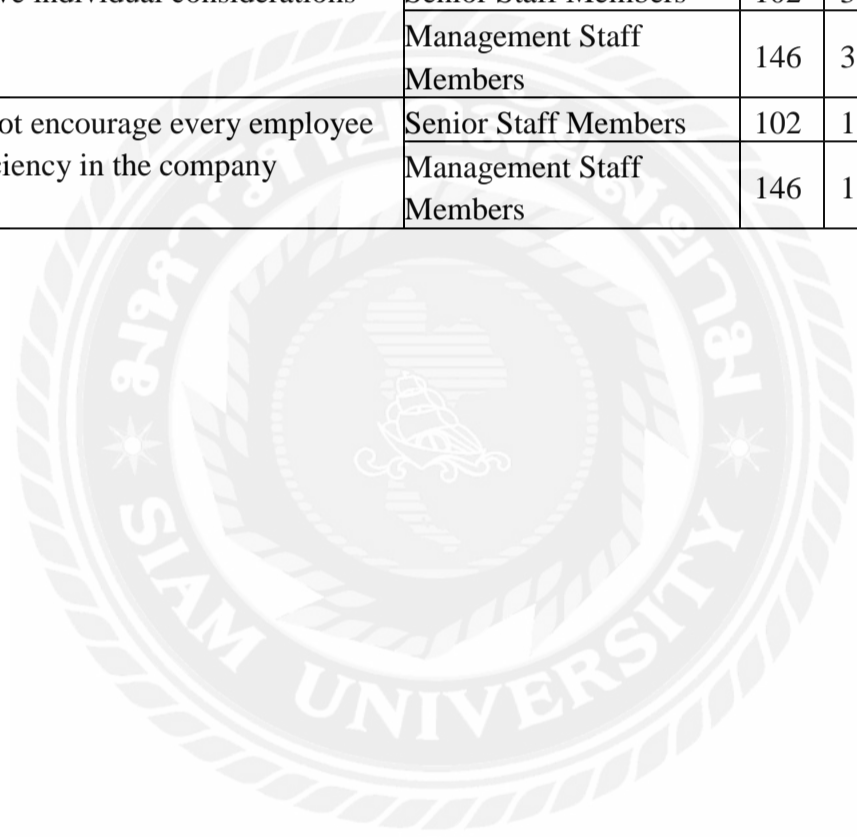


Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Application of transformational leadership has ensured that the best art of the employees is derived	Equal variances assumed	2.338	.128	.799	246	.425	.050	.062	-.073	.172
	Equal variances not assumed			.794	213.316	.428	.050	.063	-.074	.173
Encouraging organizational culture of discipline and hard work ensure maximum employee work output in Dangote Group of Companies	Equal variances assumed	.184	.668	.217	246	.829	.013	.062	-.109	.136
	Equal variances not assumed			.216	216.114	.829	.013	.062	-.109	.136
Organizing regular training for employees keep them abreast with current work skills and abilities	Equal variances assumed	1.078	.300	-.515	246	.607	-.023	.045	-.112	.066
	Equal variances not assumed			-.522	226.463	.602	-.023	.045	-.111	.065
With current work skills and ability, Dangote employees perform maximally	Equal variances assumed	1.873	.172	-.691	246	.490	-.037	.053	-.141	.068
	Equal variances not assumed			-.683	208.641	.495	-.037	.054	-.142	.069
There is regular reward and incentives for outstanding employees	Equal variances assumed	1.749	.187	-.687	246	.493	-.043	.062	-.166	.080
	Equal variances not assumed			-.684	213.972	.495	-.043	.063	-.166	.081
With regular reward and incentive, Dangote employees perform maximally	Equal variances assumed	1.749	.187	-.687	246	.493	-.043	.062	-.166	.080
	Equal variances not assumed			-.684	213.972	.495	-.043	.063	-.166	.081
Under performing employees receive suspension from work	Equal variances assumed	5.005	.026	-1.128	246	.260	-.055	.049	-.152	.041
	Equal variances not assumed			-1.104	199.792	.271	-.055	.050	-.154	.043



**Hypothesis 2**

<b>Group Statistics</b>					
	Staff	N	Mean	Std. Deviation	Std. Error Mean
The company's ideals are regularly demonstrated to the employees by the managers	Senior Staff Members	102	3.67	.474	.047
	Management Staff Members	146	3.75	.436	.036
Are employees easily internalize these ideas demonstrated by managers	Senior Staff Members	102	3.54	.501	.050
	Management Staff Members	146	3.59	.507	.042
Are employees receive inspiration from these ideals to carry out their duties	Senior Staff Members	102	3.32	.470	.047
	Management Staff Members	146	3.33	.471	.039
Our employees are motivated to work harder by these ideals they have internalized	Senior Staff Members	102	3.29	.458	.045
	Management Staff Members	146	3.40	.492	.041
Are employee's intellectual capacities are often stimulated through the ideals demonstrated by the managers	Senior Staff Members	102	3.40	.493	.049
	Management Staff Members	146	3.63	.484	.040
Individual employees receive individual considerations for work	Senior Staff Members	102	3.24	.426	.042
	Management Staff Members	146	3.25	.433	.036
Individualized work does not encourage every employee to contribute to ensure efficiency in the company	Senior Staff Members	102	1.71	.458	.045
	Management Staff Members	146	1.75	.436	.036



Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
The company's ideals are regularly demonstrated to the employees by the managers	Equal variances assumed	6.976	.009	-1.370	246	.172	-.080	.058	-.195	.035
	Equal variances not assumed			-1.350	205.881	.179	-.080	.059	-.197	.037
Are employees easily internalize these ideas demonstrated by managers	Equal variances assumed	.305	.581	-.765	246	.445	-.050	.065	-.178	.078
	Equal variances not assumed			-.767	219.251	.444	-.050	.065	-.178	.078
Are employees receive inspiration from these ideals to carry out their duties	Equal variances assumed	.030	.863	-.086	246	.931	-.005	.061	-.125	.114
	Equal variances not assumed			-.086	217.845	.931	-.005	.061	-.125	.114
Our employees are motivated to work harder by these ideals they have internalized	Equal variances assumed	13.330	.000	-1.781	246	.076	-.110	.062	-.232	.012
	Equal variances not assumed			-1.804	226.943	.073	-.110	.061	-.230	.010
Are employee's intellectual capacities are often stimulated through the ideals demonstrated by the managers	Equal variances assumed	.976	.324	-3.624	246	.000	-.228	.063	-.352	-.104
	Equal variances not assumed			-3.613	215.136	.000	-.228	.063	-.353	-.104
Individual employees receive individual considerations for work	Equal variances assumed	.167	.683	-.203	246	.839	-.011	.055	-.121	.098
	Equal variances not assumed			-.204	219.452	.839	-.011	.055	-.120	.098
Individualized work does not encourage every employee to contribute to ensure efficiency in the company	Equal variances assumed	1.943	.165	-.708	246	.480	-.041	.057	-.154	.073
	Equal variances not assumed			-.702	210.767	.483	-.041	.058	-.155	.074

**Hypothesis 3**

Group Statistics					
	Staff	N	Mean	Std. Deviation	Std. Error Mean
Our company does not have an age-long way of doing things	Senior Staff Members	102	1.67	.474	.047
	Management Staff Members	146	1.83	.429	.036
Our employees have in-depth understanding of the company's work culture	Senior Staff Members	102	3.53	.592	.059
	Management Staff Members	146	3.60	.492	.041
Our employees are guided by the company's work culture	Senior Staff Members	102	3.76	.426	.042
	Management Staff Members	146	3.79	.405	.034
Our employees demonstrate high work output when they work in line with the company's work culture	Senior Staff Members	102	3.24	.426	.042
	Management Staff Members	146	3.21	.405	.034
Our employees are efficient	Senior Staff Members	102	3.24	.426	.042
	Management Staff Members	146	3.20	.400	.033
Our employees show resilience	Senior Staff Members	102	3.24	.426	.042
	Management Staff Members	146	3.18	.439	.036



Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Our company does not have an age-long way of doing things	Equal variances assumed	18.104	.000	-2.804	246	.005	-.162	.058	-.276	-.048
	Equal variances not assumed			-2.755	203.472	.006	-.162	.059	-.278	-.046
Our employees have in-depth understanding of the company's work culture	Equal variances assumed	8.997	.003	-.962	246	.337	-.066	.069	-.203	.070
	Equal variances not assumed			-.931	191.099	.353	-.066	.071	-.207	.074
Our employees are guided by the company's work culture	Equal variances assumed	1.225	.270	-.558	246	.577	-.030	.053	-.135	.075
	Equal variances not assumed			-.553	210.454	.581	-.030	.054	-.136	.076
Our employees demonstrate high work output when they work in line with the company's work culture	Equal variances assumed	1.225	.270	.558	246	.577	.030	.053	-.075	.135
	Equal variances not assumed			.553	210.454	.581	.030	.054	-.076	.136
Our employees are efficient	Equal variances assumed	1.873	.172	.691	246	.490	.037	.053	-.068	.141
	Equal variances not assumed			.683	208.641	.495	.037	.054	-.069	.142
Our employees show resilience	Equal variances assumed	1.077	.300	.899	246	.370	.050	.056	-.060	.161
	Equal variances not assumed			.904	221.588	.367	.050	.056	-.059	.160

**Hypothesis 4**

Group Statistics					
	Staff	N	Mean	Std. Deviation	Std. Error Mean
Our employees receive regular training for better work out put	Senior Staff Members	102	3.49	.502	.050
	Management Staff Members	146	3.55	.499	.041
Our employees regularly acquire new skills for work	Senior Staff Members	102	3.24	.426	.042
	Management Staff Members	146	3.27	.448	.037
Our employees demonstrate new abilities at work regularly	Senior Staff Members	102	3.39	.491	.049
	Management Staff Members	146	3.42	.495	.041
Regular employee training ensure increased work performance	Senior Staff Members	102	3.52	.502	.050
	Management Staff Members	146	3.48	.501	.041
Acquisition of new skills and employees enhances work efficiency	Senior Staff Members	102	3.51	.502	.050
	Management Staff Members	146	3.45	.499	.041
Through regular training, our employees become flexible to meet different work demands efficiently	Senior Staff Members	102	3.38	.488	.048
	Management Staff Members	146	3.39	.490	.041



Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Our employees receive regular training for better work out put	Equal variances assumed	.837	.361	-.894	246	.372	-.058	.065	-.185	.069
	Equal variances not assumed			-.893	216.668	.373	-.058	.065	-.185	.070
Our employees regularly acquire new skills for work	Equal variances assumed	1.922	.167	-.683	246	.495	-.039	.057	-.150	.073
	Equal variances not assumed			-.689	223.942	.492	-.039	.056	-.149	.072
Our employees demonstrate new abilities at work regularly	Equal variances assumed	.672	.413	-.403	246	.687	-.026	.064	-.151	.100
	Equal variances not assumed			-.404	218.659	.687	-.026	.064	-.151	.100
Regular employee training ensure increased work performance	Equal variances assumed	.001	.977	.620	246	.536	.040	.065	-.087	.168
	Equal variances not assumed			.620	217.267	.536	.040	.065	-.087	.168
Acquisition of new skills and employees enhances work efficiency	Equal variances assumed	.837	.361	.894	246	.372	.058	.065	-.069	.185
	Equal variances not assumed			.893	216.668	.373	.058	.065	-.070	.185
Through regular training, our employees become flexible to meet different work demands efficiently	Equal variances assumed	.066	.798	-.128	246	.899	-.008	.063	-.132	.116
	Equal variances not assumed			-.128	217.806	.898	-.008	.063	-.132	.116

**Hypothesis 5**

Group Statistics					
	Staff	N	Mean	Std. Deviation	Std. Error Mean
Our employees are regularly rewarded for hard work	Senior Staff Members	102	3.61	.491	.049
	Management Staff Members	146	3.70	.460	.038
Employees rewarded financially work harder	Senior Staff Members	102	3.26	.674	.067
	Management Staff Members	146	3.29	.694	.057
Employees promoted to higher position, contribute greater to the company's success	Senior Staff Members	102	1.29	.458	.045
	Management Staff Members	146	1.20	.433	.036
Our employees perform well even without financial rewards	Senior Staff Members	102	3.19	.641	.063
	Management Staff Members	146	3.27	.680	.056
Recognitions spoils our employees	Senior Staff Members	102	3.19	.641	.063
	Management Staff Members	146	3.27	.688	.057



Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Our employees are regularly rewarded for hard work	Equal variances assumed	7.646	.006	-1.487	246	.138	-.091	.061	-.211	.029
	Equal variances not assumed			-1.470	208.529	.143	-.091	.062	-.213	.031
Employees rewarded financially work harder	Equal variances assumed	.416	.519	-.259	246	.796	-.023	.089	-.197	.151
	Equal variances not assumed			-.261	221.536	.794	-.023	.088	-.196	.151
Employees promoted to higher position, contribute greater to the company's success	Equal variances assumed	7.955	.005	1.668	246	.097	.095	.057	-.017	.208
	Equal variances not assumed			1.652	209.768	.100	.095	.058	-.018	.209
Our employees perform well even without financial rewards	Equal variances assumed	2.712	.101	-1.023	246	.307	-.088	.086	-.257	.081
	Equal variances not assumed			-1.034	225.311	.302	-.088	.085	-.255	.079
Recognitions spurs our employees into actions more than gifts	Equal variances assumed	3.063	.081	-.937	246	.350	-.081	.086	-.251	.089
	Equal variances not assumed			-.949	226.719	.344	-.081	.085	-.249	.087