
Strategic leadership and its effect on innovation and performance in Nigerian industries

Sunday Adeniyi OLASEHINDE, Modupe Titilayo Grace ONIBON, Ayodeji ADARABIERIN, Funbi Omolara WEYA-AJAYI & Funmilayo Oluwatoyin, ADEWALE

Department of Business Administration, Faculty of Management Sciences, Federal University Oye-Ekiti, Nigeria.

Corresponding E-mail: modupe.onibon@fuoye.edu.ng

Abstract

This study investigates the impact of strategic leadership on organizational innovation and performance within selected industries in Lagos State, Nigeria. The research addresses a gap in understanding how strategic thinking and leadership innovation influence organizational outcomes in dynamic business environments. Objectives include examining the relationship between strategic leadership and organizational innovation, evaluating the effect of leadership innovation on performance, and exploring mediating factors that enhance or hinder strategic leadership effectiveness. A descriptive survey research design was utilized, targeting management staff from Twenty-Five (25) companies in the technology, healthcare, finance, and manufacturing sectors. The findings revealed a positive relationship between strategic leadership and organizational innovation, with strategic thinking and leadership innovation significantly enhancing organizational performance. The study concludes that fostering strategic thinking, promoting innovation, and ensuring adequate resource allocation are essential for optimizing leadership impact. Recommendations include investment in strategic leadership development, fostering an innovation-friendly culture, and enhancing communication to align leadership goals with organizational objectives.

Keywords: Organisational innovation, Organisational performance, Strategic leadership

1. Introduction

Strategic leadership is a vital element in fostering organizational success, particularly in dynamic and competitive industries. It involves a combination of vision, strategic foresight, and effective decision-making that guides organizations toward their long-term objectives. Strategic leaders play a crucial role in shaping corporate strategies, driving innovation, and ensuring sustainable performance (Hitt et al., 2021). In the context of Nigerian industries, where economic challenges and global competition often create an unstable business environment, the role of strategic leadership has become more pronounced (Obiwuru et al., 2020).

Nigeria, as a leading economy in Africa, presents a unique case for examining the relationship between strategic leadership, innovation, and organizational performance. The country's industries are pivotal to its economic growth, particularly in sectors like oil and gas, manufacturing, and telecommunications. Strategic leadership in these industries is seen as a key driver of innovation, a critical factor that can lead to improved performance and competitiveness (Akinbode & Akinmoladun, 2021). Leadership strategies that foster an innovative culture are essential for adapting to evolving market trends, consumer demands, and technological advancements.

In Nigerian industries, the focus on innovation has been integral to achieving

superior performance. Innovative practices, driven by strategic leadership, contribute to improved products, services, and processes that distinguish successful organizations from their competitors (Chukwuma et al., 2022). However, while previous studies have explored the general concept of leadership and its impact on organizational outcomes, research specifically examining the link between strategic leadership, innovation, and performance within Nigerian industries remains limited.

Despite the growing recognition of the importance of strategic leadership in organizational success, a gap exists in the empirical understanding of how strategic leadership affects innovation and performance in Nigerian industries. Although scholars like Akinbode and Akinmoladun (2021) have highlighted the potential for strategic leadership to drive innovation and enhance performance in organizations, much of the research tends to be generalized and does not specifically address the complexities of the Nigerian industrial landscape. For instance, studies by Hitt et al. (2021) and Chukwuma et al. (2022) have focused on strategic leadership's impact on innovation in developed economies, but their findings may not be fully applicable to Nigerian industries, which face unique challenges such as infrastructural deficits, political instability, and limited access to advanced technologies.

Moreover, while innovation has been linked to improved organizational performance (Obiwuru et al., 2020), the specific role of strategic leadership in facilitating this process within Nigerian industries has not been extensively explored. In addition, the intricate relationship between leadership, innovation, and performance in the context of Nigerian industries remains largely unexplored, with little focus on how cultural, economic, and political factors

influence the strategic decisions made by leaders in these industries.

Therefore, this study seeks to address the following research gaps by investigating these areas, the study aims to contribute to the literature on strategic leadership in emerging economies, providing practical insights for enhancing leadership practices in Nigerian industries to drive innovation and improve performance.

2. Literature review

Strategic leadership is recognized as a critical factor influencing organizational performance and innovation, especially in rapidly evolving economies like Nigeria. In the context of Nigerian industries, strategic leadership entails the ability of top executives to set a clear direction, motivate teams, and manage resources effectively to drive innovation and improve organizational performance. As organizations face increased competition, economic volatility, and technological advancements, strategic leadership is integral to maintaining a competitive edge and fostering an environment conducive to innovation.

One of the major aspects of strategic leadership in Nigerian industries is the ability to create a vision that aligns with organizational goals while adapting to the changing business environment. According to Akinwale et al. (2021), strategic leadership in Nigeria involves the alignment of leadership practices with national development goals, enabling industries to stay competitive both locally and globally. Leaders who can make informed decisions based on industry trends and economic shifts are more likely to drive innovation. This is particularly important in Nigeria, where industries such as oil and gas, agriculture, and manufacturing are facing both global and domestic challenges, including regulatory changes, political instability, and technological disruptions (Akinwale et al., 2021).

Moreover, strategic leadership positively impacts organizational performance by promoting a culture of continuous improvement and change. Leaders who focus on long-term sustainability are more likely to prioritize innovation in products, services, and operational processes. This is evident in the work of Akpan and Okon (2022), who argue that strategic leadership enhances the ability of firms to embrace new technologies and market trends. In Nigerian industries, where resources may be scarce, leaders must leverage strategic alliances and external collaborations to drive innovation. For example, strategic leaders in the Nigerian oil and gas industry have been pivotal in introducing advanced technologies for exploration and production processes, contributing significantly to the performance outcomes of the industry (Akpan & Okon, 2022).

Furthermore, strategic leadership is crucial for fostering a work environment that encourages creative thinking and problem-solving. As noted by Ojo et al. (2020), the ability of leaders to inspire and empower their teams directly affects innovation outcomes. Nigerian industries, particularly in the tech and fintech sectors, have demonstrated how strategic leadership can harness the potential of a highly skilled workforce to develop innovative solutions. For instance, the rise of fintech companies in Nigeria can be attributed to strategic leadership that effectively manages technological disruptions and the regulatory landscape, driving performance growth in a highly competitive market (Ojo et al., 2020).

However, despite the significant role of strategic leadership in fostering innovation and improving performance, challenges remain. Nigerian industries often face leadership gaps, particularly in terms of skills development and succession planning, which can hinder long-term strategic goals. Leaders who lack the ability to adapt to the dynamic global market environment may struggle to

sustain innovation efforts (Suleiman & Ganiyu, 2020). Additionally, the complex political and economic environment in Nigeria can sometimes hinder the implementation of effective strategies, as policy changes and economic instability can disrupt organizational plans (Suleiman & Ganiyu, 2020).

Strategic leadership plays a pivotal role in shaping innovation and performance in Nigerian industries. By aligning organizational vision with national development goals, fostering a culture of innovation, and adapting to the dynamic business environment, strategic leaders can improve both short-term and long-term outcomes. However, it is essential for Nigerian industries to address leadership gaps and external challenges that may impede strategic goals.

2.2 Theoretical Review

The theory that underpinned this study is transformation leadership theory proposed by Burns in his 1978 book *Leadership*. Transformational leadership theory focuses on leaders who inspire and motivate followers to achieve exceptional levels of performance, foster creativity, and align individual goals with organizational vision (Bass & Riggio, 2021). It is particularly relevant in the context of strategic leadership, which involves shaping the direction of an organization to ensure long-term success through effective decision-making and innovation. Transformational leaders go beyond mere management, encouraging innovation and driving high performance by empowering their followers to exceed expectations (Tucker et al., 2020).

In Nigerian industries, where challenges like economic instability and infrastructural deficits persist, strategic leadership is crucial for fostering innovation and improving performance. Transformational leaders create environments where employees feel empowered to be innovative, challenge the status quo, and contribute actively to the

organization's success. This is especially vital in industries like technology, manufacturing, and services, where competition and the need for continuous improvement are high. Studies show that transformational leadership directly contributes to innovation by encouraging creativity, risk-taking, and openness to change (Ogunyomi & Bruning, 2021). For example, Nigerian tech startups have thrived under transformational leadership, which nurtures a culture of innovation by promoting a forward-thinking mindset (Akinlabi et al., 2021).

Additionally, transformational leadership significantly influences organizational performance. By motivating employees and fostering a sense of ownership, transformational leaders help improve productivity, reduce turnover, and ensure long-term organizational growth (Bass & Riggio, 2021). In Nigerian industries, where operational efficiency and global competitiveness are often challenged by economic and political factors, transformational leaders help align the organization's goals with its operational realities. This alignment enhances performance by creating a motivated and engaged workforce that works towards common objectives (Igbal et al., 2020).

Transformational leadership theory provides a useful framework for understanding the relationship between strategic leadership, innovation, and performance in Nigerian industries. Transformational leaders are instrumental in inspiring innovation and driving performance, particularly in challenging environments. Their ability to motivate, challenge, and empower their teams is essential for overcoming obstacles and ensuring the long-term success of industries in Nigeria.

2.3 Empirical Reviews

Strategic leadership, particularly in the context of innovation and performance, has become a central focus of academic and managerial research due to its significant

role in driving organizational success. In recent years, various studies have explored the relationship between strategic leadership and innovation, with particular attention to industries in developing economies like Nigeria. This empirical review analyzes relevant studies conducted between 2020 and 2025, which provide insights into how strategic leadership influences innovation and organizational performance in Nigerian industries.

In 2020, Adebayo and Olayanju conducted a study on strategic leadership practices within the Nigerian manufacturing sector. The authors found that strategic leadership is crucial for fostering a culture of innovation, particularly in industries facing economic volatility. They noted that leaders who adopt a proactive, visionary approach and emphasize continuous learning contribute to greater organizational adaptability, which in turn drives innovation. Their research highlighted the role of strategic leadership in identifying new market opportunities and aligning organizational capabilities to exploit these opportunities, ultimately improving performance (Adebayo & Olayanju, 2020).

In 2021, a study by Olorunfemi and Olutayo explored the effect of strategic leadership on performance in the Nigerian telecommunications sector. The authors found that strategic leadership practices, such as fostering collaborative leadership and prioritizing strategic foresight, were positively correlated with both innovation and performance outcomes. Specifically, they emphasized that telecom companies in Nigeria, through strategic leadership, were able to innovate in areas like mobile technology and customer service, which enhanced their competitive edge and market position (Olorunfemi & Olutayo, 2021).

Further building on these findings, in 2022, Eze and Ikwuegbu examined the impact of strategic leadership on performance in Nigeria's oil and gas industry. Their study

highlighted the significance of leadership practices in navigating the sector's challenges, such as regulatory changes and fluctuating oil prices. They concluded that effective strategic leadership, which incorporates environmental scanning and strategic decision-making, is essential for sustaining innovation. Additionally, they found that companies with strong strategic leadership were more successful in leveraging technological innovations and improving their operational performance, even in a highly competitive industry (Eze & Ikwuegbu, 2022).

In 2023, a research by Adeyemi and Fadeyi focused on the banking industry in Nigeria, analyzing the relationship between strategic leadership, innovation, and organizational performance. The authors suggested that strategic leadership enhances performance by promoting a culture of innovation, especially in technology-driven initiatives such as digital banking and mobile payment systems. Their findings indicated that leaders who prioritize innovation lead organizations to better align with the evolving financial ecosystem, resulting in improved service delivery, customer satisfaction, and ultimately, enhanced performance (Adeyemi & Fadeyi, 2023). Most recently, in 2024, Ojo and Olaniyan's study on strategic leadership and innovation in Nigerian industries further reinforced the importance of strategic leadership in enhancing innovation and performance. Their research across various Nigerian industries, including agriculture, manufacturing, and services, highlighted that strategic leaders who embrace transformational leadership behaviors significantly influence their organization's ability to innovate. They found that leadership's focus on change management and fostering a supportive environment for creativity was key to driving performance improvement (Ojo & Olaniyan, 2024).

The empirical studies indicate a consistent trend that strategic leadership plays a

critical role in fostering innovation and improving performance in Nigerian industries. Leaders who adopt forward-thinking, adaptable, and transformational leadership styles are more likely to steer their organizations towards innovative solutions, thus enhancing their competitive advantage and overall performance. These findings suggest that strategic leadership is not just a reactive tool in the face of challenges, but a proactive approach that can significantly drive innovation and organizational success.

3. Methodology

Descriptive survey design was adopted to gather data related to the influence of strategic leadership on organizational innovation and performance, with a focus on specific industries in Lagos State, Nigeria. A descriptive survey aims to describe the distribution of a phenomenon in a population and thereby establish the facts (percentages and frequencies).

The study's population consists of management staff within twenty-five (25) selected companies from four industries which includes: technology; Xpertech Solutions Group, Mobirevo, Casvo Digital, Genil-Prints Limited, Teners, healthcare; Light Hospital, Dako Hospital, Jon Ken Hospital, Cottage Hospital, Mucas Hospital, finance; Workforce Group, Valueforth Consulting, Ascentech Service Limited, Fundquest Financial Service Limited, MBC Nigeria, and manufacturing; Flour Mills of Nigeria Plc., Nigerian Breweries Plc., Nestle Nigeria Plc., Guinness Nigeria Plc., Seven-Up Bottling Co. Limited. All the selected organisations located in Lagos State, Nigeria. The population consists of all employees in the selected industries.

A stratified random sampling technique was used to ensure that the sample accurately represents the diverse range of industries involved. The sample size is 200 respondents, 50 respondents from each industry sector and 10 (ten) from each

company. This larger sample size provided more reliable statistical analysis and ensured that the findings are representative of the larger population. Within each industry, management staff was randomly selected to participate in the study. This approach ensured that every individual in the target population had an equal chance of being selected, reducing sampling bias. Primary source was used to gather the data using self-administered questionnaire. It consisted of closed-ended questions utilizing a Likert scale to assess various dimensions of strategic leadership and its impact on innovation and performance. The analytical procedure deployed in this study comprised both Descriptive and Inferential statistics. SPSS was utilized in describing the sample population frame, in terms of frequencies and percentages.

The survey was distributed electronically to the Human Resource managers of the selected companies. They were responsible for forwarding the survey to the

Table 1: Descriptive Analysis

Variable	Obs	Mean	Std. Dev.	Min	Max	Skewness	Variance	Kurtosis
LI	5	3	1.58	1	5	0	2.5	-1.2
OPIC	5	40	40.12991	8.3	101.6	1.120523	1610.41	-0.02693

Source: Authors Computation, 2025

This table analyzes the descriptive data of research question two. The descriptive analysis provides valuable insights into the distribution of Leadership Innovation (LI) and Organizational Performance and Innovation Capability (OPIC) variables. Starting with Leadership Innovation, the mean score of 3 indicates that respondents generally perceive their leaders as moderately innovative. This suggests that leaders possess some innovative qualities, but there may be room for improvement. The standard deviation of 1.58 indicates a relatively small variation in leadership innovation scores among respondents. This homogeneity implies that most respondents share similar perspectives on leadership innovation. The skewness of 0 and variance of 2.5 further support this

management staff within their organizations.

The analytical procedure deployed in this study will comprise both Descriptive and Inferential statistics. SPSS was used in describing the sample population frame, in terms of frequencies and percentages, correlation analysis will be conducted to depict the nature of relationship between the variables of study, while the proposed structural model will be subjected to strings of tests; psychometric and multi-collinearity, with confirmation by the Partial Least Square Structural Equation Modeling (PLS-SEM) using Smart PLS 3.0 version, a statistical tool used for data analysis utilizing Partial Least Square – Structural Equation Modeling (PLS-SEM).

4. Results and Discussion

4.1 Analysis of Research Questions

Question One: How does leadership innovation influence on organizational performance and innovation capability?

interpretation, indicating a symmetrical and relatively flat distribution. This suggests that leadership innovation scores are evenly distributed around the mean.

Moving to Organizational Performance and Innovation Capability, the mean score of 40 indicates a moderate level of performance and innovation capability within the organizations represented. This suggests that respondents' organizations are actively engaged in performance and innovation initiatives. However, the standard deviation of 40.12991 reveals a relatively large variation in OPIC scores. This heterogeneity implies that some organizations excel in performance and innovation, while others may struggle. The skewness of 1.120523 indicates a positively skewed distribution, with more

extreme values on the higher end. This suggests that some organizations are truly exceptional in their performance and innovation endeavors. The variance of

1610.41 and kurtosis of -0.02693 further emphasize this point, indicating a relatively peaked distribution.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.927488	0.860234	0.813645	17.32363

Source: Field Survey, 2025.

a. Predictors: (Constant), Leadership Innovation (LI)

The value R square = 0.860234 measures how well the Variable Leadership Innovation (LI) performed in explaining the Variation in the dependent Variable (OPIC). The Adjusted R square value is 0.813645 when multiplied by hundred

we'll be having 81.4% approximately 81%, this percentage shows that 81% of the Variations of the OPIC is due to the level of LI provided, the remaining 19% of the Variation LI is due to the Predictors that are not included in the model or other uncontrolled factors.

Table 3: ANOVA^a

Model		Df	Sum of Squares	Mean Square	F	Sig
1	Regression	1	5541.316	5541.316	18.46441	0.023183
	Residual	3	900.324	300.108		
	Total	4	6441.64			

Source: Field Survey, 2025.

• Dependent Variable: Organizational Performance and Innovation Capability

• Predictors: (Constant), Leadership Innovation

The purpose the ANOVA in case of a linear regression analysis is to quickly detect whether there is a significant relationship

between LI and OPIC. The P-value is 0.023183 which is lesser than 0.05, indicates that the Variation occurred in LI (Leadership Innovation) has a Positive relationship (effect) on the OPIC. On this note we accept the alternate hypothesis and reject the null hypothesis.

Table 4: Table of objective two regression Coefficients^a

	Estimate β	SE	T-VALUE	P-VALUE
OP (Intercept)	1.82	0.31	5.87	0.000
LI	0.42	0.07	6.49	0.000
IC (Intercept)	1.65	0.35	4.71	0.000
LI	0.38	0.06	5.98	0.000

Source: SPSS Output Data 2025

a. Dependent Variable: OP & IC

Here the constant = 1.82 for Organizational Performance (OP) and 1.65 for Innovation Capability (IC); these are the constant terms or the estimates of β_0 , both with P-values = 0.000, which are highly significant. The estimates indicate that if there is no change in Leadership Innovation (LI), the average scores for

Organizational Performance and Innovation Capability would be 1.82 and 1.65 respectively.

The coefficient of the predictor Leadership Innovation (LI) is 0.42 for OP and 0.38 for IC, both with P-values = 0.000, which are significant even at the 1% level of significance. This indicates that for every one-unit increase in Leadership Innovation

(LI), Organizational Performance (OP) increases by 0.42 units, and Innovation Capability (IC) increases by 0.38 units.

The corresponding standard error values, 0.07 for OP and 0.06 for IC, represent the standard deviation of the estimates. The statistical results imply that Leadership Innovation (LI) is a statistically significant predictor of both Organizational Performance and Innovation Capability. The Linear Regression Model is given as:
 $Y = a + \beta x$

Where Y = Organizational Performance (OP) and Innovation Capability (IC),

a = constant,

βx = Coefficient of X .

Therefore:

$OP = 1.82 + 0.42(LI)$

$IC = 1.65 + 0.38(LI)$

Question Two: What are the key characteristics and behaviors of successful strategic leaders in different industries and their influence on organizational performance?

Table 5: Responses of participants based on research question four

Respondents Responses	SA (5)	A (4)	UD (3)	D (2)	SD (1)	Mean	SD	Decision
Strategic leaders in our industry exhibit clear vision and direction	95	60	22	14	9	4.19	0.82	Agreed
Successful strategic leaders demonstrate strong decision-making skills	102	53	24	10	11	4.33	0.76	Agreed
Adaptability is a critical characteristic of strategic leaders in our industry	96	52	24	13	15	4.14	0.84	Agreed
Effective communication is a key behavior of successful strategic leaders	100	56	21	15	8	4.26	0.79	Agreed
Strategic leaders motivate employees to achieve organizational goals	115	44	20	9	12	4.44	0.72	Agreed
Strong problem-solving skills are essential for successful strategic leadership	113	52	18	11	6	4.41	0.73	Agreed
Strategic leaders actively encourage a culture of continuous learning	87	68	25	12	8	4.04	0.85	Agreed
Successful strategic leaders in our industry focus on long-term sustainability	110	59	12	8	11	4.38	0.75	Agreed
The ability to innovate is a distinguishing characteristic of strategic leaders	98	66	23	9	4	4.29	0.78	Agreed
Leaders who align with industry trends have a positive impact on organizational performance	95	62	21	15	7	4.22	0.81	Agreed

CRITERION MEAN: 2.5

SOURCE: Researchers' Computation, 2025

The above table analyzed the key characteristics and behaviors of successful strategic leaders using the criterion mean of 2.5. Respondents strongly agree that strategic leaders exhibit clear vision and direction. This characteristic enables leaders to inspire and guide their organizations toward achieving strategic objectives. The standard deviation of 0.82

indicates relatively low variability. The highest mean score (4.33) indicates that respondents strongly agree that successful strategic leaders demonstrate strong decision-making skills. Effective decision-making is critical for navigating complex business environments. The standard deviation of 0.76 indicates consistency. Respondents agree that adaptability is a

critical characteristic of strategic leaders. In today's rapidly changing business landscape, leaders must be able to adjust strategies and plans accordingly. The standard deviation of 0.84 indicates moderate variability. The mean score of 4.26 indicates that respondents strongly agree that effective communication is a key behavior of successful strategic leaders. Communication facilitates collaboration, engagement, and strategic alignment. The standard deviation of 0.79 indicates consistency.

The highest mean score (4.44) indicates that respondents strongly agree that strategic leaders motivate employees to achieve organizational goals. Inspiring and motivating employees drives productivity and performance. The standard deviation of 0.72 indicates low variability. Respondents strongly agree that strong problem-solving skills are essential for successful strategic leadership. Effective problem-solving enables leaders to navigate complex challenges. The standard deviation of 0.73 indicates consistency. Respondents agree that strategic leaders actively encourage a culture of continuous learning. This fosters innovation, adaptability, and growth. The standard deviation of 0.85 indicates moderate variability. The mean score of 4.38 indicates that respondents strongly agree that successful strategic leaders focus on long-term sustainability. This emphasizes the importance of balancing short-term needs with long-term strategic objectives. The standard deviation of 0.75 indicates consistency. Respondents strongly agree that the ability to innovate is a distinguishing characteristic of strategic leaders. Innovation drives growth, competitiveness, and relevance. The standard deviation of 0.78 indicates consistency. The mean score of 4.22 indicates that respondents agree that leaders who align with industry trends have a positive impact on organizational performance. Staying attuned to industry

trends enables leaders to make informed strategic decisions. The standard deviation of 0.81 indicates moderate variability.

4.2 Discussion of Findings

Findings indicated that innovative leadership styles have a positive impact on organizational performance, as they drive growth, sustainability, and operational efficiency. Leaders who embrace innovative approaches foster an organizational culture that encourages continuous improvement, which contributes to long-term success. Samad (2022) found that transformational leadership enhances performance by promoting innovative practices that inspire employees and build a culture of high engagement. The study further aligns with Camison-Zornoza et al. (2014), who asserted that innovation contributes to sustainable competitive advantage by enriching a firm's strategic resources. Innovative leadership styles are especially pertinent for firms in Nigeria, where rapid technological advancements and evolving market demands require companies to remain agile. Leaders who cultivate an innovative organizational culture can improve both productivity and overall competitiveness, offering firms a strategic edge in an increasingly complex business landscape. This aligns with findings by Barney (2021), who highlighted that innovation generates valuable, inimitable resources that strengthen an organization's performance through continuous capability enhancement.

The study also finds that the external environment mediates the impact of strategic leadership on organizational performance. Factors such as market conditions, technological advancements, and regulatory changes can either enhance or limit the effectiveness of leadership. Porter (2020) emphasizes that organizations that continuously monitor and adapt to external conditions are better positioned to leverage strategic leadership for performance gains. High levels of

environmental uncertainty may pose challenges, especially when market disruptions or rapid regulatory changes impact strategic planning and execution. Leaders who proactively adapt to environmental changes enable their organizations to capitalize on emerging opportunities and mitigate potential threats.

5. Conclusion and Recommendations

The study concludes that strategic leadership plays a vital role in enhancing organizational innovation and performance in various industries. Strategic thinking, as practiced by visionary leaders, promotes innovation by enabling organizations to adapt to changes and explore new growth opportunities. Leadership innovation was identified as a significant factor in improving organizational performance, particularly through fostering a culture of creativity and engagement. The study also highlighted the influence of mediating factors such as organizational culture, structure, and resource allocation in shaping the effectiveness of strategic leadership. These findings emphasize the need for organizations to cultivate strategic leaders capable of navigating complex environments and aligning resources with long-term objectives. The study confirms that strategic leadership is essential for organizations striving to achieve a competitive edge in dynamic industries. By fostering a proactive approach to leadership, organizations can effectively balance innovation and performance goals, enabling sustainable growth and resilience in an evolving market landscape.

Based on the findings, the following recommendations are suggested to strengthen the impact of strategic leadership on organizational innovation and performance in Nigerian industries:

Nigerian Organizations should establish a strategic leadership framework that integrates innovation, performance and competitiveness; allocate budget and resources for innovation driven projects;

encourage experimentation, risk-taking, and learning from failures; identify and address cultural barriers that hinder strategic leadership and take appropriate steps to curb them; foster transparent communication among employees, leaders and stakeholders; performance management system that aligns with the strategic objectives of the company should be set up; and offer trainings, coaching and mentorship programs to develop strategic leaders and allow for leaders who possess necessary characteristics and behaviors.

References

- Adebayo, M. A., & Olayanju, O. A. (2020). Strategic leadership and innovation in the Nigerian manufacturing sector. *Journal of Business and Management*, 28(2), 34-46.
- Adeyemi, O. A., & Fadeyi, A. A. (2023). Strategic leadership and innovation in the Nigerian banking sector. *International Journal of Strategic Management*, 35(3), 112-126.
- Akinbode, M. O., & Akinmoladun, F. O. (2021). Strategic leadership and organizational performance: Evidence from Nigerian firms. *African Journal of Business Management*, 15(3), 114-125.
- Akinwale, O. S., Oladipo, O. O., & Olaseni, I. R. (2021). Strategic leadership and organizational performance: Insights from Nigerian industries. *Journal of Business and Management*, 28(3), 112-129.
- Akpan, M. E., & Okon, B. O. (2022). The role of strategic leadership in fostering innovation in Nigerian oil and gas industries. *Energy Economics*, 49(5), 167-180.
- Bass, B. M., & Riggio, R. E. (2021). *Transformational leadership* (2nd ed.). Psychology Press.
- Chukwuma, C. A., Ogbu, O. N., & Okafor, L. E. (2022). Innovation strategies

- and organizational performance: A case of Nigerian manufacturing companies. *Journal of Innovation and Entrepreneurship*, 9(2), 211-227.
- Eze, C. A., & Ikwuegbu, S. I. (2022). The role of strategic leadership in performance: Evidence from the Nigerian oil and gas sector. *Journal of Leadership and Organizational Studies*, 45(1), 57-71.
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2021). *Strategic management: Concepts and cases: Competitiveness and globalization*. Cengage Learning.
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2022). *Strategic management cases: competitiveness and globalization*. Cengage Learning.
- Igbal, M., Bhatti, Z. A., & Iqbal, S. (2020). Transformational leadership and organizational performance: Evidence from Nigerian manufacturing industry. *Journal of Business Research*, 13(2), 1-10.
- Obiwuru, T. C., Okwu, A. T., & Ojiabor, M. (2020). Strategic leadership, innovation, and performance: The role of Nigerian firms in the 21st century. *International Journal of Business and Management Studies*, 9(1), 78-90.
- Ogunyomi, P., & Bruning, N. S. (2021). Leadership and innovation in Nigerian startups: The role of transformational leadership. *Journal of Entrepreneurship and Innovation*, 18(3), 241-260.
- Ojo, A. O., & Olaniyan, I. T. (2024). Strategic leadership and its impact on innovation and performance in Nigerian industries. *African Journal of Business and Management Studies*, 22(4), 185-201.
- Ojo, O., Adeleke, A. A., & Adebayo, O. F. (2020). Strategic leadership and innovation performance in Nigerian tech firms: Evidence from the fintech industry. *Journal of Technology Management*, 34(4), 40-56.
- Olorunfemi, O. S., & Olutayo, E. O. (2021). Strategic leadership and organizational performance in Nigeria's telecommunications sector. *Telecom Policy Journal*, 34(5), 81-97.
- O'Reilly, C. A., & Tushman, M. L. (2008). Ambidexterity as a dynamic capability: Resolving the innovator's dilemma. *Research in Organizational Behavior*, 28, 185-206.
- Samad DA, Shaheera AM & Muhammad W (2022). Effect of Strategic Leadership on Organizational Performance through Knowledge Management. *Journal of Managerial sciences* 57. XIII (3).
- Suleiman, H., & Ganiyu, S. I. (2020). Challenges of strategic leadership in Nigerian manufacturing industries. *African Journal of Business and Economic Development*, 5(2), 83-99.
- Tucker, B. A., Newcomer, E., & Green, B. A. (2020). Transformational leadership and innovation: Exploring the role of psychological empowerment. *Journal of Business Research*, 114, 1-8.
- Tushman, M. L., & O'Reilly, C. A. (1996). Ambidextrous organizations: Managing evolutionary and revolutionary change. *California Management Review*, 38(4), 8-30.
- Standards in Nigeria's Oil Sector: Challenges and Impact. *Journal of Environmental Economics*, 12(1), 45-58.
- Sola, D. (2023). The Role of Upstream and Downstream Sectors in Nigeria's Oil Industry. *Journal of African Energy*, 15(2), 34-46.
- Verma, A. (2019). Sustainable development and environmental ethics. *International Journal on Environmental Sciences*, 10 (1), 1-



5,

<https://ssrn.com/abstract=3689046>

Yaakoo, D. P., Ibanichuka, E. A. L., & Ofurum, C. O. (2021). Environmental accounting practices and return on asset of quoted manufacturing companies in Nigeria. *International Journal of Innovative Finance and Economics Research*, 9(4), 7-17.