



The Roles of Political and Organizational Leadership in the Decision-Making Process in Dynamic Business Environments in Nigeria: Evidence from Port Management, Shipping Companies and Port Terminals

University Ovuokeroye Edih^{1,*}, B. Daniel Ogola², Enakpobomene Mina Irejeh¹, ThankGod Ombe²

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ABSTRACT

This study examines the roles of political and organizational leadership in decision-making process in dynamic business environments in Nigeria, evidence of leadership in port management, shipping companies and port terminals. The essence is to investigate the in-built characteristics in a leader and leadership models and their impact on the decision-making process in dynamic business environments. Leadership is inextricably tied to decision-making function in every modern organization. It is an herculean task to make the right decision in a complex, dynamic and turbulent business environment. Eromafuru(2016:288) posits that change is universal and endemic in a productive system and today's business environment is turbulent and chaotic. This is further necessitated by the effects of globalization on every aspect of advancement in the 21st century. Managers and management theories are finding it very difficult to address challenges in this changing world because there is no singular theory that proffer answers to current competitive, diverse, and dynamic issues in business. Hence the advocacy for evolution from managerial decision-making function to organizational leadership decision making process. As a result, leaders must possess excellent leadership capacities, capabilities and strategies to remain competitive in a dynamic business environment. Political leadership is the umbrella of leadership overseeing a political entity where business organizations and other environments co-exist. Political leaders administer the laws, bilateral and multilateral relationships, and ensures a conducive environment that fosters business activities, and organizational leadership must obey and blend within the rules and regulations. It is trite to conclude that situations, environmental needs, competitiveness in business, political happenings, and more so, the traits of the leader determine the types of leadership models, decision-making process, theories and trends to be harnessed to address pressing demands and achieve either short-term or long-term objectives of the organization or a nation. Hence, leaders should make impactful decisions to improve maritime sector performance by effecting strategic, visionary and proactive leadership in port management, shipping industry and port terminal operations.

1. Introduction.

Leadership is a dynamic concept, as well as a conscious process. Dynamic in the sense of globalization and its accompanying consequences and influences on administrative structures and the people's culture and traditions across the world. This explains why leadership models are constantly evolving, especially in the 21st century. Ogali (2014) sees leadership as a dynamic and continuous process of inspiring and directing people and deployment of national resources to achieve national

¹Department of Maritime Economics and Finance, Nigeria Maritime University, Okerenkoko, Delta State, Nigeria.

²Department of Ports Management, Nigeria Maritime University, Okerenkoko, Delta State, Nigeria.

*Corresponding author: University Ovuokeroye Edih. E-mail Address: oweilade123uni@gmail.com; university.edih@nmu.edu.ng.

goals. Looking at the complex nature in leadership, it may be discussed from various perspectives, political perspective, business/economic perspective, religious perspective, community perspective, institutional perspective, organizational perspective and so on. No matter the perspective, the end product of every intended leadership style, or model is to advance society, achieve set goals in dynamic business environments as well as in a given country. Because of the broad nature of leadership, this study seeks to examine the influence of political and organizational leadership on decision-making in dynamic business environments and how it will affect the maritime sector-port management, shipping companies and port terminals. With this streamlined context, we can proceed to dissect matters surrounding political and organizational leadership vis-a-vis the dynamics in business environments in Nigeria.

Leadership, in a simple sentence, is the management of resources (human resources, financial resources, material resources, and other resources) for the benefit of mankind, business organization, local community and a nation. In the words of Kaur (2024) “human leadership is exercised when individuals with specific goals organize institutional, political, psychological and other resources in rivalry with others in order to pique and satiate followers”. The term “leadership” is popularly used or associated with political administration, while “management” is preferably applied in the private business and profit-oriented organizations. However, both processes are aimed at achieving very similar objectives, not necessarily the same. Leadership is required in the political and governmental space or sphere, but management or management team is ideal for dynamic business environments spearheaded by business moguls, the Dantatas, the Elumelus, the Otedolas, the Dangotes within the Nigerian business space while Bill Gates, Elon Musk and many more in the advanced world. Management thinkers, and other scholars considered leadership from diverse aspects because of its intriguing and pervasive nature as well as the most complex and dynamic concept in organizational management. Leadership is a social and influencing processes in which the leader seeks the voluntary participation of subordinates in an effort to reach a goal (Behling, 1978 cited in Eromafuru 2016). The ideals of leadership encompasses “vision, enthusiasm, love, passion, obsession, and consistency, the use of symbols, creating heroes, at all levels, coaching, effectively wondering around, and numerous other things. Leadership must be present at all levels of the organization. It depends on a million little things done with obsession, consistency, care, but all of those million little things add up to nothing if the trust, vision, and basic belief are not there” (Eromafuru, 2016: 252). According to Barry Posner, Leadership in the past was seen as a captain of a ship, cool and collected, but now leaders are humans, that have feelings, emphatic and relate with the people, part of what’s is going on, not apart from what’s going on. According to Nicola Vermoooten (n.d) there are several theories on leadership and the oldest of leadership theories are two opposing camps, the Trait theory and Behavioral theory. Trait emphasized that leaders are born while behavioural leadership rejected inborn virtues of leaders and states they can be trained. Modern leadership theories aligned with the behavioral school of thought.

Good Leadership is a strong and fertile foundation for good governance in any independent nation. Countries experiencing backwardness, poverty, degradation, civil unrest, killings, kidnapping, and other nefarious, heinous vices, especially in most African countries are associated with bad leadership. It is contested that a country devoid of sound leadership is likened to a failed nation (Ogali, 2014). According to (Management Sciences for Health, MSH, 2008), “better people make better leaders” while Late Dora Akunyili framed it as, “good people make a great nation” (Edih, 2020). Leadership is the force that drives popular participation, transparency and accountability and development in public administration. The leader shows direction for others to follow (Edih U., 2020). Political leaders may emerge in modern society through birth, election, self-imposed, military coup d’etat, or appointed, and elected. This is supported by theories in management, the Greatman theory, Trait theory and Behavioral theory (Ogali, 2014). Leadership charisma or characteristics are displayed through the different models; authoritarian, democratic, laissez faire and the mixed models. The invocation of section 305 of the Constitution of the Federal Republic of Nigeria 1999, as amended which provides for a Declaration of State of Emergency under extreme conditions by The Bola Ahmed Tinubu’s administration against the government of Rivers State and the unlawful suspension of the two arms of government (the Executive Governor and deputy and the State House of Assembly) is summarily described as a mixture of democratic and authoritarian styles of leadership. The section is reproduced as follows “S.305(1) subject to the provisions of this constitution the President may by instrument published in a official gazette of the government of the federation issue a proclamation of a state of emergency in the federation or any part thereof. (2) The President shall immediately after the publication transmit copies of the official gazette of the government of the federation containing the proclamation including the details of the emergency to the President of the Senate and the Speaker of the House of Representatives...(3) The President shall have power to issue a proclamation of a state of emergency only when a) the federation is at war, b) the federation is in imminent danger of invasion or involvement in a state of war, c) there is actual breakdown of public order and public safety in the federation or any part of thereof...as to require extraordinary measures to restore peace and security, ... among others conditions”. However, the unconstitutional suspension of the two arms of government and subsequent appointment of a sole Administration, unknown to law in a democratic dispensation is condemnable, and a colossal breach of the rule of law. It is an invitation to Military Coup. Leaders ought to exercise leadership supported by value, norms, procedure, knowledge, and skills. In modern times, leadership should be exercised based on the laws (the Constitution, Laws, Bye-laws, Business ethics, trade usages, international rules and regulations, bilateral treaties, and conventions, tenets and principles of commerce, etc). Deviation from the provided modus operandi may be a breeding ground for fraud, and criminality, civil unrest and other aftermaths.

There is the argument that managers should evolve from being managers to leaders. In the words of Bennis, “to survive

in the 21st century, we need a new generation of leaders, not managers (Robbin, 2014). This new idea tries to replace management with leadership, instead of separating both nomenclatures with a thin line as posited earlier. Leaders conquer the volatile, turbulent, ambiguous surroundings that seem to conspire against the business environments. An individual could be a leader without being a manager, and he can be a manager without being a leader. A true leader finds meaning in negative events and learns from the most trying moments. Leadership is defined in terms of group processes, personality, compliance, particular behaviour, persuasion, power, goal achievement, interaction, role differentiation, initiation of structure, and most times, a combination of two or more of these identified features (Luthan, 2016; Robbins, 2014). Leadership roles are intricately tied to decision making in any chosen environment- political environment, business environment, socio-economic environment and others. Decision making process involves making choices where there are alternative courses of action. The most important quality of leadership is being a good decision maker (Luthan, 2016). Decision making in organizational leadership in public and private activities involves the future of the nation or majorly the organization (Arthur, 2020).

Among the different leadership concerns, political leadership assumes the umbrella position over a political entity like Independent Nigerian nation. Political leadership is usually regulated by the *grund norm*, known as the Constitution of the country. According to the Nigerian Constitution, political leadership is represented by the three arms of government; the legislature, the executive and the judiciary. The legislature makes laws that are implemented by the executive arm of government and the judiciary interpretes the law, and adjudicates disputes between the state and the people, disputes between companies and government, disputes between individuals, and so on. However, it is overwhelmingly clear that, government in practice in Nigeria only refer to the executive arm of government, headed by the current President (Bola Ahmed Tinubu). The laws and policies made by the government controls other environments - business environments. In a similar trend, organizational decisions are affected in one way or the other. It is a known fact that business can only thrive where the political environment is hospitable and tax laws are favourable. The maritime industry - port development and management, shipping business and shipping companies as well as the management of port terminals and other components of the blue economy require leadership, effective leadership, strategic planning and effective management.

Studies have been carried out on the various aspects of leadership, such like; participatory democracy, good governance and related ideals. Ogali (2014) examined the relationship between leadership, participatory democracy and good governance, Edih (2020) did a study on communal participation and good governance while Alade (2011) dissected challenges of educating future leaders in Nigeria. Trends in modern leadership practice was treated by Eromafuru (2016: 288), and leadership models and decision making were studied by Nicola Vermooooten (n.d). Onyido and Umofia (n.d) examined effective community leadership while Kaur (2024) dissects the relationship be-

tween leadership styles and decision making. Arthur (2020) did a study on leadership decision making. This current study tends to address the vacuum by looking at the influence of political and organizational leadership on decision making process in dynamic business environments in Nigeria with specific emphasis on leadership in port management, shipping companies and port terminals.

The study is divided into seven sections in which section one is introduction, and section two treats leadership models. Section three addresses leadership functions and characteristics while section four dwells on decision making process. Theories on decision making process were discussed in section five. We discuss leadership in port management, shipping companies and port terminals in section six, and finally, section seven harps on summary and conclusion.

2. Leadership Models in Dynamic Business Environments.

Change is a constant phenomenon. In like manner leadership models are constantly evolving from one type to another. In that trend, we can posit that there are several leadership models in practice. Eromafuru (2016) identified the following; transactional leadership, charismatic leadership, visionary leadership and transformational leadership. He also emphasized other leadership approaches, such as, moral leadership, servant leadership, super leadership and strategic leadership. The focus of transactional leadership is continued interpersonal relationships between the manager and employees. The transactional leader directs and motivates his followers or subordinates in the organization. However, research found that the weak point of a transactional leader is that it is a prescription for mediocrity because employees depend on motivation and close relationships to spur activities. The transformational leadership is oriented to change and driven by vision. The leader raises followers' awareness and consequences on organizational issues, creates vision and is committed to it. He is concerned about the welfare of his subordinates and apply reward incentives to facilitate a change process. In a nutshell, transformational leadership has similar attributes of charismatic and inspirational leadership.

Charismatic leadership is the influence based on the leader's charisma. It is a form of interpersonal attraction of a leader that inspires acceptance from other people. A charismatic leader exhibits unique characteristics like self-confidence, visionary, initiates change, is very supportive, applies communication skills, and others (Eromafuru, 2016: 290; House, & Spangler, 1991). It is likely that charismatic leadership is prominent in the political arena, religion and wartime, who may become a liability at the end of the crisis (Chahbra, 2008). Leaders with charisma are bent on achieving a purpose by effecting radical changes rather than maintaining the status quo (Conger & Kanungo, 1988). In the study of Zakay and Popper, (1998), it was revealed that a charismatic leader has a positive behaviour which attracts his followers. Followers are attracted by his identification, mutual trust, proper motivation, and the sacrifice made by the leader and attachment to the group or purpose of the organization. A moral leader is the one who distinguishes good acts from evil ones. Richard (2005) defines moral leadership as the tool that

separates right from wrong with the desire to choose what is appropriate and right. It behoves the moral leader to choose the just, honest, the good and decently behaved persons and actions in governance. It is wise for the moral leader to garner the courage and boldness to do what is right and approved by the law.

Servant leadership is another approach of leadership created by Robert Greenleaf in 1970 (Eromafuru, 2016: 292). It was a popular slogan during the Yar'adua/Jonathan's administration in Nigeria. Servant leadership is a commitment to serve others rather than oneself (Spears, 1995). This type of leadership is a philosophy because it has not been tested. It is embedded in the behavioral patterns of the leaders to fulfill two purposes; one, the goals and needs of the followers, and two, to realize the mission and vision of the organization. Ordinarily as well as constitutionally, the president, governors and the parliament are elected by the electorates to serve the country. Serving the people means a lot; make laws, implement budgets, curb insecurity, but the reverse is the situation in Nigeria. The Declaration of State of Emergency by Tinubu/Shettima's administration for political gain is anti-people and anti-service. Super leadership emphasizes team spirit and self-management skills. The super leader is poised to lead others so that they can in turn lead and improve themselves. He is a coach who empowers his team with necessary skills to excel in a competitive market environment. The leader allows employees some levels of freedom and delegation to exercise their experiences.

In complex, turbulent and dynamic business environments, we need a strategic leadership approach. Strategic leaders learn how to influence their subordinates in an uncertain environment. A leader with the ability to anticipate, envision the future, maintain some levels of flexibility to create the required change is positioned to be a strategic leader (Hitt, Hoskisson & Duane, 2007). According to Green *et al.*, (2003), a strategic leader leads by personal examples, stimulates the behaviours, thoughts and feelings of his team. Strategic management ensures formulation of sound plans, implements the plans to the fullest and wins. The strategic leader must be visionary, possess excellent entrepreneurial skills, thinker, inspirer and coach. Above all, the strategic leader must be dynamic and proactive in dynamic business environments (Kotler, 2000). Since human resources is a complex asset of the organization, the strategic leader must possess the ability to manage them (Miller & Collella, 2005).

The choice of leadership style depends on several connected factors. According to Eromafuru (2016: 282), Tannebaum and Schmidt identified the following interwoven factors; forces of the manager, forces of the subordinates and forces of the situation. The forces of the manager entail, personality, experience, value system, and leadership inclination, and the forces of the subordinates include, subordinates readiness to assume responsibility, need for independence and knowledge to solve problems. Forces of the situation address the complex nature of the problem, nature of organization, objectives, and group pressure and cohesion. In Nwachukwu (2004), the above three forces are expanded into six simplified decision making points; the state of the system, clarity and contingency of goals, characteristics of the subordinates, leadership-subordinates relationship,

organizational size, personality of the leaders and level of decision making. Nicola Vermoortelen (n.d) also identified eight styles of leadership, democratic (what is your opinion), autocratic (do what I told you), laissez faire (whatever you think is best), strategic (let's change the world), transformational (leave your comfort zone), transactional (work on your goals), coach-style (try this), and bureaucratic (follow the rules).

We can deduce one singular factor across the different models of leadership, which is vision. Anya (2008) states as follows "a vision by its very nature is the projection of a desired future, anchored on a desirable and desired outcome, for a set of national objectives canvassed by the leadership class....".

3. Leadership Functions and Characteristics in Dynamic Business Environments.

Leaders are different from managers based on the functions and characteristics they possess. Robbins (1999) states that managers adopt interpersonal attitudes toward achieving organizational goals, while leaders work from a high risk position. Managers tend to avert risks and leaders embrace risks where there are opportunities and the rewards are high. Eromafuru (2016:252) identified the functions and characteristics of leaders in organization. The functions are stated as follows;

1. A leader performs the creative function of laying down goals and directions to the followers.
2. The leader guides and interprets the goals and policies to the employees.
3. A leader coordinates and integrates the individual interest with corporate interest. This helps the group or organization to achieve maximum results because workers are part and parcel of the progress and successes recorded.
4. Leaders initiate processes, inspire and direct subordinates to achieve desired objectives.
5. Leaders share information with his subordinates. This helps to create an atmosphere of openness, trust and loyalty to one another, and barriers to growth and personal effectiveness are taken away.
6. Leaders raise the morale of workers by using tangible and intangible reward measures. Motivational incentives instill a sense of responsibility, cooperation and discipline among workers in the organization.
7. Because leaders are dynamic, visionary, proactive and more so, goal oriented, initiate changes in response to unpredictable changes in the dynamic business environments.
8. A leader is an effective organizer who divides the organizational activities among the employees in a procedural manner. He delegates authority, responsibilities and duties among his subordinates. This systematic division of assignments reduces conflicts and ambiguity.

A critical look at the functions and characteristics of a good and responsible leader, one may be tempted to say that they have some resemblance. Despite the similarity, the characteristics of a leader are itemized as follows;

1. Visionary and Proactiveness: It is abundantly clear that leaders are visionary and take proactive steps to address issues. Since they are future oriented, they articulate concrete action plans to realize the mission and vision of the organization.
2. Influential character: leaders possess influence which attracts submission and loyalty from their followers. Such inbuilt influence and motivation shape the behaviours of others towards achieving a specified goal.
3. Situational leadership style: situation is a predetermined factor of an emerging leader. The prevailing circumstance will tell the type of leadership model to apply to remedy the malady, and achieve results. The Hersey Blanchard Situational leadership theory is divided in to four sections (S1, directing S2, coaching S3, supporting and S4 delegation) (Nicola Vermoooten, n.d).
4. Inspiration: Inspiration goes beyond mere need satisfaction (Eromafuru, 2016). It requires that they should be totally committed to a chosen course of action (Wehrich & Carnice, 2008).
5. Understanding People: Leaders are understanding people. They understand the theories of motivation and which should be applied, when and how it should be applied. Leaders should understand the psychological, temperament, feelings, and drives of his subordinates.
6. Leadership power: an effective leader utilizes power in the right direction. A leader with no accompanying power may not be successful. Leadership and power are fused together, which drives respect and obedience from his followers. With the appropriate use of power, rewards are given where necessary, and sanctions are meted to instill corrective measures. This idea flows from the understanding of Theory X and Theory Y of motivation.
7. People-oriented: Leaders provide an atmosphere that fosters cohesion among workers in the organization. They are poised to satisfy worker's needs by effective communication and participation of all.

Doft (2002) compared the qualities of leadership to that of management. The leader's qualities include, soul, visionary, creative, flexible, inspiring, innovative, courageous, imaginative, experimental, initiate change and personal power. The Manager's qualities are mind, rational, consulting, persistent, problem solving, tough minded, analytical, structured, deliberate, authoritative, stabilizing, and position power. In Yuki (1989), similar comparison between the characteristics traits of leadership and management were addressed. The study revealed the leader characteristics traits as , need for achievement, need for power, cognitive ability, interpersonal skills, ethics, self-confidence, empathy, and tolerance and the manager behavioral roles to include, interpersonal roles, informative roles, decision roles, and problem solving roles. As earlier posited, the end result of both the leader and manager are likely the same according to the study of Yuki (1989). The desired end results of organizational leadership vis-a-vis management are , unit performance, profitability, group satisfaction, employee's

loyalty, goal accomplishment, improved worker's knowledge, job satisfaction, and group cohesion.

4. Decision-Making in Dynamic Business Environments.

Decision making process may seem simple for the individual, but a difficult task for the manager or the leader of an organization. Eromafuru (2016: 163) gave an illustration of a young man who intends to marry a beautiful lady will make decision on how to enter the marital contract. Likewise every other person makes decision on daily routines. Decision making is a process that defines problem and choose alternative courses of action. Decision is the focal point of planning. It is the commitment of resources to achieve organizational goals (Koontz, 1998; Drucker, 1964 cited in Eromafuru 2016). There are simple and complex decision making processes. Cole (2008) sees decision making as part of human existence. In the business environment, managerial decision is the hub of the organization. It means that every activity carried out is the product of a decision made by management (Ekakite, 2007). In Nwachukwu (2005), he addressed the philosophy behind making a decision. According to the author, no decision should be classified as right or wrong, because a wrong decision would be a right choice where the surrounding factors are favourable. The peculiar time, and prevailing variables determine the nature of decision to be made to a large extent.

Essentially, decision making is one of the cardinal responsibilities of a manager and the leader. There are two major reasons for making decisions in the organization, one; the quality of the decision made affects career opportunities, rewards and job satisfaction and two; decision made by the management contributes to the success or failure of the organization. It is clear that decision can take various forms. Apart from simple to complex decision making process, there are three principal decision areas, namely; strategic, operations and administrative decisions (Ansoft, 1987). Strategic decision making process is usually complex, because it is a long-term objective which connects the organization to the environment. Long-term is represented by the number of years that decision will take to mature, a minimum duration of five years. Operational decisions take a short period of time and are repetitive in nature. Decisions on output level, pricing and inventory levels. Administrative decisions concentrate on the gap created by strategic and operating decisions. Administrative decisions address the conflicting issues that may arise from the first two types of decisions. Decision making is an essential skill of leadership and the leader should take responsibility for every decision. Leaders make decisions with reference to power which includes, power (ability to influence others behaviour), legitimate power (through hierarchical), reward power (to give or withhold rewards), coercive power (use force to compel compliance), referent power (coming from identification, loyalty and charisma), and expert power (skills and expertise) (Nicola Vermoooten, n.d).

Decision making process is affected by some variables either singularly or collectively. These factors are broadly divided into two, such as, Quantitative and Qualitative factors (Eromafuru, 2016; 173). The quantitative factors are measurable in

numerical terms which include, time, and cost, while the qualitative factors are intangible and cannot be measured by any standard. They are factors incidental to decision making process such as risks factors - risks of changing the old technology, risks of obsolete products, risks of resistance to change and political turbulence, economic and international pressures.

5. Decision Making Theory in Dynamic Business Environments.

Decision making process is a common daily practice of individuals, managers, institutions, and other groups. The process of making decisions may be hinged on different models. Some persons or organizations that make decisions may not be aware of these models. Several models of decision making exist, however in the study, the following models that guide decision making process will be examined; the rational decision making model, Simon's normative decision making model, Garbage Can decision making model, and the political decision making model.

5.1. The Rational Decision-Making Model.

The manager or leader in the process of making decisions finds ways of solving the problems by devising intelligent choices. Managers and leaders according to the assumptions embedded in the model are objective, rational and possess adequate information and knowledge to make decisions. The model captures the descriptive and prescriptive aspects of making decisions in the organization (Eromafuru 2016: 166; Koontz & Weihrich, 2005). Stanovich (1999) opines that the model is germane for decision making, despite some perceived weaknesses. The five steps identified by the model for making decisions are; identification of the problem, generate solutions, evaluation of alternatives and select solutions, feasibility, and implement, monitor and control.

5.2. Simon's Normative Decision-Making Model.

Herbert Simon, a Management Scholar in the mid- 1950s, introduced this model. The assumption in the model is that decision making process is guided or restricted by the maker's bounded rationality. The concept of bounded rationality explains the variety of constraints faced by the decision maker when making decisions. This may not be far from personal and environmental characteristics (the human mind limitation, complexity of problems, uncertainty, amount of information), which limit the decision making process (Eromafuru 2016: 168; Simon, 1968).

5.3. Garbage Can Decision-Making Model.

The perceived weakness or deficiency of the Rational Model for failing to explain how decisions are made brought about the development of the Garbage Can Model. The basic assumption of this model is that decision making process does not following any tested procedure, rather it takes a shabby and uncoordinated approach. It asserts that decision making process is a complex interaction among four independent variables or events such as

, the problem, solutions, participants, and choices or opportunities. It is better to say that the garbage Can Decision Making Model is a multifaceted process which connects diverse variables outside the control of the participants. However, problems may be in the garbage Can without receiving attention of the leader for a period of time. In other words, there are solutions to envisaged problems which are not seen in the market. Implications of the model are that, one, many decisions may be made by oversight opportunities, two, participants are guided by political motives in addressing issues, three, the more the problems the less likely they will be solved within time, and four, important problems are likely to be given attention first (Eromafuru 2016: 169; Cohen & Olsen, 1971).

5.4. Political Model of Decision-Making.

The premise of the model is that organizations are made up of individuals with different interests and background but must cooperate to achieve collective objectives. On this basis, it addresses the areas of compromises (give and take principles) through a bargaining process. Participants will definitely arrived at a point of having an accord or agreement through mutual bargaining process. It is essentially seen as a political maneuvering game. Eromafuru identified key elements of the political model to be, power strategies, bargaining, coalition, a kind of biases, and conflicting interests (Eromafuru 2016: 176; Morgan, 1988).

6. Leadership in Port Management, Shipping Companies and Port Terminals.

Leadership is central in making decisions (for example, in the maritime sector, decisions on investments, construction of ship, recruiting personnel, training and development of staff, concession of ports, pilotage management practices and facilities, etc) in every institution set up by the private sector, or government. In that respect, the seaports, shipping companies and port terminals cannot survive and grow without strategic leadership. Leaders or managers are also required in the management of ports, and maritime logistics, implementing national and international maritime policy, managing shipyards, maritime service providers, and maritime transport (fleet investment, adoption of new technologies, and compliance with IMO regulations). The impact of strategic, and dynamic leadership on port management, shipping companies and port terminals include improved performance, enhanced Employer and Employees relationship, enhanced communication, reduced dwell time, reduced turnaround time, efficient pilotage management practices, curtail demurrage, robust human resources management and relations, high morale of workers, reduction of conflicts, enhanced customers relationships, enlarged market base, compliance to treaties and Conventions, Port regulations, delegation of duties, control mechanism, proper budget, enhanced security, deployment of modern port facilities, employment of the right manpower, efficient service delivery, etc. Concession arrangement, revenue generation, improved calls at ports, and others.

6.1. Leadership and Port Management in Nigeria.

There are two sister bodies officially empowered by legislation to manage ports in the Nigerian shores. These bodies are Nigeria Ports Authority, NPA and Nigeria Maritime Administration and Safety Agency, NIMASA. Under the current leadership of Dr. Abubakar Dantsoho at the Nigeria Ports Authority (NPA), key initiatives have been put in place to improve performance and revenue growth and such innovations include modernization, digitalization (port communication system), and rehabilitation of ports. There are collaborations with the Marine and Blue Economy Ministry geared towards enhancing efficiency and transshipment volumes, and positioning Nigeria as a regional hub. Dr. Abubakar Dantsoho is the Vice-President (Africa) of the International Association of Ports and Harbours (IAPH). His focus is to provide leadership in port management and promoting global cooperation (<https://www.facebook.com>; <https://www.statehouse.gov.ng>). According to the Shipping World News Magazine (i.e. Nigeria most authoritative Maritime Newsmagazine), Dr. Abubakar Dantsoho is providing inspirational leadership that is reforming the management practices in the Nigerian ports under the renewed hope agenda of Bola Ahmed Tinubu's administration. In the report, Asu Beks (2025) defines inspirational leadership "as a dynamic and transformative approach to leading people that goes beyond managing tasks or issuing the directives. It is more of motivating, energizing, and empowering individuals and teams to achieve their full potential and working by shared and compelling vision".

The NPA Consolidated Management Report, 2024 highlights several achievements derived from solid visionary leadership. There were multiple indicators of robust growth in major components of port operations; cargo traffic surged by 45.1% (a rise from 71,213,197 metric tons in 2023 to 103,336,863 metric tons in 2024). Cargo throughput at Lekkiport recorded 2,160.8% rise, Onne port was 9.4%, and Tin Can Island Port was 7.3%. The number of ship calls increased by 5.6% (growing from 3,791 in 2023 to 4,005 in 2024). Gross Registered Tonnage (GRT) grew by 15.4% (an increase from 12,660,278 to 142,660,418 tons) and Total Container Throughput rose by 9.7% (with 1,591,972 TEUs handled in 2023 increased to 1,744,972 TEUs in 2024). Transshipment container traffic witnessed an impressive 136.5% increase positioning Nigeria ports in regional cargo redistribution (Asu, 2025).

6.2. Leadership and Shipping Companies in Nigeria.

Leadership in the shipping industry needs integrity, decision-making skills, empathy and emotional intelligence, constructive and regular communication system. These qualities will help to ensure safety of crew, seafarers, and operational efficiency. For effective leadership in the management of shipping companies, the leader must exhibit commitment to developing the crew, fairness and accountability, crises management skills, adapt to modern technologies and innovations, and promote supportive onboard culture. Inadequate leadership is a critical factor that contributes to maritime accidents which affect human lives and the environment (Miskovic, Vujicic, and

Hasanspahic, 2018). The paper suggests that good human relations and ship's team members are preconditions for effective teamwork. Hasanspahic, Francic, Vujicic, and Mandusic (2021) opines that safety leadership is pivotal in high-risk industries (e.g. shipping companies) because inadequate leadership causes marine collisions (Miskovic *et al.*, 2018). Safety leadership on board ships involves maintenance of safe work culture, safety training, crew members morale and others.

Human factor has been identified as a cause of maritime accidents and developing a just culture onboard a ship is central to the implementation of effective safety culture (Hasanspahic, Francic Vujicic and Biocic, 2023). The paper underscores the application of ISM Code introduced by IMO as a tool for creating and developing safety culture in shipping operations. Safety Agency culture includes just culture, flexible culture, learning culture, informed culture and reporting culture.

6.3. Leadership and Port Terminals in Nigeria.

Port terminals are vital hub that facilitate global maritime trade connecting sea lanes to land logistics networks. Terminals specialize in different types of goods- container terminal, bulk commodities terminal, or vehicle terminal, etc. In this respect, a specialized facility within a port serving as the point of loading, unloading, transferring of cargo and passengers between ships and land-based transport modes is known as a port terminal (<https://www.sciencedirect.com>; <https://racademy.com>). Alamoush, Ballini, and Olcer (2020) defines port terminal as facilities which assist ships to dock to load and unload cargo. According to Alamoush *et al.*, (2020), examples of port terminals are container, bulk, RoRo (Roll-on and Roll-off), passengers, and cruise.

Different operations are at the port terminals, such as cargo handling, intermodal transfer, storage, specialization (<https://www.sciencedirect.com>). Port terminals are very important to the global supply chain via growing global maritime trade (indispensable to international commerce by connecting countries and economies), driver of maritime economy, and as a logistics hub. In Nigeria, there are two major divisions of seaports, namely; the Western ports and the Eastern ports. The Western ports consist of Lagos port complex (Apapa), and Tin Can Island Port Complex. Lagos port complex has five terminals; Terminal A & B (Bulk), Terminal C & D (Break bulk, General cargo, & Container), Container Terminal, Terminal E (Bulk), and Lilypond (Container), and the Tin Can Island Port Complex has five terminals; Terminal A (Bulk), Terminal B (Container), Terminal C (container, general cargo), Terminal D (container, general cargo), and New RoRo (BOT) (Vehicles, container) (<https://nigerianports.gov.ng>).

The Eastern ports category in Nigeria includes the Rivers port (Port Harcourt) with two terminals, Onne Port with four terminals, Calabar Port Complex with three terminals and the Delta Ports Complex with five terminals. Rivers port terminals include Terminal A (liquid bulk, dry bulk, & break bulk), and Terminal B (liquid bulk and break bulk). Onne port terminals are FOT A and FOT B (container & Oil rig cargo), FLT A (Container & General cargo), FOT B (container & Oil rig cargo),

and FOT jetty (Dry bulk). Calabar Port Complex terminals include New terminal A (container & general cargo), New terminal B (container, general cargo & liquid), Old terminal (general cargo & liquid bulk). The Delta port complex having five terminals are as follows; Terminal A, old Warri port (general cargo), Terminal B, New Warri port (general cargo), Terminal C, Old port-Canal Berth, Warri (general cargo), Terminal B, Old port, Warri (general cargo, & liquid bulk), and Koko terminal, Koko (general cargo) (<https://nigerianports.gov.ng>)

The question is who manages the daily operations in the terminals? What kind of leadership is required to effectively and efficiently manage the operations holding in the terminals? This is where the aspect of collaboration between the government/agencies and the private sector via a PPP and implementation of policy on port concession should be deployed. Leadership is required in port terminals in several complex functions , developing strategic vision and its implementation, meeting competing demands from stakeholders, ensuring excellence in operational management, exhibiting financial expertise for financial services and performance, deployment of innovation and technology and promoting community and environmental harmony as well as ensuring good governance structure and management of risks (<https://porteconomicsmanagement.org>; <https://www.lamar.edu>).

Conclusions.

There is no doubt that business environments in the 21st century are dynamic, highly competitive, and most times turbulent and chaotic. Thus, the need for modern leadership endowed with knowledge and skills, information and courage to drive the new generation organizations to achieving success and sustain growth is key in dynamic business environments. It is obvious that every organization - port management, shipping companies, port terminals, and political entity need strategic leadership embedded with inherent ability, and vision to achieve the long-term goals for sustainable, all-round growth and development. A good Leader is the pilot that drives the organization and the polity through thick and thin to arrived at success, growth and development. It is undoubtedly clear there there is inextricable connection between leadership and decision making process for organizational survival in dynamic business environments. From the discourse covering political- organizational leadership and leadership models, leadership functions and characteristics, decision making process and theories on decision making process in dynamic business environments shows that leadership is at the epicenter of the business organization as well as an independent nation. The leader makes decisions, mobilizes his team to achieve the objectives both in the short-run and long-run. In doing this, the process should be transparent and ethically justifiable (Jung, 2014; Kaur,2024).

A leader is bound to make crucial decisions that will improve daily operations and foster harmonious worker's relationships and emboldened team spirit in the organization. A good leader should be sound , knowledgeable and acquainted with the different leadership models and theories on decision making process in modern business environments. Advancement

in technology and communication have made the wide world a global village and their effects on various economic endeavours, even socio-cultural and political endeavours to become complex and competitive. Also, human being are becoming more knowledgeable and grounded in the most intriguing and intricate disciplines arousing awareness and exposures making leadership a very tough responsibility. Kaur (2024) states that managing human being is the most tasking duty. For a business organization to remain competitive and sustains its dominance in dynamic business environments, leaders must be proactive and creative and face the challenges by making strategic, and operating decisions as well as administrative decisions towards solving problems before and when they arise. It has been entrenched that the business environment is buffeted with many dynamics, effects of globalization, bilateral and multilateral relationships, at times with unpredictable negative occurrences, which must be shouldered headlong by the strategic, visionary and proactive leader. Therefore, a thorough understanding of the multidimensional business environments is key to organizational leadership, organizational success and organizational sustainability. Thus, the maritime sector will be positively impacted by the strategic and dynamic leadership demonstrated in managing the ports, the shipping companies and the port terminals.

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