

LEADERSHIP AND BUSINESS CONTINUITY OF BUSINESS MEMBERSHIP ORGANISATIONS IN NIGERIA

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ABSTRACT

Business membership organisations (BMOs) in Nigeria face leadership challenges such as poor management, weak regulation, and socio-economic pressures, threatening their continuity. This study applies systems and goal congruence theories to examine how leadership influences business continuity, focusing on the Manufacturers Association of Nigeria and the Chartered Institute of Directors Nigeria, both in Lagos State. Using a cross-sectional survey and random sampling, 536 copies of questionnaire were administered to a population of 6,026, accounting for a 30% attrition rate. Regression analysis of the six hypotheses of this study revealed that inclusive leadership, shared leadership, flexible leadership, reflective leadership, strategic alignment, and shared vision have relatively low statistically significant on business continuity with ($R^2 .04, p < 0.05$; $R^2 .048, p < 0.05$; $R^2 .056, p < 0.05$; $R^2 .064, p < 0.05$; $R^2 .045, p < 0.05$; $R^2 .215, p < 0.05$). The study, therefore, recommends that there is a need to establish a cyclical framework where leadership styles, strategies, and organisational performance are periodically reviewed and renewed for BMOs in Nigeria to remain responsive and resilient amidst a dynamic business environment.

Keywords: Business continuity, cyclical leadership, flexible leadership, inclusive leadership, strategic alignment.

1. INTRODUCTION

In Business Membership Organisations (BMOs), leadership structures are often cyclical, with positions rotating periodically to promote inclusivity, shared responsibility, and new perspectives. While this structure encourages engagement and leadership development, it also introduces challenges to continuity. Leadership transitions can disrupt strategic direction, alter stakeholder relationships, and impact organisational performance across financial, administrative, and strategic areas (Allam et al., 2024; Farah, Elias, De Clercy & Rowe, 2020; Meyer & Stensaker, 2023).

At the board level, leadership plays a pivotal role in shaping governance, resource allocation, and sustainability. Strong leadership aligns organisational goals with strategic action, fosters efficiency, and sustains stakeholder trust, while weak leadership may result in inefficiencies, eroded credibility, and organisational decline (Aguilera, Aragón-Correa, Marano & Tashman, 2021; Du Plessis, 2023). In the Nigerian context, BMOs tend to face added challenges owing to persistent socio-economic instability, weak institutional frameworks, and governance limitations. The reliance of BMOs on voluntary contributions, membership support and shared governance perhaps makes them vulnerable to mismanagement, conflicts of interest, and lack of transparency. This may be compounded by frequent leadership changes, which is the hallmark of BMOs and could result in loss of institutional knowledge and continuity gaps, project disruption and poor service delivery.

These inadequacies could be further compounded by poor leadership, resulting in resource mismanagement, ethical breaches, weak governance, which could lead to internal disputes and declining member trust. All these will result in weak organisations, with poor reputation and weak public credibility.

As BMOs thrive on trust, unity, and a clear sense of purpose, any breakdown in leadership significantly threatens their continuity. This study therefore explores the influence of leadership on the business continuity of BMOs in Lagos, Nigeria, with a focus on the cyclical nature of governance. Specifically, it examines the roles of various leadership practices, such as, inclusive, shared, flexible, and reflective leadership styles, as well as the importance of strategic alignment and shared vision. The goal is to provide actionable insights for enhancing leadership structures and sustaining the mission and relevance of Nigerian BMOs in an increasingly uncertain environment.

2. LITERATURE REVIEW

Leadership is widely recognized as the capacity to guide, inspire, and influence others toward the realization of shared objectives. It encompasses decision-making, motivation, and the ability to serve as a role model for subordinates (Ibrahim & Daniel, 2019; Nandasinghe, 2020;). In the context of Business Membership Organisations (BMOs), leadership often takes a cyclical or rotational form, where the responsibility of leading devolve amongst members rather than being held permanently by one person. This model of rotating leadership promotes adaptability, inclusivity, and the infusion of fresh perspectives into organisational processes (Atianashie, 2024; Woods et al., 2020;). By allowing different members to assume leadership roles at different times, organisations can harness a wider pool of expertise and experiences. However, for this system to function effectively, it requires clear communication, mutual respect, collaboration, and well-established leadership practices (Gray, 2013; Karriker, 2005).

Several leadership practices have been identified as central to the success of cyclical leadership in BMOs. Inclusive leadership is one such practice, emphasizing the creation of an environment where all members feel valued, respected, and empowered to contribute. By addressing biases and ensuring that marginalised groups are given equal opportunities, inclusive leadership promotes creativity, innovation, and long-term employee satisfaction (Randel et al., 2018; Shore & Chung, 2022).

Shared leadership is also critical. Instead of concentrating decision-making power in one individual, it distributes responsibility across members according to expertise and situational needs (Fransen et al., 2020; Imam & Zaheer, 2021). This approach strengthens collaboration, encourages collective ownership of outcomes, and reduces overdependence on a single leader. Similarly, flexible leadership recognizes that different contexts require different approaches. Leaders who adapt their style to fit specific situations can manage change more effectively and maintain engagement and focus among members (Gerlach, Rosing & Zacher, 2021; Yukl & Lepsinger, 2005).

Reflective leadership, another important practice, encourages leaders to consistently evaluate their decisions, behaviours, and their effects on others. This continuous self-assessment enhances authenticity, empathy, and responsiveness, while also inspiring team members to engage in reflective practices themselves (Castelli, 2016; Reardon et al., 2019). In addition, strategic alignment ensures that organisational goals, resources, and activities are harmonized with the broader mission and vision. When alignment is achieved, organisations are able to direct their efforts effectively, minimise waste, and achieve sustained success (Ghonim et al., 2022; Gichohi

et al., 2024). Complementing this is the practice of building a shared vision, which unites members under common goals and aspirations, fostering motivation, accountability, and long-term commitment (Afsar et al., 2020; Doten-Snitker et al., 2021).

Theoretical Framework

This study is underpinned by two key theories: Systems theory and goal congruence theory. Together, they provide a framework for understanding the dynamics of leadership transitions within Business Membership Organisations (BMOs) and how alignment between individual and organisational goals can sustain long-term success.

Systems Theory

The theory was first introduced by Ludwig von Bertalanffy in the 1940s. Systems theory emphasizes that organisations should not be understood by isolating individual elements but must be viewed as a unified whole (Becvar, Becvar & Reif, 2023; Friedman & Allen, 2011). It presents organisations as interconnected and open systems, dependent on external resources, information, and feedback for survival (Pouvreau & Drack, 2007). Every part of the system, whether people, structures, or technology, interacts in ways that affect the overall functioning of the organisation (Von Bertalanffy, 1972; Hanson, 2014).

Applied to organisations, the theory provides a framework for understanding how different units, teams, and leadership practices collaborate to achieve objectives (Whitchurch & Constantine, 1993). In BMOs where leadership roles rotate, the theory highlights the need for harmony among members, leaders, and operations to ensure continuity. Effective application allows organisations to adapt to environmental changes while maintaining resilience and long-term success (Becvar et al., 2023; Smith, 1968).

However, systems theory has limitations. Its focus on adaptation and homeostasis tends to downplay the potential value of disequilibrium, which can trigger growth and positive change. Critics also argue that it overemphasizes structure and interconnectedness, while neglecting individual goals and ethical considerations (Esposito, 2017; Spronck & Compennolle, 1997). Hutchinson and Otedal (2014) note that the theory offers a weak moral standpoint, avoiding issues of conflict and ethics. Despite these criticisms, its holistic perspective remains useful in analysing leadership transitions.

Goal Congruence Theory

Goal congruence theory was developed by William Ouchi in 1977. The theory stresses the importance of aligning individual aspirations with organisational objectives (Argyris, 2015; Diekmann, Joshi & Benson-Greenwald, 2020). It argues that when employee and organisational goals align; motivation, commitment, and productivity are naturally enhanced (Miner, 2015). Such alignment reduces conflicts, fosters collaboration, and builds a sense of ownership and accountability among employees (Gotsis & Grimani, 2016; Schaffer, 2007).

The theory is especially relevant to BMOs with rotating leadership structures. By harmonizing personal goals of leaders with the collective objectives of the organisation, BMOs can ensure consistency and minimise disruptions during transitions. This synergy enhances collaboration, ethical decision-making, and overall organisational stability (Zogaj et al., 2021; Kaur, Kumar & Luthra, 2022).

3. METHODOLOGY

This study employed a quantitative research design to provide both statistical generalisability and contextual insights. The quantitative phase involved a cross-sectional survey of members and employees from selected business membership organisations in Lagos State, using a structured

questionnaire to gather data on leadership practices, rotational patterns, and business continuity. Lagos State was considered in this study because most BMOs in Nigeria have their head offices in the state. In addition, there are many membership organisations in Lagos such as the Lagos Chamber of Commerce and Industry (LCCI); Manufacturers Association of Nigeria (MAN); Nigerian Employers Consultative Association (NECA); National Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA); National Association of Small-Scale Industry (NASSI); Nigerian British Chamber of Commerce and Industry (NBCCI), and Chartered Institute of Directors Nigeria. However, the study focused on two major organisations to capture both corporate and individual membership: the Manufacturers Association of Nigeria (MAN) and the Chartered Institute of Directors Nigeria (CIoD). Inclusion criteria required that respondents must have spent at least five years in the organisation to ensure sufficient experience and understanding of leadership dynamics.

The total population across the two organisations was 6,026. Using Yamane's (1967) formula, a sample size of 375 was initially calculated. To account for possible non-responses, the sample was increased by 30 percent, arriving at 536 participants. Purposive sampling was used to select organisations and participants with relevant leadership experience, while random distribution of questionnaires within these organisations ensured fairness and balance.

The research instrument was a questionnaire designed with a 5-point Likert scale, divided into two sections: demographic information and items addressing the study variables. Constructs were adapted from validated scales in existing literature, covering inclusive, shared, flexible and, reflective leadership; strategic alignment, shared vision, ethical climate, and business continuity. Validity and reliability were established through a pilot study and expert review. Content and construct validity were ensured by aligning items with established literature and expert input. Reliability was measured using Cronbach's alpha, with all variables meeting or exceeding the 0.7 threshold, confirming internal consistency.

Data analysis combined descriptive and inferential statistics. Regression analysis was used to test hypotheses regarding the relationship between leadership practices and business continuity. Ethical considerations were observed by obtaining informed consent from all participants, ensuring voluntary participation, and complying with data protection regulations.

4. FINDINGS

The survey revealed that 70% of respondents were male and 30% female, indicating no gender bias. Marital status showed that 94% were married, 2.8% single, and 3.2% divorced, suggesting stability that may influence leadership perspectives. Educational qualifications were high, with most holding MBA/M.Sc. (39.2%), followed by B.Sc./HND (22.4%), professional certificates (22.2%), DBA/Ph.D. (13.2%), WAEC/GCE (1.1%), and 3% with other qualifications, showing participants are well educated. Experience levels were strong, with 58.4% having over 31 years. Finally, 86.2% of participants were at top-level positions, confirming their expertise and suitability to provide credible insights on leadership and organisational continuity.

Descriptive Analysis

A correlation analysis is conducted to measure how the variables used in this study are interrelated.

Table 1. Correlation matrix for the variables of the study

Var.	N	M	S.D	Skewnes	Kurtosi	1	2	3	4	5	6
			.	s	s						

1	INL	53 6	4.1 7	.51 0	.511	.346	1					
2	SHL	53 6	4.0 1	.42 1	.509	.325	.531*	1				
3	FXL	53 6	4.2 8	.59 0	.521	.311	.427*	.465*	1			
4	RFL	53 6	4.3 0	.43 7	.527	.307	.634*	.555*	.472*	1		
5	STA	53 6	4.1 2	.58 1	.507	.328	.536*	.627*	.430*	.504*	1	
6	SH V	53 6	4.2 8	.42 5	.512	.319	.439*	.545*	.404*	.481*	.482*	1

Keys: INL= Inclusive Leadership; SHL= Shared Leadership; FXL = Flexible Leadership; RFL= Reflective Leadership; STA = Strategic Alignment; SHV = Shared Vision; N= Number of Participants; M= Mean; S.D.= Standard Deviation; Var= Variables

Source: Researcher's Field Computation (2025)

Preliminary examination was carried out in this study to establish the normality of the data set via skewness, kurtosis, and to measure the interrelationship among independent variables. However, to examine the mean is important in this study because it represents the central point of a dataset, offering an average value that can capture the overall results. The study also checked for standard deviation of the data to measure the extent to which the data used in this study likely digress from the mean. A minimal standard deviation (i.e. close to zero) suggests that data points are tightly clustered around the mean, while a greater standard deviation signifies that the data points are more isolated from the mean. Therefore, table 1 indicated a mean between 4.01 and 4.30 which is suitable for a central point within a 5-point Likert scale as considered in this study. The standard deviation between 0.421 and 0.590 has demonstrated good confidence and prescription.

Hypotheses Testing

Hypothesis One

H₀₁: Inclusive leadership does not have significant effect on business continuity of business membership organisations in Nigeria

Table 2: Presents regression analysis for inclusive leadership and business continuity

Model Summary					
R	R ²	R ² (Adjusted)	Std. Err.	F	
.200 ^a	.040	.038	.456	22.324	
Model	Unstandardized Coeff.		Standardized Coeff.		
	B	Std. Err.	β	T	Sig.
1 (Constant)	3.490	.166		21.002	.000
Inclusive Leadership	.190	.040	.200	4.725	.000

Source: Researcher's Field Survey (2025)

Dependent Variable: Business Continuity ($P < 0.05$)

Table 2 represents the regression analysis that revealed R coefficient of 0.200 which established a relationship between inclusive leadership and business continuity with respect to selected business

membership organisations in Lagos State. The R^2 value of 0.040 established that only maximum of 4% of the variants in business continuity could be explained by inclusive leadership while other factors that were not mentioned in this research could represent for 96%. The F-statistic value of 22.324, $p < .05$ signified the goodness of fit of the model to describe the variant and to consider the null hypothesis not acceptable. Therefore, this demonstrates that inclusive leadership has relatively low significant effect on business continuity. The Beta (β) values of .200 also confirmed that there is a statistically significant positive relationship between the variables with $t = 4.725$, $p < .05$. The findings suggest that while inclusive leadership has a statistically significant influence on business continuity, its overall impact is relatively limited when considered in isolation. This implies that inclusive leadership contributes positively, perhaps by fostering engagement, trust, and collective decision-making, but it is not the sole driver of continuity in Business Membership Organisations. Therefore, while inclusive leadership should be encouraged as part of cyclical leadership practice, it must be complemented by broader strategic interventions to ensure long-term sustainability and resilience.

Hypothesis Two

H₀₂: Shared leadership does not have significant effect on business continuity of business membership organisations in Nigeria

Table 3 Presents regression analysis for shared leadership and business continuity

Model Summary					
R	R ²	R ² (Adjusted)	Std. Err.	F	
.219 ^a	.048	.046	.455	26.794	
Model	Unstandardized Coeff.		Standardized Coeff.		
	B	Std. Err.	β	T	Sig.
1 (Constant)	3.278	.193		17.022	.000
Shared Leadership	.235	.045	.219	5.176	.000

Source: Researcher's Field Survey (2025)

Dependent Variable: Business Continuity ($P < 0.05$)

Table 3 represents the regression analysis that revealed R coefficient of 0.219 which established a relationship between shared leadership and business continuity with respect to selected business membership organisations in Lagos State. The R^2 value of 0.048 established that only maximum of 4.8% of the variants in business continuity could be explained by shared leadership while other factors that were not mentioned in this research could represent for 95.2%. The F-statistic value of 26.748, $p < .05$ signified the goodness of fit of the model to describe the variant and to consider the null hypothesis not suitable. Therefore, this demonstrates that shared leadership has significant effect on business continuity. The Beta (β) values of .219 also confirmed that there is a statistically significant positive relationship between the variables with $t = 5.176$, $p < .05$. These statistical findings showed that shared leadership has a statistically significant and positive effect on business continuity within the cyclical leadership structure of BMOs in Nigeria. This suggests that fostering a leadership culture where responsibilities and decision-making are distributed can enhance organisational resilience and operational stability. However, its influence, while meaningful, is still relatively modest in the broader context of factors that affect continuity. As such, shared leadership need to be integrated with other matching leadership and governance strategies to

effectively support long-term sustainability in dynamic and often unpredictable business environment.

Hypothesis Three

H₀₃: Flexible leadership does not have significant effect on business continuity of business membership organisations in Nigeria

Table 4: Presents regression analysis for flexible leadership and business continuity

Model Summary					
R	R ²	R ² (Adjusted)	Std. Err.	F	
.237 ^a	.056	.054	.453	31.792	
Model	Unstandardized Coeff.		Standardized Coeff.		
	B	Std. Err.	β	T	Sig.
1 (Constant)	3.334	.167		19.941	.000
Flexible Leadership	.233	.233	.237	5.638	.000

Source: Researcher's Field Survey (2025)

Dependent Variable: Business Continuity ($P < 0.05$)

In table 5 the regression analysis showed R coefficient of .237, and this has established a relationship between flexible leadership and business continuity with respect to selected business membership organisations in Lagos State. The R² value of 0.056 established that only maximum of 5.6% of the variants in business continuity could be explained by flexible leadership while other factors that were not mentioned in this study could represent for 94.4%. The F-statistic value of 31.792, $p < .05$ signified the goodness of fit of the model to describe the variant and to consider the null hypothesis not acceptable. Therefore, this shows that flexible leadership has statistically significant effect on business continuity. The Beta (β) values of .237 also confirmed that there is a statistically significant positive relationship between the variables with $t = 5.638$, $p < .05$. This shows statistically that flexible leadership has a significant and positive impact on business continuity within the cyclical leadership framework of BMOs in Nigeria. This implies that adaptability in leadership such as the ability to respond to changing circumstances, adjust strategies, and accommodate diverse perspectives contributes to the organisation's ability to sustain operations and remain resilient. However, the effect remains relatively limited on its own, highlighting the need to view flexible leadership as one part of a larger strategy. To achieve sustained continuity, needs to be combined with other effective leadership practices and structural supports among MBOs in Nigeria.

Hypothesis Four

H₀₄ Reflective leadership does not have significant effect on business continuity of business membership organisations in Nigeria

Table 5: Presents regression analysis for reflective Leadership and Business Continuity

Model Summary				
R	R ²	R ² (Adjusted)	Standard Error	F
.253 ^a	.064	.062	.451	36.486
Model	Unstandardized Coefficients		Standardized Coefficients	

	B	Std. Error	β	T	Sig.
1 (Constant)	3.157	.185		17.038	.000
Reflective Leadership	.273	.045	.253	6.040	.000

Source: Researcher's Field Survey (2025)

Dependent Variable: Business Continuity ($P < 0.05$)

In table 5 the regression analysis showed R coefficient of 0.253, and this has demonstrated a relationship between reflective leadership and business continuity with respect to selected business membership organisations in Lagos State. The R^2 value of 0.064 established that only maximum of 6.4% of the variants in business continuity could be explained by reflective leadership while other factors that were not mentioned in this study could represent for 93.6%. The F-statistic value of 36.486, $p < .05$ signified the goodness of fit of the model to describe the variant and to consider the null hypothesis not suitable. Therefore, this indicates that reflective leadership has statistically significant effect on business continuity. The Beta (β) values of .253 also confirmed that there is a statistically significant positive relationship between the variables with $t = 6.040$, $p < .05$. These results have statistically showed that reflective leadership has a significant and positive influence on business continuity within the cyclical leadership model of BMOs in Nigeria. This indicates that leaders who engage in critical self-assessment, learning from past experiences, and aligning actions with long-term goals can enhance the organisation's capacity to navigate challenges and maintain stability. While the impact is notable, it represents just one dimension of the broader factors influencing continuity. Therefore, reflective leadership needs to be integrated with other leadership approaches and organisational strategies to effectively support resilience and long-term sustainability of BMOs in Nigeria.

Hypothesis Five

H₀₅: Strategic alignment does not have significant effect on business continuity of business membership organisations in Nigeria

Table 6: Presents regression analysis for strategic alignment and business continuity

Model Summary					
R	R ²	R ² (Adjusted)	Std. Err.	F	
.213	.045	.044	.455	25.425	
Model	Unstandardized Coeff.		Standardized Coeff.		
	B	Std. Err.	B	T	Sig.
1 (Constant)	3.442	.165		20.807	.000
Strategic Alignment	.201	.040	.213	5.042	.000

Source: Researcher's Field Survey (2025)

Dependent Variable: Business continuity ($P < 0.05$)

In table 6, the regression analysis revealed R coefficient of 0.213, and this indicated a relationship between strategic alignment and business continuity with respect to selected business membership organisations in Lagos State. The R^2 value of 0.045 established that only maximum of 4.5% of the variants in business continuity could be explained by strategic alignment while other factors that were not covered in this study could represent for 95.5%. The F-statistic value of 25.425, $p < .05$ signified the goodness of fit of the model to describe the variant and to consider the null hypothesis not acceptable. Therefore, this indicates that strategic alignment has statistically

significant effect on business continuity. The Beta (β) values of .213 also confirmed that there is a statistically significant positive relationship between the variables with $t= 5.042$, $p< .05$. These results indicate that strategic alignment has a significant and positive effect on business continuity within the cyclical leadership structure of BMOs in Nigeria. This suggests that when leadership decisions and organisational activities are aligned with clearly defined goals and long-term strategies, BMOs are better positioned to remain focused, coordinated, and resilient in the face of change. However, while strategic alignment contributes meaningfully, its influence alone is limited, reinforcing the importance of integrating it with other leadership practices to fully support continuity and organisational sustainability of BMOs in Nigeria.

Hypothesis Six

H₀₆: Shared vision does not have significant effect on business continuity of business membership organisations in Nigeria

Table 7: Presents regression analysis for shared vision and business continuity

Model Summary					
R	R ²	R ² (Adjusted)	Std. Err.	F	
.464	.215	.214	.413	146.657	
Model	Unstandardized Coeff.		Standardized Coeff.		
	B	Std. Err.	β	T	Sig.
1 (Constant)	2.269	.166		13.647	.000
Shared Vision	.471	.039	.464	12.110	.000

Source: Researcher's Field Survey (2025)

Dependent Variable: Business continuity ($P<0.05$)

In table 7, the regression analysis showed R coefficient of 0.464, and this indicated a relationship between shared vision and business continuity with respect to selected business membership organisations in Lagos State. The R² value of 0.215 established that only maximum of 21.5% of the variants in business continuity could be explained by shared vision while other factors that were not covered in this study could represent for 78.5%. The F-statistic value of 146.657, $p<.05$ signified the goodness of fit of the model to describe the variant and to consider the null hypothesis not acceptable. Therefore, this indicates that shared vision has a statistically significant effect on business continuity. The Beta (β) values of .464 also confirmed that there is a statistically significant positive relationship between the variables with $t= 12.110$, $p<.05$. Statistically, this shows that shared vision has a strong and significant positive impact on business continuity within the cyclical leadership structure of BMOs in Nigeria. This indicates that when leaders and members are united around a common purpose and clearly articulated goals, it fosters cohesion, commitment, and long-term focus as critical elements for sustaining operations and navigating uncertainty. Unlike other leadership variables examined, shared vision demonstrates a more substantial influence, highlighting its central role in driving continuity. As such, cultivating and maintaining a shared organisational vision should be a strategic priority for BMOs seeking stability and growth in dynamic environment.

Discussion of Findings

The findings of this study indicate that all the six leadership practice dimensions such as inclusive, shared, flexible, reflective, strategic alignment, and shared vision have statistically significant positive influences on business continuity within the cyclical leadership context of the Nigerian

Business Membership Organisations (BMOs). However, the strength of these effects varies considerably. While inclusive, shared, flexible, reflective leadership, and strategic alignment each explain a modest portion of variance (around 4.5% to 6.4%), shared vision stands out with a substantially higher explanatory power, accounting for over 21% of the variance. This suggests that although different leadership styles contribute to sustaining organisational operations, fostering a shared vision is particularly crucial for long-term continuity, likely because it aligns members around common goals and motivates collective action. This finding is in tandem with the study of Doten-Snitker, Margherio, Litzler, Ingram and Williams (2021) who revealed that developing a shared vision is a leadership practice that is useful for achieving success and employees' participation.

These findings, from theoretical and practical implications, underscore the importance of a multifaceted leadership approach. Consequently, leaders need not to rely solely on one style or practice but rather integrate inclusive, shared, flexible, and reflective leadership qualities alongside strategic alignment efforts to create a robust leadership environment for MBOs to thrive. Each dimension supports continuity in complementary ways, because inclusiveness promotes participation, shared leadership distributes responsibility, flexibility enables adaptation, and reflection fosters learning and improvement. Strategic alignment ensures that activities are focused and coherent, these create a foundation that supports the development and sustainment of a compelling shared vision, which appears to be the most powerful driver of business continuity. These findings support the outcomes of Anane-Simon and Atiku (2023) who suggested that inclusive leadership can drive sustainable development by fostering creativity, improving organisational effectiveness, and promoting social and environmental responsibility; Castellano, Chandavimol, Khelladi and Orhan (2021) who submitted that shared leadership plays a vital role in enhancing business performance; Alat and Suar (2020) with the submission that flexible leadership has effect on long-term goals of organisations; Castelli (2016) who suggested that reflective leadership can enhance organisational performance towards business continuity; Ghonim, Khashaba, Al-Najaar and Khashan (2022) who indicated that strategic alignment has a significant and positive impact on decision leadership effectiveness towards achieving high performance.

5. CONCLUSION

The findings of this study highlight that BMOs in Nigeria function as complex, interconnected systems from the lens of system theory where various leadership dimensions such as inclusiveness, shared responsibility, flexibility, reflection, strategic alignment, and shared vision serve as critical components that influence overall system stability and continuity. Each leadership style contributes to maintaining balance within the organisation by ensuring adaptive responses to internal and external changes. The particularly strong impact of shared vision underscores the importance of aligning all parts of the system around a common purpose, which facilitates coordinated action and resilience. Consequently, leadership in BMOs need to be viewed holistically, where different leadership practices interact dynamically to sustain organisational continuity within a cyclical governance structure.

Through the lens of goal congruence theory, the results emphasize that achieving alignment between individual leaders' actions and the organisation's overarching objectives is vital for business continuity. The significant role of shared vision in driving continuity reflects how congruent goals foster unity, motivation, and collective commitment among members and leaders. Likewise, leadership practices that encourage inclusiveness, shared decision-making, and

reflective learning help align diverse stakeholder interests with the organisation's strategic goals, reducing conflict and enhancing cooperation. Generally, the integration of these leadership practice dimensions promotes goal congruence, enabling BMOs to navigate challenges effectively and maintain sustainable operations amidst the uncertainties inherent in Nigeria's socio-economic environment.

Recommendations

The following recommendations are made based on the findings of the study:

- i. There is need to encourage and equip leaders to practice inclusiveness by engaging diverse members in decision-making, fostering participation, and promoting transparency to strengthen trust and organisational cohesion.
- ii. Business Membership Organisations in Nigeria should institutionalise leadership models that distribute responsibilities and authority among multiple individuals or committees to enhance collaboration, reduce leadership bottlenecks, and sustain continuity during leadership transitions.
- iii. There is need to train leaders in MBOs to be adaptable and responsive to changing circumstances, by enabling them to adjust strategies and operations quickly in response to external pressures or internal dynamics.
- iv. BMOs need to establish regular processes for leaders to critically evaluate past actions, learn from successes and failures, and align future strategies with organisational goals to continuously improve performance and resilience.
- v. Align leadership decisions, resources, and activities with the organisation's mission and long-term objectives to maintain focus, coordination, and efficient use of resources in achieving business continuity.
- vi. Facilitate collaborative vision-setting exercises that unite members and leaders around common goals, creating a strong sense of purpose and motivation that drives commitment and collective action towards sustained organisational continuity.
- vii. There is a need to establish a cyclical framework where leadership styles, strategies, and organisational performance are periodically reviewed and renewed for BMOs in Nigeria to remain responsive and resilient amidst a dynamic business environment.

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