# EFFECT OF TURNAROUND STRATEGY ON THE PERFORMANCE OF DANGOTE CEMENT COMPANY IN GBOKO, BENUE STATE, NIGERIA

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**Abstract**
*This study examined the effect of turnaround strategy on the performance of Dangote Cement Company in Gboko, Benue state, Nigeria. Specifically, it investigated the effect of retrenchment strategy and restructuring strategy on the performance of Dangote Cement Company Plc. The study was anchored on strategic fit theory. Survey research design was adopted; the population of the study was one hundred and fifty-one (151) management staff of t Dangote Cement Company Plc, Gboko. Primary data was used and it was collected from the (151) management staff who were the respondents of the study through the use of five-point likert scale questionnaire. The hypotheses of the study were tested using Partial Least Squares Structural Equation Modelling (PLS-SEM). The result revealed that retrenchment strategy has significant negative effect on performance, while restructuring strategy has significant positive effect on performance of Dangote Cement Company in Gboko, Benue State. Based on the findings, the study recommended that Dangote Cement Company in Gboko should adopt a retrenchment approach by reassigning underutilized staff to more productive roles or departments. This will preserve institutional knowledge, maintain employee morale, and enhance operational efficiency, ultimately improving performance. They should also implement a decentralized decision-making structure tailored to local market needs as such the plant can respond faster to regional demand fluctuations and strengthen stakeholder relationships.*
**Keywords:** *Dangote cement company, Performance, Restructuring strategy, Retrenchment strategy, Turnaround Strategy*

## INTRODUCTION

In today's highly competitive global business environment, organizational performance has become a critical focus for companies across all sectors. Performance measures a firm's ability to achieve its strategic objectives and sustain competitiveness in the market. Also, the extent to which firms effectively and efficiently utilized their resources to achieve stated goals, which could be profit, growth, product quality or market share (Kaplan & Norton, 2020). Firms that implement strategic interventions such as cost-cutting, restructuring, and leadership change often experience improved operational outcomes (Masinde, 2022).

Organizations operate in dynamic environments characterized by economic fluctuations, technological advancements, and evolving consumer preferences. These challenges often lead to financial distress, operational inefficiencies, or declining market share, necessitating strategic interventions to restore performance and competitiveness. One such intervention is the implementation of turnaround strategies, which are deliberate actions taken to revitalize struggling organizations and improve their overall performance (Pearce & Robbins, 2018). In Nigeria, organizational performance is influenced by macroeconomic factors such as inflation, exchange rate volatility, and government policies. The cement industry which is a vital sector for infrastructure development has experienced both growth and downturns due to these economic fluctuations, thus they have to adopt strategic responses to maintain operational efficiency and market dominance (Ogunleye & Adebayo, 2023).

These issues have compelled firms like Dangote Cement Plc to adopt strategic measures to maintain competitiveness and improve performance. A notable case is the Dangote Cement Gboko Plant in Benue State, which was temporarily shut down in December 2017 due to a glut in the Nigerian cement market caused by imported cement, as reported by Proshare. The Gboko plant, which has a production capacity of 4 million metric tons per annum, accounts for approximately 20% of Dangote Cement's total domestic output. The shutdown marked a critical period of operational decline and financial strain for the company. However, the plant was reopened on November 31, 2018, operating at half of its installed capacity, signaling a phased recovery effort (Adotse et al., 2025). To address this downturn, Dangote

Cement employed turnaround strategies such as retrenchment cutting costs and adjusting production and restructuring, including re-aligning operations and managing capacity utilization. Turnaround strategies are essential as they enable firms to regain stability, cut losses, and reposition themselves for sustained growth (Scherrer, 2023; Bibeault, 2021).

Turnaround strategies have become catalysts for achieving competitive advantages and the creation of synergy in market operations. A turnaround strategy is a set of consequential directive, long-term decisions and actions targeted at the reversal of a perceived crisis that threatens the survival of a firm (Asenge et al., 2023). Turnaround strategies help to enhance a firm's chances of achieving sustainable growth. Turnaround strategies have gained increasing significance in recent years because of increasing business failures and economic recessions (Barker et al., 2022). Several postulations have been advanced regarding turnaround strategies in both profit and nonprofit organizations, and such strategies include retrenchment strategy and restructuring strategy amongst others (Schweizer & Nienhaus, 2017; Nyagiloh & Kilika, 2020: Muzny & Simba, 2019). This study however, focused on the retrenchment strategy and restructuring strategy dimensions of turnaround strategies since they dominate the literary discourse.

Retrenchment strategies are approaches aimed at reducing the company's overall cost, it is a significant organizational response to performance decline, competitive pressures, and economic downturns. As businesses face increasingly turbulent and unpredictable environments, many organizations implement retrenchment measures; including workforce reduction, cost-cutting initiatives, asset divestiture, and operational restructuring as means to restore profitability and competitive advantage (Nyagiloh & Kilika, 2020). In modern organizational management, restructuring strategy plays a pivotal role particularly in response to dynamic market conditions, technological advancements, and shifts in consumer behavior. This strategy typically involves significant changes in an organization's structure, operations, or financial arrangements to improve efficiency, reduce costs, and enhance overall performance. Organizations may undertake restructuring for various reasons, including mergers and acquisitions, financial distress, or the need to adapt to competitive pressures (Nwabia et al., 2023).

Turnaround strategies are widely recognized for their significant impact on organizational performance, a view supported by numerous empirical studies. Researchers such as Pearce and Robbins (2018), Asenge et al. (2023), and Horsfall et al. (2024) have all highlighted the potential of turnaround strategies to enhance organizational performance in diverse economic contexts, encompassing both developed and developing economies. Building on this established importance, the present study investigates the effect of turnaround strategy on the performance of Dangote Cement Company in Gboko, Benue State, Nigeria.

Despite the turnaround strategy employed by Dangote Cement company in Gboko through cost reduction to enhance performance that can generate superior and high-quality products that are tailored towards increasing market share (Kwahar & Adudu, 2024), yet they continue to face performance problems as retailers and builders often times complained of the unavailability of the product, including temporary shutdowns and market glut, In 2017, the Gboko plant, with a capacity of 4 million metric tons per annum, was temporarily shut down (Adotse et al., 2025).

Numerous similar studies on the effect of turnaround strategies have been conducted internationally, including those by Horsfall et al. (2024) in South Africa, Ntsobi et al. (2024) in Kenya, and Hasin et al. (2024) in Dubai. In Nigeria, the research efforts made including; Okon et al. (2023), domiciled their studies in textile industry, Edokpa et al. (2023) studied selected private firms, Asenge et al. (2023) and Kwahar and Adudu (2024) focused on quoted foods and beverages manufacturing firms. From the foregoing, the researcher found that none of the empirically reviewed studies has researched on turnaround strategies and performance with a specific reference to Dangote Cement Company in Gboko, Benue State using same analytical and methodological approaches. This constitutes the knowledge gap that needs to be filled. By examining the effect of turnaround strategy on the performance of Dangote Cement Company in Gboko, Benue State, Nigeria.

**Objectives the Study**

The general objective of the study is to examine the effect of turnaround strategy on the performance of Dangote Cement Company in Gboko, Benue State. The specific objectives are to:

i. assess the effect of retrenchment strategy on the performance of Dangote Cement Company in Gboko, Benue State; and
ii. investigate the effect of restructuring strategy on the performance of Dangote Cement Company in Gboko, Benue State.

## LITERATURE REVIEW

### Turnaround Strategy

A turnaround strategy is a structured approach aimed at reversing the decline of an underperforming organization by addressing the root causes of its poor performance. It involves a combination of cost-cutting, operational restructuring, and strategic repositioning to restore profitability and competitiveness (Pandit, 2020). Bhattacharyya and Malik (2020) stated that turnaround strategy refers to a series of targeted actions and strategic decisions implemented by an organization to reverse a period of decline or underperformance, aiming to restore financial health and achieve sustainable growth. Trahms et al. (2023) viewed turnaround strategy as comprehensive set of planned managerial actions designed to reverse a significant performance decline that threatens organizational survival, incorporating both operational actions to improve efficiency and strategic reorientations that reposition the firm in its competitive landscape.

Pandit et al. (2023) opined that turnaround strategy is a multifaceted recovery process that integrates financial restructuring, operational improvements, and market reorientation, tailored to the specific causes of organizational decline and implemented through a carefully sequenced set of actions that balance immediate survival needs with future competitive positioning. According to Thompson (2023), a turnaround strategy is how long-term objectives can be achieved. They are unified, comprehensive and integrated plans that relate the strategic advantages of the firm to the challenges of the environment and are designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organization. The motivation for a firm to adopt a turnaround strategy is to salvage its intrinsic value, solve financial distress and find new strategic opportunities.

Turnaround strategy comprises several dimensions aimed at reviving declining firms. According to Pearce and Robinson (2018), key dimensions include retrenchment and recovery. Bibeault (2021) identifies retrenchment, repositioning, and replacement. Hofer (2021) emphasizes cost reduction, asset reduction, and restructuring. Scherrer (2023) outlines retrenchment and restructuring as vital phases. Slatter and Lovett (2019) highlight management change, and strategy formulation, incorporating both retrenchment and restructuring. This study adopted retrenchment and restructuring strategies because retrenchment provides immediate cost control to stabilize operations, while restructuring supports long-term repositioning and performance improvement in a competitive sector like cement production.

### Retrenchment Strategy

Retrenchment refers to a corporate strategy wherein a company's operations are reduced in terms of size, scope, or diversity. By reducing expenses, optimizing processes, and concentrating on core business activities, retrenchment attempts to enhance the company's financial performance (Wandera, 2018). Retrenchment tactics give businesses the ability to reduce expenses, boost long-term success, and become more competitive (Mokubung, 2024). Retrenchment strategy aids in reducing the company's operational scale as well as the number of product lines or companies from particular geographic markets, enabling the company to achieve financial sustainability (Wagura, 2017). Thus, retrenchment is a crucial part of a turnaround strategy and improves the performance of the company.

Chen et al. (2023) defined retrenchment strategy as a purposeful organizational contraction involving significant reduction in organizational scope, scale, and expenditure to improve financial performance and strategic positioning. This involves critical evaluation of both tangible and intangible assets to determine their alignment with organizational core value proposition. Retrenchment strategy includes technological rationalization, knowledge management reconfiguration, and systematic reprioritization of innovation investments alongside traditional cost management. When properly executed, retrenchment represents a strategic inflection point that enables organizational refocusing rather than merely defensive organizational downsizing. According to Adegoke and Williams (2024) retrenchment strategy is a comprehensive organizational recalibration process involving deliberate contraction of resource commitments, operational scope, and personnel deployment to enhance efficiency and sustainability.

**Restructuring Strategy**

Restructuring strategy is defined as changing the organization's structure and systems to achieve greater adaptability and viability in relation to current, potential, and emerging environmental changes. It involves overhauling management processes, strategies and structures in order to increase competitiveness or profitability (Umar 2023). Sterman (2022) defines restructuring strategy as diverse activities such as divestiture of under-performing business, spin-offs, acquisitions, stock repurchases and debt swaps, which are all a one-time transaction, but also structural changes introduced in day-to-day management of the business. It is perceived that restructuring is concerned with changing structures in pursuit of short- and long-term gains. Restructuring strategy can be referred to as organizational restructuring or corporate restructuring. It is all about reevaluating and reviewing existing management practices and organizational behaviours (Mayr & Lixl., 2019).

Furthermore, restructuring strategies are aimed at changing or adjusting the strategy, structures, management processes, programmes, operations, activities and systems employed by a company in an attempt to change the company’s diminishing performance and improving efficiency by reconfiguring its costs, assets and structure, (Padhjay 2021). Restructuring strategy is the act of changing the lawful structures of a company to make it more valuable, and it involves a significant modification of a company’s operations, and managers have a wide variety of strategies at their disposal to achieve this end. Commonly recommended strategies are mergers and acquisitions, joint ventures, divestments, corporate takeovers, strategic alliances, corporate buyouts, tender offers, down scoping, downsizing, recapitalization (King et al., 2018).

**Performance**

Nasuredin et al. (2022) viewed performance as the actual output or results of a task measured against its intended outputs (goals and objectives). Performance is the accomplishment of particular objectives measured on the basis of identified set standards (Richard, 2019). According to Abubakar et al. (2019) organizational performance alludes to the realization as well as accomplishment of organizational objectives or grails. The organization must have or set measurable objectives in order to measure its performance level. Similarly, organization performance is the extent to which an organization achieved it predefined goals and objectives in effective and efficient manner (Tajeddini et al., 2020).

Organizational performance has two dimensions: Financial and nonfinancial measurements or indicators. It is worthy of note that numerous organizations use different types of measurement to assess performance, the most commonly used today includes financial and non-financial performance indicators. The financial performance indicators include profitability, sales growth, return on investment, return on equity while the nonfinancial indicators comprise customer retention, customer satisfaction, market share, employee turnover, new product development and innovation (Ndubuisi et al., 2022). As such, this study focused on the non-financial measure of performance such as customer retention, customer satisfaction, market share, employee turnover, new product development and innovation to assess the performance of Dangote Cement Company in Gboko, Benue State.

**Empirical Review**

**Retrenchment Strategy and Organizational Performance**

Ijaz (2025) carried out an empirical study to investigate the effect of retrenchment strategy on firm performance in the context of Pakistani firms. A quantitative approach was used to analyze the relationship using data from annual financial statements. The sample consisted of 76 companies from the KSE-100 index from the year 2015 to 2020. Random effects regression models were used, along with hierarchical regression to explore the moderating effect of CEO power. The findings demonstrate that retrenchment strategy has a significant positive effect on firm performance in Pakistani firms. The study was conducted in Pakistan within a different sector, which means that its findings may not be directly applicable or effective for making decisions in the study area of Nigeria.

The effect of retrenchment strategy on performance delivery at the Electricity Distribution Company (EEDC) in Southeast Nigeria was investigated in a study by Dibua et al. (2023). A descriptive research design was adopted for this investigation. In accordance with the study's goals, descriptive statistics and inferential statistics were utilized to analyze the data. Simple random sample selection was used to select the sample size of 55 respondents. With the help of a semi-structured questionnaire, primary data was gathered. Correlation analysis and multiple analysis were used in inferential statistics to ascertain the relationship between the independent and dependent variables. Findings showed retrenchment had an insignificant positive effect on performance. The limited sample size restricts the generalizability of its findings to a broader population.

Onwuchekwa and Ezeanolue (2023) studied the effect of retrenchment strategy on the performance of banking sector in Southeast Nigeria. The work was anchored on Agency Cost Theory propounded by Jensen and Meckling in 1976. The study made use of a survey research design. The total population of the study consisted of 4414 staff of the 8 selected banks in the region of the study. Krejcie and Morgan (1970) sample size determination formula was deployed in getting a sample size of 353. The primary of data was collected collected for the study, and a Likert scaled structured questionnaire was used for this purpose. The method of data analysis deployed was Simple regression analysis and hypotheses were tested at a 5% level of significance. The findings showed that retrenchment strategy had a statistically significant relationship with performance of the selected banks in Southeast Nigeria. Given the study's industry-specific focus on banks, its findings may not applicable to Dangote Cement. The operational, market, and regulatory environments of these two sectors are significantly different.

**Restructuring Strategy and Organizational Performance**

Abiodun et al. (2024) investigated the effect of restructuring strategy on organisational performance of SMEs in emerging economies using Lagos state, Nigeria. A quantitative research approach based on the survey method was employed for this study using a sample of 400 respondents in selected areas in Lagos state, through purposive sampling and simple random sampling techniques. The data was collected using a structured questionnaire and analysed through descriptive and inferential statistical tools such as Regression analysis to test of the hypotheses. The findings revealed the independent variable can account for R-square value (89.3%) of the dependent variable, thereby indicating there is a significant effect of strategy restructuring on organisational performance. Since the study was carried on SMEs, its findings may not be directly applicable to the Dangote Cement Company in Gboko, Benue State.

Osei-Tutu and Darkwah (2024) examined the effect of restructuring strategy on performance of telecommunications industry in Ghana; a case study of MTN Ghana. The study adopted a descriptive survey design. The target population comprised twenty (20) operational units of MTN Ghana in Accra and Kumasi, with a sample of one hundred and twenty (120) employees selected using stratified random sampling technique. Primary data was collected through self-administered questionnaires featuring Likert-scale items. Data analysis was conducted using structural equation modeling (SEM) with the aid of AMOS version 23.0 software. The findings demonstrated that restructuring strategy significantly enhanced performance of MTN Ghana. Due to its Ghanaian origin and focus on a distinct sector, the study's findings may not be directly transferable or effective for decision-making within the Nigerian study area, given significant geographical and sectoral differences.

Mokaya (2024) investigated the effect of restructuring strategy on company performance in East African Breweries Limited (EABL) Kenya. The design adopted for this study was descriptive research design.

The population for this study was employees of EABL working in the targeted departments whose total was 270. The sampling frame of the study was obtained from the human resource department. The sampling technique for this study was stratified sampling because it gave each department an equal chance of being selected in the study. The sample size of the study was 270 as was achieved using the sampling formula. The study used primary data that was gained through a questionnaire. Data analysis was carried out by means of Statistical Package for Social Science (SPSS). Descriptive and interpretative validities took most of the time as there were many recursive points that seemed similar in nature from the various respondents. The study concludes that restructuring has a significant positive effect on performance in EABL. Country-specific differences limit the study's relevance to Nigeria.

**Strategic Fit Theory**

This study is anchored on the Strategic Fit Theory propounded by Michael Porter in 1985. The theory posits that an organization performs best when its internal resources and activities align with external environmental demands. This alignment, or "fit," enhances operational efficiency, competitive advantage, and overall performance. This alignment allows the firm to respond effectively to competition and maximize its strengths while minimizing weaknesses. Strategic Fit Theory thus promotes consistency across all business functions, suggesting that isolated or misaligned efforts can hinder organizational success. The theory has faced notable criticism. Mintzberg (1994) criticized the theory for being overly rigid and unrealistic in dynamic business contexts. He argued that the assumption of a predictable environment ignores the role of emergent strategies and learning through adaptation. Additionally, Teece (2007) critiqued the theory for overlooking the need for dynamic capabilities. Teece emphasized that in rapidly changing markets, organizations must not only fit but also flex—adapting continuously to sustain performance.

Nonetheless, the theory remains valuable due to its practical strengths. Porter (1996) later reaffirmed that strategic fit creates synergies across a firm's activities, leading to enhanced productivity and defensible competitive positioning. He maintained that firms which successfully integrate their operational activities with strategic objectives perform better over time. Similarly, Venkatraman and Camillus (1984) highlighted that strategic fit enables structured decision-making, guiding managers in aligning short-term actions with long-term goals, which in turn enhances overall organizational coherence and execution. The theory is relevant to this study because it explains how turnaround strategies like retrenchment or restructuring, must align with internal strengths (scale, brand) and external market demands. Proper fit leads to improved performance and successful recovery.

## METHODOLOGY

This study adopted survey research design and a positivist research philosophy. The design involves studying a sample of the population once at a point in time for the purpose of drawing inference that was generalized to the entire population of the study. In positivism, the role of the researcher is limited to data collection and presentation in an objective way. A survey research design is a scientific method which involves observing and describing the behaviour of subjects without influencing it in any way (Sauders et al., 2019). The population of the study comprised one hundred and fifty-one (151) management staff of Dangote Cement company in Gboko, Benue State. The population was sourced from the Human Resource Department. The management staff were selected for this study because they are responsible for designing and implementing turnaround strategies. Their access to key performance data, involvement in policy execution, and understanding of industry dynamics enable them to offer informed perspectives on the effectiveness of these strategies as such, their insights are important to understanding how these strategies influence company performance. This study adopts census technique on the basis that the entire population is small and thus reasonable to include it all.

Primary data was collected for the study. The instrument for data collection was structured questionnaire with items adopted from the study of Adegbite and Olawale (2022); Agama et al. (2023); and Ndubuisi et al. (2022). The reason is that their scale is very recent. The questions were keyed using a 5 – point Likert scale ranging from: 5 =strongly agree 4=agree 3=undecided 2=disagree 1=strongly disagree. The data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3, ensuring robust and efficient analysis. A pictorial representation of the Partial Least Square Structural Equation Model (PLS-SEM) model for the study is provided as follows

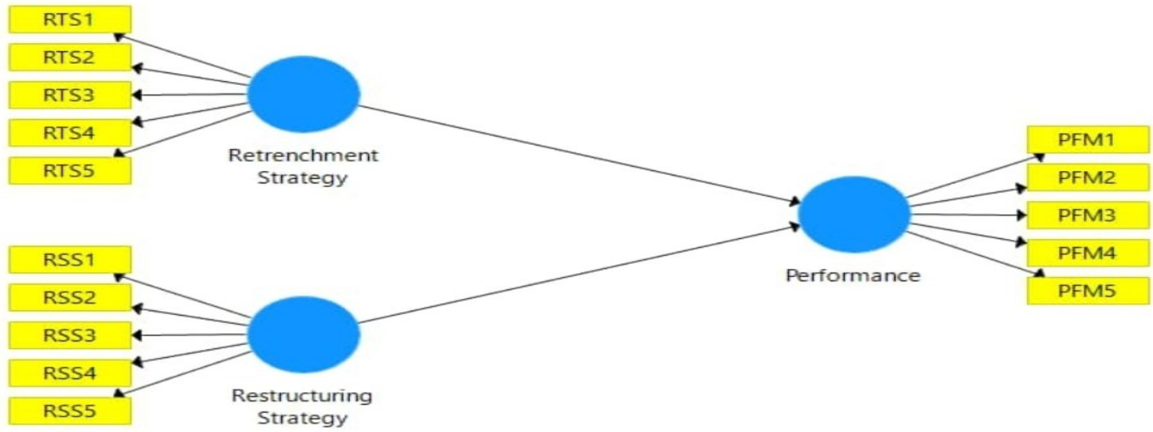


**Figure 1: Structural Equation Modelling for the Study**
**Source: SMART PLS, 2025**

The model shows the effect of measurement variables of turnaround strategy on performance. Whereas RTS = retrenchment strategy, RSS = restructuring strategy, while PFM = performance.

**Data Presentation and Analysis**
**Data Presentation**
**Table 1: Administration of Instrument**

| Questionnaires | Frequency | Percentage (%) |
|---|---|---|
| Properly filled/Returned | 132 | 88 |
| Not Properly filled / Not Returned | 19 | 12 |
| **Total** | **151** | **100** |

Source: Fieldwork, 2025

A total of 151 copies of questionnaire were distributed for the study. Only 132(88%) were completely filled and returned, 19(12%) were not properly filled and not returned. Subsequent analyses were conducted using the 132 instruments returned given a reasonable return rate of 88%.

**Table 2: Factor Loadings of the Constructs**

| | Performance | Retrenchment Strategy | Restructuring Strategy |
|---|---|---|---|
| **PFM1** | 0.860 | | |
| **PFM2** | 0.846 | | |
| **PFM3** | 0.794 | | |
| **PFM4** | 0.701 | | |
| **PFM5** | 0.718 | | |
| **RTS1** | | 0.854 | |
| **RTS2** | | 0.846 | |
| **RTS3** | | 0.838 | |
| **RTS4** | | 0.729 | |
| **RTS5** | | 0.757 | |
| **RSS1** | | | 0.707 |
| **RSS2** | | | 0.873 |
| **RSS3** | | | 0.897 |
| **RSS4** | | | 0.738 |
| **RSS5** | | | 0.817 |

**Source: SMART PLS Output, 2025**

***Indicator Reliability***

The indicator loadings should be larger than 0.7 to ensure indicator reliability. Table2 shows that all item loadings exceeded the minimum value of 0.7 (Chin, et al, 2018). This indicates that the construct explains more than 50 percent of the indicator's variance, thus providing acceptable item reliability.

***Convergent Validity***

This explains the extent to which constructs converges to explain the variance of its items. It is assessed by evaluating the average variance extracted (AVE). The minimum value of the AVE should be higher than 0.50. All the constructs satisfied this requirement as shown in the Table 3 and as such are valid for the study

**Table 3: Construct Reliability and Validity of the Indicators**

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|---|
| Retrenchment strategy | **0.872** | **0.877** | **0.907** | **0.662** |
| Restructuring Strategy | **0.839** | **0.848** | **0.886** | **0.610** |
| Performance | **0.862** | **0.864** | **0.901** | **0.645** |

**Source: SmartPLS Output, 2025**

The table 3 presents the reliability metrics for three constructs in the study: retrenchment strategy, restructuring strategy and performance. Each construct demonstrates strong internal consistency, with Cronbach's Alpha values ranging from 0.839 to 0.872, indicating high reliability. The rho_A values, which are similar to Cronbach's Alpha, further confirm the reliability of the constructs. Composite Reliability scores are all above 0.86, suggesting that the constructs are measured consistently across different items. Additionally, the Average Variance Extracted (AVE) values are all above the 0.50 threshold, ranging from 0.610 to 0.662, indicating that a substantial amount of variance in the items is explained by the constructs. These metrics collectively suggest that the study scales are both reliable and valid.

**Test of Hypotheses**

Table 4 presents the path coefficients, T-values, and P-values for the relationships between retrenchment strategy and performance, and restructuring strategy and performance.

**Table 4: Path Coefficient of the Model**

| Variables | Beta | T-Statistics | P-Values | Decision |
|---|---|---|---|---|
| Retrenchment strategy -> Performance | -0.395 | 2.094 | **0.000** | Rejected |
| Restructuring strategy -> Performance | 0.765 | 3.992 | **0.000** | Rejected |

**Source: SmartPLS Output, 2025**

**Ho1:** Retrenchment strategy has no significant effect on the performance of Dangote Cement Company in Gboko in Benue State.

The result from table 4 shows that retrenchment strategy has significant but negative effect on performance of Dangote Cement Company in Gboko, with beta value -0. 395, T-statistic of 2.094 and p-value of 0.000. This result does not support the null hypothesis one and was therefore rejected at 5% level of significance. Since there is enough evidence to reject the null hypotheses, the study therefore concludes that retrenchment strategy has significant negative effect on performance of Dangote Cement Company in Gboko in Benue State.

**Ho2:** Restructuring strategy has no significant effect on performance of Dangote Cement Company in Gboko, Benue State.

The result from table 4.5 shows that restructuring strategy significant positive effect on performance of Dangote Cement Company in Gboko, with β = 0. 765 and p = 0.000. This result does not support the null hypothesis two and was therefore rejected at 5% level of significance. Since there is enough evidence to reject the null hypothesis, the study therefore concludes that restructuring strategy has significant positive effect on performance of Dangote Cement Company in Gboko, Benue State.

*Discussion*

Firstly, the study examined the effect of retrenchment strategy on the performance of Dangote Cement Company in Gboko, Benue State. The results show that retrenchment strategy has significant negative effect on the performance of Dangote Cement Company; this implies that cost-cutting is harming performance, as key talent are lost and brand damage occurs during the process, which has led to reduced productivity, staff morale, and operational capacity. The finding of this study is consistent with the result of Ijaz (2025) and Onwuchekwa and Ezeanolue (2023) who conducted their study and found a significant effect of retrenchment strategy on performance. However it disagrees with the findings of Dibua et al. (2023) who found an insignificant effect of retrenchment strategy on performance.

The second finding revealed that restructuring strategy has significant positive effect on performance of Dangote Cement Company in Gboko, Benue State; this result practically means that changes in the company's structure, processes, or management are improving efficiency and results, leading to better operational performance. This finding is consistent with that of Abiodun et al. (2024); Mokaya (2024); Osei-Tutu and Darkwah (2024) who also found that restructuring strategy has significant positive effect on performance.

## CONCLUSION AND RECOMMENDATIONS

The study examined the effect of turnaround strategy on the performance of Dangote Cement Company in Gboko, Benue State. Data were sourced and responses generated were analyzed. The study concluded that turnaround strategy has significant effect on the performance of Dangote Cement Company in Gboko, Benue State. Implying that turnaround strategy is an important tool used to adopt strategic direction in establishing the behaviours necessary for the company to maintain its outstanding performance within its external environment.

Based on the findings from the objectives of the study, the following recommendations were made:

i. Dangote Cement Company in Gboko should adopt a strategic redeployment approach instead of retrenchment by reassigning underutilized staff to more productive roles or departments. This will preserve institutional knowledge, maintain employee morale, and enhance operational efficiency, ultimately improving performance without the disruptive effects of job cuts and reducing community backlash. This strategy should be complemented by partnerships with local governments and unions to create alternative livelihood programmes such as agro-based initiatives on reclaimed mining land to offset job losses and rebuild social trust, which has been historically strained due to past retrenchment-driven conflicts.

ii. Dangote Cement Company Gboko should implement a decentralized decision-making structure tailored to local market needs. This can be ensured by delegating operational decisions such as inventory management, supplier negotiations, and community engagement to local managers. The plant can respond faster to regional demand fluctuations and strengthen stakeholder relationships.

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**Appendix I: Research Questionnaire**

**Instruction:** kindly tick ☑the appropriate box for option which best addresses your answer

**Key: Strongly Agree = 5, Agree= 4, Undecided = 3, Disagree = 2 and Strongly Disagree =1**

| S/N | INDICATOR | Agreement scale | | | | |
|---|---|---|---|---|---|---|
| | **Retrenchment Strategy (RTS)** | **5** | **4** | **3** | **2** | **1** |
| **1** | The company provided adequate notice regarding the retrenchment process | | | | | |
| **2** | We have successfully identified and eliminated redundant processes and activities | | | | | |
| **3** | The company's retrenchment strategy is fair and equitable | | | | | |
| **4** | Retrenchment has helped the company minimize waste and unnecessary expenditure | | | | | |
| **5** | The company's reasons for retrenchment are clearly communicated to employees | | | | | |
| | **Restructuring Strategy (RSS)** | **5** | **4** | **3** | **2** | **1** |
| **1** | **R**estructuring strategy is aligned with our organization's long-term strategic vision | | | | | |
| **2** | Specific, measurable objectives are established for restructuring initiative | | | | | |
| **3** | The company clearly communicates reasons and goals for the restructuring strategy | | | | | |
| **4** | The company provides sufficient support to help employees to adapt to the changes | | | | | |
| **5** | we consider multiple restructuring approaches before selecting the final strategy | | | | | |
| | **Performance (PFM)** | **5** | **4** | **3** | **2** | **1** |
| **1** | The firm has recorded increase in the number of retained customers over the years | | | | | |
| **2** | The firm consistently exceeds customer expectations in terms of product quality and services | | | | | |
| **3** | The company has recorded increase in market share in the last five years | | | | | |
| **4** | Employee turnover rate has decreased in the last five years | | | | | |
| **5** | The company regularly introduces new and improved products | | | | | |