

## LEADERSHIP, CORRUPTION AND GOVERNANCE IN NIGERIA

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### ABSTRACT

This paper on Leadership, Corruption and Governance in Nigeria argues that of all the problems, challenges and crises militating against Nigeria's quest for socio-politico-economic development, the most daunting appear to be ineffective leadership, untamed and seemingly untamable corruption and bad governance. The paper examines the concept of leadership in all its ramifications, compares and contrasts the various known types/styles of leaderships, with a view to adumbrate the trajectory of an efficacious leadership modus operandi capable of supplementing and complementing the relentless efforts aimed at finding solutions to Nigeria's myriad problems. The paper also examines the enigmatic nature of corruption in Nigeria, the various types of corrupt practices at Local, State, National and Non-governmental levels and makes recommendations on tackling the menace of corruption in the country. Finally, the paper focuses attention on barometers of good governance, which if implemented to the latter will is hope to cultivate a modus Vivendi for Nigerians to safe Nigeria, undoubtedly from hitting the 'Road to Kigali,' governance morass, economic chaos, social pandemonium, political hullabaloo and immobilism. The paper advises the followers/citizens/residents to play their own part/role of efficient performance of obligatory and non-obligatory civic duties.

**Keywords:** Leadership, Corruption, Governance, Leadership.

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### Introduction

"The official figures recently placed in the public domain by the Nigerian Bureau of Statistics (NBS) capture and underscore the paradox of the Nigerian situation. The figures show the copious inflow of proceeds from oil and reveal, even to a casual observer, the very sharp contrast between available resources and the living conditions of the populace. The Bureau's report has, like many others, drawn public attention to the oft-repeated problem of mismanagement and failure of leadership."  
(The Nigerian Tribune, 4 April, 2013, P. 17).

The reverberation effects of the failure of leadership, corruption and bad governance are being felt across all sectors and segment of Nigeria-unemployment, insecurity, crude oil

thefts, dearth of infrastructures, problems in education, health services, transportation, accommodation, communication, medication and so on and so forth. Nigeria has remained a laggard in social, political and economic developments. Nigeria's socio-politico-economic history has revealed that many of its leaders over the years have been using the "iron law of oligarchy" which explains the triumph of the leaders' ambitions for office over the membership's revolutionary goals (Michels, R; 1911).

Many of the leaders have tended to plunder, defraud, embezzle, corrupt, mismanage and in the process envy one another with impunity and relish. They have also been possessive, egoistic, selfish, individualistic, callous, greedy and secretive. The leaders and their regimes/administrations/governments were deeply engrossed in excessive acts of corruption, impropriety, mismanagement and squander mania. In addition, all available means were employed by Nigerian political leaders to 'grab' power including the blatant rigging of elections, manipulation of census figures, violence, thuggery, arson, vandalism, gangsterism, corruption, religious bigotry, regionalism, tribalism, ethnic sentiments and acts of brigandage.

Consequently, neglect of public interest, malpractices of all forms, crimes of every description, mendacity, lack of candour, readiness to cheat, grabbing, philistinism, egotism, ethnic and sectional inclinations have been the order of the day for many years. These have precipitated violence, national disintegration, abject poverty and socio-politico-economic instability (Olayiwola, A.R.O., 1984, 1987, 1991, 1993, 1995, 1996, 2010, 2011, 2012, 2013). A society that is unjust, unfree and devoid of equality of opportunity is inherently unstable.

### **Statement of the Problem**

The Nigerian Bureau of Statistics report referred to earlier shows inter alia; that 630 women die in the course of child birth in every 100,000 deliveries; that 143 of every 1,000 under five children die of preventable diseases yearly; that almost 70 per cent of the population lives under ₦170 per day while life expectancy stands at 52.3 years. Nigeria today has the largest number of children (10.5 million) who are out of school in the entire world. No security and no electricity despite the trillions of Naira claimed to have been spent on it; no employment for over 80 percent of millions of men and women.

As the ranks of the unemployed swell at one extreme, the number of jet owners grows at the other end. Excruciating poverty exists side by side with obscene opulence. The national airline has been 'killed' to allow for private airlines; the national electric corporation is gradually being 'killed' to boost the business of power generators; the National Communication outfit like NITEL is 'killed' for private ones to spring; the railway was 'killed' to enable private haulage to flourish; the National Universities are 'killed' that private ones can emerge; and stolen public funds are spent to import weapons to suppress political opponents and rig elections (Abbas, F. 2012).

What are the devastating problems of the failure of leadership and the enigmatic nature of corruption and bad governance which have stalled Nigeria's quest for socio-politico-economic development over the years?

This paper attempts some answers and makes some recommendations to solve the problems and prevent Nigeria from hitting the 'Road to Kigali'.

### **Literature Review, Leadership, Corruption and Governance: Theoretical Conceptualization and Conceptual Clarifications**

Leadership, in its broadest sense, means a group of people functionally responsible for running a Nation-State, heads of families, mosques, churches, pressure groups, political parties, local, state, national and international institutions (Atimomo, E. (1981); Olayiwola, A.R.O; 1996, 2011, 2012). The concept of leadership evokes several meanings and studies elaborating different dimension of it abound. (Burns, J. (1978); Page, G., (1977); Gouldner, (ed.) A., (1950); (Olayiwola, A.R.O; 1984, 1987, 1990, 1991, 1993, 1995, 1996, 2010, 2011, 2012, 2013). Leadership involves:

"The inducement of followers by the leader to act for certain goals that represent the values and motivation, the wants and needs, the aspirations and expectations of both leader and follower" (Burns, J; 1978).

The following criteria are representative of the attributes of leadership:

- (1) The existence in an individual of a clear set of ideas, values, aspirations reflecting those of the majority who are the subject of followership.
- (2) The existence of practical, purposeful initiative by the individual, reflecting the objectives of held ideas, values and aspirations.
- (3) The existence of concrete achievements involving the extent to which intended effects are produced by the leader.

Leadership is the activity of leading a group of people or an organization or the ability to do this. Leadership involves:

- (1) Establishing a clear vision;
- (2) Sharing that vision with others so that they will follow willingly;
- (3) Providing the information, knowledge and methods to realize that vision;
- (4) Coordinating and balancing the conflicting interests of all members and stakeholders. A leader steps up in times of crisis and is able to think and act creatively in difficult situations.

"Leadership can be defined in terms of direction and example provided by any person or group of persons who are chosen or who by an accident of history find themselves at the helm of affairs in a country or any vital part of it or in departments or institutions delegated to them for the purpose of overall development and good government of the country." (Osuntokun, J. 1987).

Achebe concludes:

“The trouble with Nigeria is simply and squarely a failure of leadership. There is nothing with the Nigerian land or climate or water or air or anything else. The Nigerian problem is the unwillingness or inability of its leaders to rise to its responsibility, to the challenge of personal example which are the hallmarks of true leadership”. (Achebe, 1985).

### **Corruption**

“Corruption hurts the poor disproportionately by diverting funds intended for development, undermining a government’s ability to provide basic services, feeding inequality and injustice and discouraging foreign investment and aid” (Annan, K. 2007).

Corruption can be defined as anti-social behaviour conferring improper benefits contrary to legal and moral norms, and which undermines the authorities’ capacity to secure the welfare of all citizens (Osoba, S. 1996). Corruption is the perversion of integrity or state of affairs through bribery, favour or moral depravity. (Otite, O. 1986). Corruption is a conscious and well planned act by a person or group of persons to appropriate by unlawful means the wealth of another person. (Kalu and Osibayo, 1999).

Chambers English Dictionary defines corruption as rotteness, putrid matter, impurity, bribery, etc. Webster’s dictionary defines corruption as the state of being or becoming decayed, dishonest, open to bribery, full of error and falsification. Longman Dictionary of Contemporary English defines corruption as dishonest, illegal or immoral behaviour especially from someone with power; Lapalombara defines it as any deviation from society’s norms for the purpose of aggrandizing one’s personal interest as opposite to the collective interest.

Corruption is any decision, act or conduct that subverts the integrity of people in authority or institutions charged with promoting, defending or sustaining the democratization process, thereby undermining its effectiveness in performing its assigned roles (Gboyega, 1996:6). To Lodge (1998: 157-187), “it must involve acts which are intentionally dishonest”. It is the “unsanctioned or unscheduled use of public resources for private ends” (Levine, 1975). It might take the form of mis-performance or neglect of a recognized duty or the unwarranted exercise of power, with the motive of gaining some advantages more or less directly personal (Brooks, 1970).

Political corruption can be defined as “a method of exploitation by which a constituent part of the public sphere is exploited as if it were part of the market sphere” Brooks (1970:38). Lodge (1998) observes that political corruption is located within the institutions of government legislatures, courts, bureaucracies and statutory bodies such as parastatals, corporations or commissions. It is constituted by transactions or exchanges of public resources and benefits between actors, some or all of whom are officials or public representatives.

Alan Doig and Robin Theobald aver that the diverse manifestations of corrupt transactions have been identified as ranging from:

*Acceptance of money or other rewards for awarding contracts, violations of procedures to advance personal interest, including kickbacks from development programmes or multinational corporations; pay-offs for legislative support; and the diversion of public resources for private use, to overlook illegal activities or intervening in the justice process. Forms of corruption also include nepotism, common theft, overpricing, establishing non-existing projects, payroll padding, tax collection and tax assessment frauds (Doig and Theobald, 1997).*

Nye (1967) classifies corruption as:

“behaviour which deviates from the formal duties of a public role because of regarding (personal, close family, private clique). Pecuniary or status gains or violates rules against the exercise of certain types of private regarding influences (Nye, 1967).

Abdul-Rasaq Olopoenia (1998: 19-20) identifies the following, among others, as forms of corruption in Nigeria: bribery with its Nigerian variant of kickbacks; nepotism; misappropriation; the use of contrived security threats to the state or the larger society to obtain approval for the extra-budgetary allocation for personal enrichment of public officers charged with the maintenance of public order; the exploitation of privileged relationship with key public-sector managers for the purpose of acquiring competitors' business assets; auto-corruption; extortion; and employment patronage.

In Nigeria, corruption became the principal means of private accumulation during the decolonization period, in the absence of other means, and came to shape political activity and competition after independence. All subsequent regimes, military and civilian, have been pervaded by corruption. Aided and enhanced by oil revenues, this has created a deepening crisis of kleptocracy, shown in its most extreme form since 1984. It results in a combination of scandalous wealth among the ruling class with growing poverty, misery and degradation among the mass of Nigerians. Political life has become dominated by winner-take-all factional struggles, political cynicism and violence, while the economy and social institutions have been driven into decay. Corruption has thus become a way of life in Nigeria, one which existing governments neither wish to, nor can control. Combating corruption requires a popular participatory democracy able to monitor and hold to account those in charge of the state and the treasury.

### **Governance**

Pierre and Peters (2000) state that, the concept of governance is notoriously slippery, frequently used by social scientists and practitioners without a concise definition.

Nevertheless, governance implies the efficient management of state institutions. Issues of public accountability, transparency in government procedures, rule of law and public sector management are emphasized. According to (Stoker, 1998), governance is the acceptable face of spending cuts. It is the political construct of a minimalist state. Governance is also seen as the process of steering state and society towards the realization of collective goals.

Governance is an act controlling the affairs of the nation by making decisions and executing them on behalf of the citizens. It is the activity of governing a country or controlling a company or the way in which a country is governed or a company or institution is controlled (Hornby, 2000). Governance is the process of decision-making by which decisions are carried out.

### **Types of Leadership**

The following types/styles of leadership can be identified. The first is institutional type of leadership. This is the type of leadership position commonly found in schools, colleges, universities and other bodies performing teaching, research and training functions. The second is leadership of a political nature and leadership of political and semi-political organizations. The third is professional leadership or leadership of professional organizations. In the first and third types, the leader must be educated and possibly trained. In the second type, claims to leadership are rather loose, no form of qualification or training is desired and anyone can become a leader depending on the individual's characteristics, attributes or charisma.

In the third example, leadership is most restricted to members of the profession. One, for example, does not expect to find a medical practitioner as the president of the Nigeria Union of Teachers and vice versa. In fact, political and professional types of leadership represent the two extremes in which institutional leadership stands in the middle. For example, lawyers, teachers, doctors and engineers are professionals. They can also occupy leadership positions in institutions and political organizations. (Adesina, 1980).

The fourth type/style of leadership is democratic leadership and is located in a social situation or environment in which the principles of governance or government are based on the encouragement and the allowance of rights of citizenship: such as freedom of speech, religion, opinion and association, the supremacy of the rule of law and majority rule.

The fifth type of leadership is bureaucratic leadership which is a product of complex, large scale organization and society. Bureaucratic organizations are characterized by specialization, hierarchical authority, systematized rules, impersonality and a secure and meritocratic career structure; bureaucratic leaders in such organizations are expected to be selected based on their meeting formal, universally known requirements.

The sixth type is charismatic leadership where power flows out of the charismatic leader. Some of the religious and political leaders may fall into the category of charismatic

leadership. The seventh type of leadership is clandestine leadership. Leaders of clandestine organizations work for, and play prominent roles in, various organizations and state affairs. They are present in both developed and developing societies. They can be located in social associations/clubs and state intelligence services.

The eighth type of leadership is prowess leadership. Prowess leaders possess the characteristics of exceptional skills, bravery or courage and valour in the pursuit of organizational or societal goals or objectives. Instances are nationalist leaders associated with the struggle for political and economic freedom. The ninth type of leadership is transformative leadership. Transformative leadership is the effective leader who can move organizations from current to future states create visions of potential opportunities for organizations and the society, instill within organizational members to change and instill new cultures and strategies in organizations and social structure that mobilize and focus energy and resources. They assume responsibilities for reshaping organizational practices to adapt to environmental changes. They have the basic power capacity to translate intention into reality and sustain it. They are generally regarded as the thinkers and doers. They are intellectual and pragmatist leaders as they enthrone ideas and successfully practicalise them.

The tenth type/style of leadership is traditional leadership. Traditional leadership is essentially based on traditional beliefs and values. The acceptance of custom is a most common feature of this category of leadership. Traditional authority is legitimated by the sanctity of tradition because members of the society concerned believe that the social order was created by God, and that it is man's duty to conform. This is the basis of the divine right of kings, or natural rulers: such as Obis, Obas, Emirs and Obongs and other traditional leaderships because of the preexisting traditional norms and ethos and that traditional leaders rule because they possess the right to rule by virtue of birth or class. The eleventh type of leadership is spiritual leadership. Spiritual leaders are thought to be endowed with extraordinary, sometime magical powers. A spiritual leader like a charismatic leader elicits obedience out of awe. She/he is also associated with a certain quality unusual of an individual personality. The twelfth type/style of leadership is temporal. Temporal leaders are involved in the governance or administration of the state. Such leaders hold bureaucratic offices of the state. Other societal positions leading business men and women are members of temporal leadership structure because they preside or take active part in the option of secular or worldly possessions. Judges of law courts are members of this category of leadership.

The thirteenth type of leadership is self-imposed. Self-imposed leadership type of leadership usually occurs as a result of an impending threat of disaster or catastrophe or in a crisis situation. A risk-taking person takes charge without an opposition or regardless of any opposition as the person who claims or has answers to arrest the situation and not necessarily able to provide desired answers or solutions to the problem. Examples of self-imposed leadership abound in the developing world and the most common is military coup d'état in Nigeria and some other African, Asian and Latin American Countries of the world. (Ademisokun-Turton, 1987; Yukl, 1981; Oluleye, 1985; and Olayiwola, 1974, 1981, 1984, 1986, 1987, 1988, 1989, 1990, 1991, 1992, 1993, 1995, 1996, 2010, 2011, 2012, 2013).

### **Corrupt Practices and Causes**

Corrupt practices include:

- The use of one's office for pecuniary advantages,
- Gratifications,
- Influence peddling,
- Insincerity in advice with the aim of gaining an advantage,
- Less than a full day's work for a full day's pay,
- Tardiness and slovenliness (Olaleye, 2001).

There are also collusive and anticipatory corrupt practices. Collusive type is the planned cooperation of the giver and the taker. Here, there is a faced extraction of bribes or other favours from vulnerable victims by those in authority. There is also anticipatory corruption, which takes the form of bribes or presentation of gifts in anticipation of a favourable action on the part of the recipient of the gift.

In point of fact, corruption in Nigeria manifests itself through different ways, such as fraud (including advance fee fraud otherwise known as 419), bribery, extortion, favouritism, nepotism, inflation of contracts (government and non-government) in return for kickbacks, falsification of accounts, perversion of justice by organs administering justice, heinous economic crimes against the state (sometimes in collusion with multinational companies/foreigners) such as over-invoicing of goods, hoarding, smuggling, foreign exchange swindling, drug trafficking, abuse of office, money laundering and racketeering.

Several factors are responsible for the prevalence of corruption in Nigeria. For simplicity and a clearer perception, the causes of corruption have been classified under the following headings:-

1. Institutional factors;
2. Poor salary structure and conditions of service;
3. Poor Administration;
4. Staff Negligence;
5. Opportunities and low chance of detection;
6. Traditional Factors;
7. Monarchical tendencies and
8. Miscellaneous factors, among a host of others.

These factors are analytically distinguishable, but by no means exclusive in practice. Some of these causes are interrelated and similar in nature, but nevertheless, there exist some subtle differences among them.

- (1) **Institutional Factors:** According to the United Nations' report, there is a perception among the citizens that, the distribution of well-remunerated positions in government is not based on merit but on connections, contracts or ethnicity. The United Nations The Punch (6/11/2000). This undermines credibility, integrity, respectability and image of institutions charged with the responsibility



of law enforcement and adjudication of punishment, such as the police, the judiciary and prison services.

- (2) **Poor Salary Structure and Conditions of Service:** The United Nations (UN) has attributed the prevalence of corruption in Nigeria to the poor salary structure in the country (Punch Nov. 6, 2001). The salary levels only place the nation's workers at "the margin of poverty lines". It is further observed that for many years the quality of University education had declined considerably.

The minimum wage of ₦18,000 is yet to be paid by many governments-local, state and federal; whereas, billions of Naira are spent to maintain the country's 468-member National Assembly. The Nigeria Labour Congress (NLC); the Trade Union Congress (TUC) and members of the Civil societies led by Comrade Adams Oshiomohle, Governor of Edo State, staged a peaceful demonstration to the National Assembly on Tuesday 17 – 09 – 2013 to protest against the Senate decision to remove the payment of National minimum wage from the exclusive list.

When civil servants or employees of the private sectors are unable to meet their personal, social, economic, psychological and a host of other needs because of poor conditions of service, they may be tempted to engage in corrupt practices. They may also be tempted to collect bribes, inflate contracts,, prices, inflate prices of goods/items purchased directly, embezzle money or fraudulently convert some of the government assets into their own use. This temptation becomes harder to resist particularly for civil servants who work with cash or in other sensitive areas.

- (3) **Poor Administration:** This is in terms of inadequate control, planning, organizing, staffing, directing, coordinating, budgeting and reporting.
- (4) **Staff Negligence:** Examples are lack of regular bank reconciliations, stock taking and verification of prices in the market and issuing of cheques without proper blocking of the unused spaces that could be manipulated by corruption perpetrators.
- (5) **Opportunities and Low chances of Detection:** A poor and inadequate internal control or inefficiency of existing control mechanisms could induce corruption. A poor and inefficient control system could also be a tempting source to a rather previously honest staff.
- (6) **Traditional Factors:** The abuse of traditional values, norms and culture sometimes result in corruption. Some of the traditional values or cultural norms that have contributed to corruption in Nigeria are as follows:
- (a) Religious affiliation;
  - (b) Strong kinship ties and parochialism;
  - (c) Extended family, among a host of others.

**(7) The Monarchical Factors:** Monarchical tendency refers to elements of political styles found among political leaders and sometimes government officials which predispose them towards living like oriental monarchs. They indulge in conspicuous consumption, ostentatious display of wealth, etc. the monarchical tendency could be for the quest for aristocratic control or for personalization of authority; "who says organization, says oligarchy".

**(8) Miscellaneous Factors:** These refer to other causes, cases and factors of corrupt practices that are not explained here for a lack of space and time.

### **Good Governance**

"Without good governance, without the rule/role of law, predictable administration, legitimate power, and responsive regulation-no amount of funding, no amount of charity will set us on the path of prosperity" (Annan, 1997).

Good governance flows logically from the concept of governance and as Mohideen (1997) put it, governance becomes "good", when it is operated in accordance with legal and ethical principles as conceived by society. Good governance has to do with the capacities of a political system to exercise authority, win legitimacy, adjudicate conflicts as well as carry out effective programme implementation (Boeninger, 1992). Good governance is governance that is responsible, accountable and transparent in policy formulation and implementation. (Kukah, 1998).

Some aspects of good governance include political stability, the rule of law, control of corruption and accountability. Good governance is also defined as the manner power is exercised in the management of a country's economic and social resources for an all inclusive development process with a capacity for efficient problem-solving and conflict resolution (George-Genyi, 2013).

Generally, governance, according to the World Bank Report (1989) is the exercise of political power in the management of a nation's affairs. Governance encompasses the state's institutional and structural arrangements decision-making processes and implementation capacity, and the relationship between the governing apparatus and the governed, that is, the people in terms of their standard of living.

Good governance is "a system of government based on good leadership, respect for the rule of law and due process, the accountability of the political leadership to the electorate as well as transparency in the operations of government" (Odock, 2006). As a policy framework, good governance imposes demands on policy makers in their exercise of power. It encompasses an effective state that is, a state that has enabling political environment for effective distribution of resources to improve the living conditions of the people. Good governance suggests the use of political authority and the management of the resources of society to better the lots of the populace.

Good governance has the following components:

- Responsibility and responsiveness in leadership and in public service;
- Accountability in the mobilization as well as in the utilization of resources;

- Discipline, effectiveness and efficiency in handling public (as well as personal) affairs.
- Selfishlessness and impartial service to the people; and
- Popular participation and empowerment of the people in the conduct and management of their own affairs. (Jega, 1994).

Good governance involves a whole gamut of things: respect for the fundamental human rights of citizens, judicious use of resources that is devoid of waste and fraud via other corrupt practices. Good governance requires respect for principles of accountability and transparency. It also encapsulates issues of equity, equality, justice and fair play in the distribution of goods and services so as to promote and enhance the quality of life of the people irrespective of their class, status, religion or other parochial considerations.

### **Conclusion and Recommendations**

This paper on leadership, corruption and governance in Nigeria has argued that of all the problems, challenges and crises militating against Nigeria's quest for socio-politico-economic development, the most daunting appear to be ineffective leadership, untamed and seemingly untamable corruption and bad governance. The paper has examined the concept of leadership in all its ramifications, compared and contrasted the various known types/styles of leadership, with a view to adumbrate the trajectory of an efficacious leadership *modus operandi* to Nigeria's myriad problems. The paper also examined the enigmatic nature of corruption in Nigeria, the various types of corrupt practices at local, state, national and non-governmental levels.

Finally, the paper focused attention on barometers of good governance, which if implemented to the letter, will, it is hoped, cultivate a *modus Vivendi*, for Nigerians to save Nigeria, undoubtedly, from hitting the 'Road to Kigali', governance morass, economic chaos, social pandemonium, political hullabaloo and immobilism. The paper advises the followers/citizens/residents to play their own part/role of efficient performance of obligatory and non-obligatory civic duties.

The following recommendations are made to tackle the problems of ineffective leadership, the menace of corruption and the evil effects of bad governance, which has been variously described/labeled as "mis-governance" or "catastrophic governance" (Joseph, 2006).

- (1) First and foremost, we suggest a transforming or transformational leadership as well as servant or caring leadership styles for Nigeria. The theory of transforming or transformational leadership rests on a set of assumptions about the relationship between leaders and followers. Burns (1978-42-43) and Ciulla (1978) argued that leaders have to operate at higher need and value systems and play the role of raising people's consciousness". Transforming leaders are reputed for their strong value and moral ideals which they do not water down by consensus but elevate people by using conflict to engage followers and help them reassert their own values and needs. Such leaders are concerned about liberty, justice and equality and transforming leaders raise their followers up through stages of

morality and need. Like servant leaders they turn their followers into leaders and the leader becomes a moral agent.

In the same vein, like transformational leaders, servant leaders elevate the people, but there is much more as it involves the leaders serving followers instead of followers serving leaders. Robert K. Greenleaf (1977) in his servant leadership: Journey into the Nature of Legitimate Power and Greatness, brought to fore the concept and its distinguishing or defining characteristics as a variant of leadership and has been popularized by others like Larry C. Spears (1995) and James A. Autry (2001), among a host of others, In his seminal essay titled. 'The servant as leader' he emphasized that servant leadership is an emerging approach to leadership in the service of others. It is an important part of the emerging leadership and management paradigm for the 21<sup>st</sup> century that has influenced many people and organizations both in the public and private sectors.

According to Larry Spears (1998), the model is a move away from the:

“traditional autocratic and hierarchical modes of leadership and toward a model based on teamwork and community, one that seeks to involve others in decision making; one that is strongly based on ethical and caring behaviour and one that is attempting to enhance the personal growth of workers while at the same time improving the caring and quality of our many institutions.”

It is regarded as an approach to leadership which is the key for “building a better and more caring society” (Autry, 2001: 336), and “a unique and humanistic philosophy of leadership” (Spears 1995: 283).

- (2) The poor economy of Nigeria has to be addressed. There is no gainsaying the fact that there is poverty in Nigeria. This poverty is linked to so many factors such as lack of employment, under employment, underpayment etc. It is common knowledge that Nigerian economy has seriously suffered a shortfall which has really adversely affected labour market. This has largely contributed to massive retrenchment at both private and public sectors of the economy. In fact, the Chairman of Nigeria Governors' Forum, Rotimi Amaechi, who is also the Governor of Rivers State on Thursday 19 – 09 – 2013 called on the Minister of Finance Dr. Ngozi Okonjo-Iweala to resign because Nigeria's economy is seriously in a bad shape. Therefore, as a survival measure, a typical Nigerian has to look elsewhere to boost his/her income. So when any slight opportunity comes his/her way to embezzle public or private treasury as the case may be, s/he grabs it with both hands.
- (3) We suggest an overhaul of the administration of justice. Crimes which corruption is one are largely regulated and controlled in Nigeria by the criminal and penal codes. In addition to these laws. Decrees and Edicts were also passed during

military regimes to supplement and compliment the codes. Also, there are the ICPC and the EFCC Acts. This is for the culprit to be brought before the court with a view to punish them for the offences committed. Commissions of inquiries and even Tribunals are also established to complement the primary roles of the courts of law. Despite all these measures, it is noticed with sadness and disgust, so much increase in the way corruption thrives in Nigeria. The reason for this as it relates to administration of justice is not far fetched.

Our judicial system is known and characterized with undue delay; too much adherence to legal technicalities and emphasis on the foreign notion of justice. (Ali, 2010). Owing to this undue delay, many accused persons who ought to have been tried and found guilty and consequently sentenced to imprisonment often go free. The corollary implication of this is that corruption grows tremendously.

It is not a thing of surprise any longer in Nigeria that several years after the commission of an offence and commencement of criminal action in court, the case will be pending indefinitely. During this period of time, vital information and even documents to be used for the purposes of the prosecution of the case could have disappeared. Material witnesses could have changed jurisdiction or worst still, died. This will no doubt result in the accused person going scot free and by this, corruption will be on increase. By Friday 20 – 09 – 2013, for instance, the corrupt allegation case against former Managing Director of defunct Intercontinental Bank Mr. E. Akingbola by the EFCC was transferred to a third judge after several court hearings.

Also, we suggest a discontinuation of the so-called plea bargaining in litigation.

- (4) There is a need for an effective leadership. Poor leadership is another factor contributing heavily to corruption in this country. This is so because our leaders are full of deceits, insincerity, and double standard. In this stance, the position and offices of our leaders have always been used to cover their corrupt practices in their respective positions.

When a government changes, the new one usually sets up a judicial or administrative Tribunal with a view to checking the deeds and misdeeds of the former one. As laudable as the practice may appear, but due to the insincerity and lack of good motive for the practice, it is bound to yield no positive results.

Panels of inquiries are often set up in Nigeria to witch-hunt and settle scores among the various classes jostling for power. Occasionally when there is a good motive for probing past governments, good and noble recommendations which are unfavourable to the government in power may be jettisoned especially when their people are indicted. These among others have immensely contributed to the growth of corruption in Nigeria. On Friday 20 – 09 – 2013, the presidency announced that the report of Oransaye Committee set up by Federal Government

has been jettisoned and so EFCC, ICPC, JAMB and 35 other bodies recommended for merging together remain as they are.

- (5) Ineffective law Enforcement Agencies should be dealt with. In other parts of the world there is a pervasive belief that the laws will catch-up with corrupt public officials no matter how long they perpetrate their criminal activities. The converse is the position in Nigeria. The perception is that the bigger the amount stolen or acquired by corruption, the less the chances of retribution. All the agencies of government that are involved or set-up to fight the cancerous pain of corruption in the land are themselves highly compromised.

For instance, former Inspector General of Police, Tafa Balogun, former Oceanic Bank MD Cecelia Ibru, former Edo State Governor Igbinedion, former Bayelsa State Governor Alayemesigha have been left off the hook even though, they were found guilty of corrupt and criminal practices. In fact, President Jonathan gave state pardon to Alayemesigha who was the State Governor when Jonathan was his Deputy.

It is of common knowledge that a corrupt institution can never fight corruption in any form. The situation is so bad that anybody who wants to play the role of the conscience of the nation in fighting corruption, will think twice because, the official to whom report of corruption will be made may turn such information over to the suspect with dire consequences to the whistle blower or informant.

- (6) There is a need for the civil society groups to be strengthened. It is not doubted that Nigeria has a large number of civil society groups, some claim to be anti corruption bodies. Like most things Nigerian, some of these civil society groups have been infiltrated by corrupt officials.

The infighting and the scramble for the spoils of offices are so endemic in many of these civil society groups.

- (7) There is need for fear of God, which is the beginning of wisdom. Nigeria is an interesting case in the study of contrast. The more the number of mosques and churches and other places of worship, the higher the incidence of corruption. A peep into the activities of various Pilgrims Welfare Boards and Commissions both the Christian and Muslim ones, will reveal to a keen observer, that corruption is not even a respecter of religion or faith. The religious groups encourage corruption in different forms. Some preach prosperity without accountability. Donations are taken from followers without caring how the money were gotten. Religious titles are awarded to the highest bidders, without questioning the moral credentials of the beneficiaries and religious leaders lead opulent lives without regard to the general poverty of the followers.

Indeed, the commercialization of religion and faith is a permanent feature of our religious landscape in Nigeria. One can say with some measure of certainty that

most who profess faith in one religion or the other are actually faithless. And, the Qur'an says, the most honourable in the sight of God is the most pious. (Qur'an, translated by Y. Ali).

- (8) The mass media and professional bodies need to be more critical. How could a medium set up with money acquired through corruption, ever see anything wrong in stealing of public fund. Is it not high time we look critically and investigate the owners of the newspapers and television and radio stations as to their sources of the funds with which they established the institutions? Most professional bodies in Nigeria are concerned about how their members could benefit from what goes on, rather than ask questions on how public officials openly live above their legitimate income. This is unlike most other places where the mass media. Newspapers and professional bodies serve as bastions against corruption.
- (9) We recommend that the following characteristics of good governance should be implemented:
- **Participation:** Participation by both men and women is a key cornerstone of good governance. It could be either direct or through legitimate intermediate representatives or institutions. It connotes freedom of association and expression as well as effective internal democracy.
  - **Rule of Law:** Good governance requires fair legal frame works that are enforced impartially. It requires full protection of human rights, particularly those of minorities. An independent judiciary and an impartial and incorruptible police force which must be put in place.
  - **Transparency:** It means rules and regulations which guide the decisions that are taken and enforced. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement.
  - **Responsiveness:** Good governance requires that institutions and processes try to serve all stakeholders within a reasonable time frame.
  - **Consensus Oriented:** Good governance requires mediation of different interests in the society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved.
  - **Equity and Inclusiveness:** A society's well-being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society.
  - **Effectiveness and Efficiency:** Good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal.

- **Accountability:** This is a key requirement of good governance. Governmental institutions, private sectors and civil society organizations must be accountable to the public and their stakeholders. An organization or an institution should be accountable to those who will be affected by its decisions or actions. This cannot be enforced without transparency and the rule of law. (Bada and Olatunji, 2011).

(10) We also recommend:

- Confiscation of properties of public officials found to be involved in wrongful corrupt acts.
- Death penalty for siphoning of state money abroad (Bamidele, 2012)
- Jail sentences without fine option for offenders of corrupt practices and bad governance.
- Cancellation of election results based on corruption.
- Disqualification of public officers implicated in election and other mal-practices.
- Public disgrace and life jail for corrupt business barons and other corrupt men and women including naming and shaming.
- ICPC, EFCC, INEC etc. should be given independence to operate as autonomous bodies free of undue interference from external sources.
- Adequate funds should be released in time to the bodies for effective prosecution of their functions.
- The franchise of the electorate should be respected, upheld and strengthened in our democracy by politicians, political parties and electoral bodies.
- Constitutional democratic development must be allowed to endure and honoured by the various actors in the electoral process or polity. (Kwasha, 2012). For the sustenance of democracy, improvement of economic and social conditions and the reduction of endemic poverty and deprivation should be seriously pursued.

It is hoped that with effective leadership, elimination, eradication or minimization of corruption to the barest minimum as well as good governance, the Nigerian state will be able to “perform the functions of a normal state”. (Osaghae, 2006). We are referring to the basics of contemporary human existence: physical security, peace, food, jobs, education, housing, healthcare, and public transportation.

It is also hoped that the bad picture of the Nigeria public service painted by Professor Nzimiro, will be a thing of the past. Professor Nzimiro stated that... “before talking about the measurement of the public service efficiency, we should try and calculate the



consequences of the efficiency for the quality of life and the overall welfare of the masses". The Nigerian Public Service, he went on.

*"does not extend its services to the majority of the population. For example, the social conditions of the rural peasantry are characterized by (i) extreme poverty; (ii) malnutrition; (iii) disease...our rural societies are denied the basic social infrastructures viz; (a) medical care (b) schools with adequate and qualified teachers; (c) constant water supply... (d) a good network of roads; and (e) satisfactory housing and environmental conditions. (Nzimiro, quoted in Edoh, 1985).*

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