PROLEGOMENA TO LEADERSHIP IN NIGERIA: DIAGNOSING THE ELEPHANTINE PROBLEMS

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Abstract

Leadership has become very prominent in academic discourse especially now the developing nations across the globe are passing through economic recession. The success or failure of any organization is determined by the type of leadership an organization adopts, and also how dynamic is the leader. This paper examined leadership challenges in contemporary Nigeria. Salient issues discussed in the paper included how can leaders maintain power especially in political setting, leadership types and theories and factors posing challenges to Nigeria leaders today. Some suggestions were proffered towards assuaging the identified problems.

Keywords: leadership, challenge, power, development

Introduction

Administration and leadership are vital ingredients in the growth and development equation for every human organization. Administration and leadership are not exactly the same. Leadership is of the spirit (Osisioma, 2007), compounded of personality and vision, its practice is an art. Administration is of the mind, more a matter of accurate calculations, of statistics, of methods, time-tables and routine. Its practice is a science. We can therefore pause a while to say that all administrators are leaders, but not all leaders are administrators Chukwuemeka (2012). Let us look at the family for instance, the father is the leader of a family but not a manager or administrator, the pastor in the church is a leader but not a manager, a town union president is a leader, but not a manager. The implication is that they do not engage in administrative functions. Administrators and managers are leaders, hence they perform administrative functions. Also the principle of impersonality and rigid rules exist in their administrative environment.

Let us ask a pertinent question: “Who is the greatest leader in history?” Of all the names that might be given in response to that question, one name stands out above the rest. Jesus Christ. He is the only Leader that is impeccable and reliable. World leaders are not reliable. Many economic woes across the globe today are glaring consequences of bad leadership, Nigeria inclusive. Some schools of thought argue that the current recession in Nigeria is one of the hang-over effects from the perceived “squandermania”, “grabmania” and “free-for-all wealth accumulation” that those in the corridor of power enjoyed during the immediate past administration in Nigeria. Others argue that it is a function of weak leadership. Whatever is the reason, it is out of the scope of this
discourse. The truth is that Nigeria is passing through economic quagmire. Instead of casting aspersions on anybody, we shall rather devote effort to examine and deepen discussion on Nigeria leadership question.

**Leadership, Power and frustration: A theoretical discourse**

The relationship between states is power oriented. Power and authority are ubiquitous in political discourses. This natural inclination in man to vie for power and leadership stems from the very fact that man is an honor-loving creature. Power brings honor in a sense. Therefore man madly pursues power. In the words of Garvey cited in nwankwocha (2006) “...the only argument that satisfies man is the argument about leadership and power”

**What is Political Power?** Political power is that which is of great necessity and important in every human society, community or political organization. People with this power are able to command others and elicit obedience from them. This is the simple reason why political power is greatly sought for at all cost. Nwene-Osuh (1973) argues that “people want power for without it there is no freedom, no justice and no independence”. We add that without power the control of the Nigerian national cake cannot be possible, authoritative allocation of values cannot also be possible. With power, resources could be distributed at the whims and caprices of the leader who has the political power. Little wonder Karl Marx cited in Egwu (2015) says that “people sought for political power in order to look the treasury of government”.

This implies that in any society where there are no individuals to lead and direct the affair of the society, the only thing that obtains is simply what Hobbes (cited in Abdullahi 2013) rightly calls the “state of nature”. In the state of nature according to him, there is no justice, no peace, no society, but constant fear of violent death. In this condition, “man becomes a wolf to man”. To say the least power brings justice, freedom, and order in society only when it is used judiciously for the common good. It is understood that people seek leadership and power for many different reasons as we have said earlier. Some do so with the common good in view. Others do so for their self-serving, looting government treasury and immunity. While the rest canvass for power for its own sake. This is why Appadorai (1975) argues that ‘The love of power is the love of ourselves…meaning that power is pursued not only for the services it renders to personal interests, values or social perceptions but also for its own sake, for the emotional and material rewards inherent in its possession and exercise’.

For Marchiavelli (1986), the primary concern of the leader is how to acquire and maintain power. Any means can be employed and every avenue exploited to realize this. He postulates two ways by which power can be acquired namely, through hereditary process and by force. Under the hereditary system, a person inherits or takes over power either from his parents or his line of ancestors. He is of the opinion that such states or princedoms in which power is hereditarily acquired is more legal, better and easier to control. Machievelian method of power acquisition is not the best though many of the leaders of today use it. Heredity has many pitfalls:

(a) The inheritor might not be an able leader
(b) He might be tyrannical or their lineage is tyrannical in approach to leadership
(c) There will be Luke warmness among the led
(d) It kills the nation’s creativity in the individuals.

**How can a leader maintain power?**

Political power and leadership in Nigeria is reminiscent of Machiavelli’s prescription for leaders. These prescriptions are no doubt practiced by Nigerian political leaders. They are:

(1) **War:** War is one of the ways mapped out by Machiavelli for power maintenance. War itself is a siege or a state of armed conflict or struggle between two or more political societies. The leader who acquires power must be warlike or he will soon lose that power. The first thing he ought to
do is to consolidate his position through warfare. He should be brave and fearless. He should engage himself in rigorous military training.

(2) **Good and evil means**
One of the good qualities a leader should have is to know how to use both good and evil means in climbing the ladder of power, fame and greatness. The Leader should not necessarily be law abiding except when to do so is not inimical to him. His only concern should be what to do in order to succeed and retain his power. Any act wrong, moral or immoral can do in so far as it assures success.

(3) **Liberality and miserliness**
The leader should not practice this virtue. The virtue of liberality is intrinsically good in itself but extrinsically hurtful to the leader. However if any Leader does practice it, he should not hide it. He should not neglect any circumstances of sumptuous display. Since what he is seeking is the praise and good will of his subjects, he has to practice this virtue in the open – in the public forum so that people will see it and given him praise. Thus in a public gathering, the leader may decide as a manifestation of this virtue of liberality to call up an old woman and a cripple and bestow on them some favors. Seeing this people will regard him as a “good man”. But the adverse effect of this virtue argues Machiavelli are immense. By spending money always in this fashion, the prince soon empties his purse and will be forced by circumstances to over-burden his subjects with heavy taxation and the confiscation of their property. Having taken resort to this at last, his subjects who once praised his acts of liberality will turn against him.

(4) **Cruelty and clemency**
Machiavelli further introduces cruelty and clemency as other qualities that should be considered in a political leader. He is of the opinion that clemency is more preferable to cruelty. However he warns against its abuse. Though clemency is more preferable to cruelty, in some cases, the leader should maintain peace and unity in his principedom, and then he should have no other alternative unless he wishes to undo himself. It is better that a few individuals be injured rather than a whole nation. The leader should use cruel means to quell disorder. This will certainly injure some people. But it is still better that way than anarchy, than rapine and bloodshed should over run his kingdom.

(5) **Love and fear**
It would be better for a political leader to be both loved and feared at the same time. But love and fear cannot so easily exist together. In terms of choice however, it is better to be feared than loved. Machiavelli is of the opinion that to be really respected and honored, a wise leader must make himself feared and not loved.

(6) **The doctrine of end justifies the means**
The doctrine of “end justifies the means” is an obvious fact that leaders should use both good and evil means in achieving one’s desired goal. What matters is success and not how the success is achieved. Once you succeed, everybody will praise and thank you.

(7) **Craftiness and Cunning**
Though it is act praise worthy for a political leader to keep faith and abide by his words, it does not pay if he does so always. This is why a prudent political leader who wants to maintain himself in power must learn to be crafty and cunning. This helps him to achieve more greatness. But should he prefer to remain honest, he should either achieve very little, nothing or have himself ruined. According to him injustice pays better than justice. He emphasizes the fact that those who act unjustly thrive while the just are destroyed.

(8) **A man and a beast**
Beasts act irrationally because they have no intellect. They cannot reason, theirs is usually the survival of the fittest. Force is their mode of operation. The strong subdues and dominates the weak. It is the opinion of Machaivelli that a wise Leader should be able and determined to follow
this line of beastly action. Out of the two ways of contending legally and forcefully, he should be able to choose and utilize force.

(9) *Lion and Fox*

Of all the beasts, a leader should choose lion and fox. He should choose lion because of its strength and power, and the fox for its tricks. Machiavelli acknowledges the fact that this advice is a bad one. But he seems to have given it out of his own conception of human nature as selfish and evil. Since men are bad and dishonest he maintains that, the leader has to be on his guard or else people will out-wit him.

(10) *Fickleness and Frivolity*

On another note, a political leader should avoid appearing to be fickle or frivolous. On the contrary, he should strive to possess such qualities as courage, wisdom and strength of character. This will make him to be appreciated and loved by his subjects.

(11) *Giant strides*

Whenever the opportunity comes, the leader must seize it to demonstrate his capacity. This might be done through war fare or by any other means. This act of giant strides shows the leader to be gallant. It provokes more love from his subjects.

(12) *Flattery and deceit*

A prudent political leader must avoid sycophants. Some people want to win the favor of the political leader through flattery and deceit. The prince must beware of them. It is therefore advisable for a leader to choose good and honest men of high repute to air their views on certain topics or areas of governance as advisers. The advisers should not dictate to the leader.

(13) *Fortune*

The political leader according to Machiavelli should not rest wholly on fortune. The normal thing is that he should control it. A prudent leader should act in such a way that even if things change, even if the condition of things and the art of governance become hard, his position and power must be assured. Instead of relying on fortune therefore, he should be able to control her. A wise leader in fact is the one that is able to change with the changing events and circumstances of life.

**Why the led are frustrated?**

It is an established fact that when the political leadership falls short of expectations of the citizenry frustration will set in. Therefore we shall anchor our discussion on “frustration-aggression theory”. The theory was first espoused by Dollard (cited in Morgan 2012) and his contemporaries in a study carried out in Yale in 1939. He submitted that the primary source of the human capacity for violence appears to be the frustration-aggression mechanism. According to him, anger induced by frustration is a motivating force that disposes man to aggression. Frustration he observed is an interference with goal-directed behavior.

Using relative deprivation as a form of frustration. Ted Gurr (1970) in a series of studies, culminating in a book titled “*When Men Rebel*” argues that relative deprivation is a necessary condition for violence. Relative deprivation is defined by Gurr as a perceived discrepancy between men’s value expectation and their value capabilities. Value expectations are the goods and conditions of life to which people believe they are rightfully entitled. Value capabilities are the goods and conditions they think they are capable of attaining and maintaining, given the social means available to them.

Gurr suggests some variables that affect the intensity of emotional response to the perception of deprivation. The first proposition is that the greater the extent of discrepancy that men see between what they seek and what seems to be attainable, the greater their anger and consequent disposition to aggression.

A second proposition relates to opportunities. Men who feel that they have many ways to attain their goals are less likely to become angry when one is blocked, than those who have few
alternatives. A third general proposition is that the greater the intensity of men’s expectations the
greater their anger when they meet unexpected or increased resistance. Gurr further states four
intervening variables – the legitimacy of the political regime in which violence occurs, coercive
potential, institutionalization and social structures- which may condition the perception of
depprivation. In his own argument, Davis (1967) attributes outbreak of violence to the frustration
that results from a short term decline in achievement, following a long term increase that generates
expectation about continuing increase. Davis posits that contrary to the Marxian expectations or
even the assumptions of Alexis de Tocqueville and others, violent revolutions do not occur during
periods of prolonged abject or worsening situations. On the contrary, revolutions occur during
periods of relative prosperity and improvement. Thus Davis postulates a J-curve where the
discrepancy between achievement and expectations become intolerable, thereby leading to
violence.

The theory of frustration-aggression explains many violent situations in Nigeria over the years.
Most of the political leaders ignore the expectations of the citizenry – expectation to get employed
by government, get self employed by the leadership creating enabling environment, to remain in
government jobs until retirement, provide health care, good roadnetwork etc.

**Political Leadership and Organization Leadership: The Nexus**
We have to differentiate between Political leadership and organizational leadership. Political
leadership is macro in perspective, thus it involves controlling larger group of people in most cases
in the polity. This type of leadership is common in democratic, oligarchic, totalitarian regimes. For
instance military regime, civilian administration which cuts across local government state and
federal levels. In the same token, organizational leadership cuts across business organizations,
leadership in informal and formal groups, etc. Organizational leadership is more akin to
management. The concept “Management” is used in most cases to describe the activities that go
on in such organizations. Political leadership is akin to administration. Thus we often say “Buhari
administration”, “Obasanjo administration” etc. However it is pertinent to remark that military
leadership (oligarchy) is described as “regime” and not administration. Example, Banbangida
Regime, Murtala Mohammed regime, Obasanjo Regime, Buhar regime etc. In the current
dispensation, we have Muhammadu Buhari administration.

**Who is a good leader?**
The view has been widely canvassed that many have terribly skewed understanding of the concept
of what leadership is. Opinions may be divided on this, but we dare to proffer views on some
fundamental concepts of leadership:

(i) Leadership is akin to priesthood, it involves standing in the gap. Leaders place their
lives on the line for those they lead.

(ii) Leadership is ministry – service. Thus leaders are servants. And servants never think
of their needs, they rather think first of others. Servants have no personal ambition
except to serve and please those they serve. They do not insist on their titles, have no
robes of superiority, carry no status symbols, and do not measure their worth by their
achievements.

(iii) Leadership is integrity- walking the moral high ground. Leaders are prepared to go the
extra mile, and as Caesar’s wife, should be above suspicion.

(iv) Leadership is modeling – living by example. The creed is ‘Do as a I do, not just as I
say’

(v) Leadership is not just promotion, it is primarily responsibility.

(vi) Leadership is maturity – in thought, word and action. It is not for mental or physical
toddlers.
(vii) Leadership is partnership – with God and with men. It is not for lone rangers. Thus one of the more basic skills of the leader must include team building and healthy interpersonal relations.

(viii) Leadership comes first with a PRICE, before the PRIZE. At times, the prize may even never come in the leader’s lifetime. Still he must be prepared to pay the price (Osisioma, 2007)

John Maxwell (cited in Osisioma 2007) put forward what he calls the 7Cs of leadership:  
(1) Character which refuses to compromise on what is right, even when it hurts the leader’s personal interest. 
(2) Competence which relates to the leader’s latent ability and proficiency at task performance. 
(3) Conviction which relates to the leader’s basic persuasion, resolves, and stand on issues.  
Leaders are not afraid to be quoted on matters that are critical to the life and future of their organizations. 
(4) Courage which refers to the preparedness to face daunting tasks without flinching. 
(5) Charisma which comes with such a winsome personality that he is irresistible to the masses of his followers. 
(6) Commitment – a single-minded and focused allegiance to a cause, without compromise, and, 
(7) Compassion, the vital ingredient that keeps an effective leader from becoming a tyrant.

Theories of Leadership

An education administrator usually expected his followers to follow proper official order; leaders may be able to move people to do things far beyond the call of duty. For instance leaders issue executive directives to workers which are obeyed without questioning. We know that leadership is important (Okanya, 1995), but are leaders born or made? What makes an effective leader? Does effective leader have some particular style or trait? Are some people always able to be effective leaders, or can anyone be an effective leader under the right circumstances?

These are some of the questions that scholars have grappled with for years. Beyond the above, efforts to establish a distinction between leaders and managers, we shall briefly consider the three main leadership approaches. 

1) Trait theory (2) Style theory (3) Contingency theory

Trait theory:

Early studies of the life of great men suggested that they had superior qualities that differentiated them from their followers. For instance, capacity, achievement, responsibility, participation and status. This observation leads to trait theory of leadership which explained leadership in terms of personality and character trait. However, the theories produced little evidence, that leaders had traits that differ from their followers and that is important to their success.

Then, the inability to find consistent traits associated with effective leadership lead to the view that leadership is situational, that leadership effectiveness depends on the situation more than the personal characteristics of the leaders. In the situational point of view, effective leadership does not arise from the leader’s trait but is the result of a dynamic relationship between the leader and followers in specific situations.

Style Theory

The assumption behind the style theory is that certain behavioral styles of leadership are more effective than others. Generally, the styles that are considered effective are some various versions of what are called the authoritative and democratic styles. Leaders may be classified as democratic, or somewhere in between. Early studies (especially in 1930s) of democratic and
autocratic leadership styles tended to focus on the following questions “is not democratic group life more pleasant but authoritarian more efficient.

However, much like the trait theory of leadership this view over looked the situational nature of leadership. The situational view of leadership leads many to doubt the conclusion that any particular style is always superior. Rather, leadership effectiveness depends on a number of factors of which style is only one.

**Contingency Theory**

The contingency approach to understanding of what makes an effective leader recognizes that leadership effectiveness depends on many variables. Robert Tennenbaum and Varren Schmiat “How to choose a leadership pattern” (1958) have provided a contingency view of the autocratic/democratic leaderships continuum and outlined the factors that are most important in selecting a leadership style.

An administrator may select a leadership style among many arranged in a continuum (at one extreme, the administrator makes a decision, tells the subordinates and expects them to obey (authoritarian). At the other extreme, the administrator permits the group to take decisions within the prescribed limits). Some make use of the management by objective (MBO) principles.

For the purpose of this discourse, we shall use these theories as our framework. There is no one way a leader can succeed in his odious task of leading the people, without getting them involved in decision-making. Oftentimes, situations and events make leaders popular. The contingency approach appears to have gained prominence and heavily applied by most modern leaders. Fieldler in Eze (2015) a protagonist of this model contends that the situation facing a leader is determined by three variables.

1. Leader-member relationship: Is he accepted by the subordinates?
2. Leaders position power: Does he have appropriate degree of authority?
3. Organizational variables: What is the operating environment like?

It is pertinent at this juncture to examine four essential types of leadership, to help us appreciate this discourse more. They are dictatorial, autocratic, laissez-faire and democratic.

1. **Dictatorial leader:** Is always domineering, and fond of giving orders. He gets work done through force. The subordinates of such leader do what they are told in order not to loose the means (e.g. job security, promotion, wage increase etc) of satisfying their wants and needs.

2. **Autocratic Leader:** motivates his subordinates by providing for their need satisfaction if they do what they are told. He gives orders without consulting others and expects to be obeyed at all times.

3. **Laissez – faire (Laissez-faire):** (This is a French word, meaning policy of freedom from government control): A laissez faire leader avoids contact with the group and permits subordinates to set their own goals and work their own decisions. He allows his subordinates absolute freedom to do what ever they choose.

4. **Democratic Leadership:** Is characterized by the degree to which leaders consult with his subordinates on problems, tasks and goals that face them and the group as a whole. This type of leadership encourages the subordinates to function as a unit and make full use of the talents and abilities of the members of the group. The result is that the followers achieve a greater sense of belonging and recognition, which motivates them to greater efficiency. Democratic leadership is intertwined with management by objective (MBO). A successful leader must be sensitive, adaptive and flexible to get work done through people. You can display various traits characteristics and follow various types of leadership in an attempt to motivate human behavior depending on the situation.
The Personality of the Leader

A good leader must possess the following qualities:

1. **Energy**: The leader should have both physical and mental energy to enable him perform a wide range of activities.

2. **Emotional Stability**: He should be relatively free from bias, be consistent in his actions and refrain from anger.

3. **Knowledge of human relations**: He must know how certain individuals feel towards certain activities and other individual since he deals with people.

4. **Empathy**: Ability to look at things objectively and understand them from other people’s point of view.

5. **Objectivity**: He does not permit himself to get emotionally involved to the extent that he finds it difficult to make an effective diagnosis.

6. **Personal Motivation**: The desire to lead must come from within the individual making him to show persistence, willingness to work long hours, intense application of self and enthusiasm.

7. **Communication ability**: To talk and write clearly and forcefully for persuasive, informative and simulative purposes.

8. **Technical ability**: He should be able to demonstrate how to accomplish a task, correcting mistakes and preparing followers for advancement.

9. **Social skill**: He should have the ability to work with people be helpful and want to succeed, be friendly and approachable and should appreciate the other people’s point of view.

10. **Technical competence**: He should possess the ability to plan, organize, delegate, analyze, seek, advice, make decisions, control and win-co-operation, should have knowledge of all operations immediately under him and an effective working knowledge of most of the operations under his control.

Leadership Challenges in Contemporary Nigeria

(a) Bribery and Corruption

Corruption has been defined by Nye in Chukwuemeka (2012) as behaviour, which deviates from formal duties of a public role because of (private clique) regarding pecuniary. This includes such behavior as bribery (use of reward) to pervade the judgment of a person in position of trust, "nepotism" (bestowment of patronage by reason of inscriptive relationship rather than merit), "sorting" of teachers in tertiary institutions of learning to influence their grades, misappropriation of public resources for private uses, extortion of various degrees, over invoicing, kick back, etc.

(b) Ethnicity

Ethnicity is the soldiering slogan or concept employed by the elites to mobilize and unify a category of people who may have a common culture, myth of common origin and inhabit a particular territory and who speak the same language. The objective indicator of oneness especially the myth of common origin and common language were manipulated by the elites particularly the petit-bourgeoisie to ensure monolithic support in politics.

(c) The politics of Revenue Allocation and Resource Control

Revenue allocation has been a problematic issue right from the colonial period. This is predicated on the various committees or commissions that have worked on this subject. Revenue allocation, resource control, and the politics of true federalism have been causing a lot of problem in Nigeria. The revenue allocation more often than not is suspected to favour some parts of the Country at the expense of the others. This has impaired even development and has created tension and instability in the system. It is argued that the resource base of the Nation is the South-South (Niger Delta) but the zone does not receive adequate entitlements from the accruement.
Ken Saro Wiwa of Ogoni land was killed by Abacha in 1993 because he protested against marginalization meted out to his people. He adduced that Ogoni land and other communities in the region have the “oil” the Nation’s main source of revenue. The oil wealth is used to develop the North on the expense of the South.

The pressure is endless. During Olusegun Obasanjo and Musa Yaradua administrations, the Niger Delta has experienced endless unrest resulting from youth restiveness vis-à-vis fiscal imbalance and marginalization. Yaradua put in place an amnesty programme which enabled most of the restive youths undergo rehabilitation. Some of them were sent abroad for skill acquisition.

Under the present administration of Muhammadu Buhari, Niger Delta restiveness took a new dimension.- “The Niger Delta Avenger”. They have been bombing and vandalizing oil installations in Niger Delta region to press home their demand.

(d) **Changing mix of the workforce** – Virtually everybody has University degrees or diplomas. The increase in educational attainment may be seen in two fronts. Some have certificates but cannot defend them. Also the increased number of women in the work force is challenging. It leads to requests for sick leave, maternity leave and school run. The Leader must bend backward to accommodate all these.

(e) **Changing demand of government** – Superior orders (executive fiat) have replaced rules and procedures. ‘Federal character’, ‘triangular equilibrium’, ‘quota system’ “ethnicity” etc are the common jargons used today. The parlance now is “OGIP” that is ‘obey government in power’. This manifests in recruitment, posting, deployment. It has undoubtedly breed mediocrity in both public and private administrations.

(f) **Changing morals of politicians** – the cherished tradition of elected representative dying for the people is no longer tenable. The people are dying for their ‘honorable’. Our politicians prefer setting the whole house on fire provided the rat is caught. The reminiscences of Zik, Awo, Okpara, Balewaa are now fairy tales. Today the Leader (Political or organizational) has three masters – the government, the chief executive, the relatives to the chief executive and the political boss.

(g) **Changing values of the work force** - There is increased individual need for ego, assertion of right and need for privacy. Individuals prefer little supervision and laissez fair handling.

(h) **Changing demands of employers** - most often organizational programmes are tailored to national and international standards as a result of technological changes, automation of processes or operations which often times are at the detriment of cherished traditions. Lately privatization and commercialization policies have resulted in loss of jobs by many Nigerians.

(i) **Changing faces of ethnic militia and terrorism** – The ‘Egbesu’, ‘OPC’, ‘MASSOB’, IPOB, Niger Delta Avenger, and other ethnic cleavages abound. The frequent bombing (suicide and ordinary) by dreaded ‘Boko Haram’ is also turning the Nation upside down. Their evil activities are getting out of proportion. The invasion of oil companies by restive youths in the Niger Delta region, the incessant harassment of traders in Lagos and the – everyday clash in Jos, everyday bombing and loss of thousands of lives across Nigeria pose a lot of questions to the very ideal of one Nigeria. The composite unemployment in Nigeria dropped from 3.5 percent in December 2001 to 3.1 percent in the first half of this year (Njoku, 2015). There is also high rate of structural unemployment which is as a result of talents not used where they are available. People now dread to work in the northern part of Nigeria and the South- South. Idle mind definitely is the devil’s workshop. The programme of human resource development in government and private sector should accommodate this militia and terrorists. The truth is that where gainful employment exists, through proper personnel practices, the rate at which the militia and terrorists increase will drop.

(j) **Changing crescendo of the ecclesiastical realm** – Too many churches in Nigeria today and too many crimes at the same time. The Leader does not know whom to trust again. The belief is that government has failed but hat religion has not been tried. The human resource manager is
quagmired. He does not know whom to trust. Church activities go hand in hand with official work. Often work kicks off at 8.00am with a long prayer session. Some go for as long as one hour. The pain is not in the long hours lost but in the hypocrisy the whole activity is dotted with.

(k) Nefarious and dastard activities of herdsmen
The unfriendly and wicked activities of the cattle herdsmen has taken a dangerous dimension ranging from killing, genocide, kidnapping, stealing and other related vices.

Their mayhem has cut across communities in Oyo State, Benue State (Popular Agatu-Herdsmen fued), Ekiti State, Ebonyi State, Plateau State, Gombe State etc.

Their most recent mayhem was in Enugu State. The case of genocide in Nimbo Uzo Uwani Local Government Area, Atakwu in Nkanu West Local Government Area appeared to be a reminiscent of activities of boko haram in Bornu State. I am inclined to think that there is ethnic and political undertone to the current dastard activities of the herdsmen. In order words the herdsmen who engage in violent attack are more or less “political herdsmen” and not normal pastoralist. The big question is why should the herdsmen carry sophisticated weapon like AK 47? Where did they get the weapons they use? Who are the sponsors of the herders? If these and other pertinent questions are not answered the solution to the problem may be difficult.

What should the Leader do to assuage the challenges?
The Leader as a good diplomat should do the following:
(a) To assuage the challenges of the changing mix of the work force, the educational level of the work force should be matched with reorganization and redesign of jobs. Qualified personnel should be matched with appropriate jobs. The current trend of a university degree holder employed being asked to sweep offices can lead to frustration, absenteeism, grievances and labour turnover. Where a staff does a job for which he/she is overqualified leads to increase in cost of operation.

(b) The challenges of changing demand of government entail a situational approach to management. It is said that tough times don’t last, only tough people do. The proper personnel practice in any situation should be read or written to the boss. It is better written as you may be called upon one day to state what you did when things were going wrong. Staff should be educated to abide by the rules. Government practitioners’ should be constantly reminded of excesses.

(c) The changing values of the workforce requires the application of Elton Mayor’s prescription. Integrating important personal goals with organizational goals.

(d) The changing demands of employers require that the employees should be given training from time to time on innovations and new technologies in vogue.

(e) The ethnic militia, youth restiveness and terrorism (boko haram) issues may appear to be difficult to be solved. If the militia and terrorists are sponsored, as many of them are, human resource development practices of monitoring every remuneration may not work. Where they are led into the activity due to joblessness, an adjustment strategy should be to lure them out with money. These people may be employed and used in the farms or other ventures. This will serve as rehabilitating them.

It is not out of place to state that apart from basic education, human resources development efforts should be tailored towards family competence, talents or aptitudes, like natural resources, mental capabilities are not evenly spread in the population. Like enzymes, human show specificity in activities, drive, knowledge and innovative tendencies. A realization of this will catapult the government and private sector in Nigeria in this era of disconcordant notes in the polity.

(f) To assuage the problem of grazing and herdsmen dastard activities, a number of things have to be considered. Before any recommended solution could work, it is pertinent to note that if the herdsmen are sponsored as it is the belief, any solution proffered may not work. But where they are led into the activity due to provocation as a result of killing of their livestock, or what Gurr calls relative deprivation that could easily be checked through legislation.
Nonetheless, the following are recommended:

(i) As it is believed that most of the herders come from ECOWAS member states, security at Nigerian borders should be tightened to check the migration of foreign herders to Nigeria.

(ii) It should be legislated in Nigeria that kidnapping and armed robbery should be offense punishable by death. If this is done, it will deter the criminal herders.

(iii) Fayose, the Ekiti State Governor’s model should be adopted by all states across Nigeria. Also, the local hunters and vigilante groups could ward off herders and even other criminals. The local vigilante groups and neighborhood watch should be sponsored by state governments to mount surveillance in areas that are vulnerable for herders attack. Also there should be reprisal attack to ward off the violent herders.

(iv) The proposal by the National Assembly to establish grazing zones in each state may not be feasible. It will be difficult to make lands available. Who will provide land?

(v) The 2014 confab on pastoralism should be adopted. That is the settling of the herders and prevents them from itinerant existence. Acceptable is also the establishment of ranches equipped with modern technology such as fodder development, abattoirs and creating business around the livestock chain.

(vi) Encouraging the herders to purchase land is also suggested since cattle rearing is a lucrative business.

(vii) The herders need education. The so called nomadic schools should be re-assessed and monitored to ensure that the intended impact is felt.

(viii) Since advanced countries like USA, UK etc have taken their cattle out of the street, Nigeria should do same. Oman and Saudi Arabia still support transhumance by providing vehicles at subsidized rates to pastoralists to assist with animal transportation between grazing lands. The government can think along this line but such movement must be within the grazing zones. That is part of development that is being talked about. Is Nigeria developing or under-developing?

(ix) In addition to all of the above, I am inclined to suggest that there should be a legislation banning herdsmen from carrying sophisticated arms like AK 47 and other weaponry of war because they are pastoralists and not boko haram terrorists.

(x) They should be given proper education through the nomadic system that rape is a capital offence same with kidnapping and other nefarious/dastard activities.

Conclusion
The bane of Nigeria is bad leadership. Most known leadership principles, postulations and theories envisioned and propelled by alien scholars have failed to solve leadership problems in Nigeria due to the skewed disposition of the leaders, personal interest and volatility of the Nigerian environment. This is a big problem that begs for immediate solution. Thus as Ejiofor (1988) would say ‘teaching nonsense in management schools’. According to him there is a theory and practice gap in alien leadership principles and Nigerian ethnic conscious and corrupt laden environment. Nigeria scholars should note this and adopt dynamic and pragmatic leadership approaches that would be suitable to our environment. They should blend the traditional management principles and theories with the Nigerian factor to achieve a feat in their tasks. They should adopt contingency management principles in solving political and leadership problems in Nigeria.
Top political leadership training is recommended to reposition Nigerian leaders and spur them to greater performance. The type of training we are talking about is the type that is based on ‘skill gap analyses. The political leaders should also undergo ‘strategic diplomatic training’ from time to time to be able to face the challenges of the polity in contemporary Nigeria. If these prescriptions are followed, Nigeria is likely to be bed of roses and undoubtedly the rate of people migration to other countries of the world from Nigeria may reduce.

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