INEFFECTIVE POLITICAL LEADERSHIP AND THE CHALLENGES OF SUSTAINABLE DEVELOPMENT IN THE 21ST CENTURY NIGERIA

DAMIAN MBAEGBU, Ph.D & ELEAZAR GBANDI, PhD
Department of Business Administration
Benson Idahosa University
Benin City, Nigeria.

Abstract

The Research Problem this study investigates is the relationship between ineffective political leadership in Nigeria as evidenced by the rate of Gross Domestic Product (G.D.P) and the challenges of sustainable development. The challenges of sustainable development in this paper are the selected indices of socio-economic growth namely, the rate of capacity utilization in manufacturing industry, the rate of electric energy generation, the rate of unemployment and the frequency of industrial actions. The G.D.P rate at current factor cost is used as proxy for economic growth/development. The study utilizes secondary data generated from the National Bureau of Statistics (NBS) and the Central Bank of Nigeria Statistical Bulletin for the purpose of descriptive and inferential analyses. The Statistical Programme for Social Sciences, SPSS was employed in the correlation analyses. The findings are that G.D.P rate has lacked sustainability: It rose and fell erratically over the period of analysis giving evidence of ineffective leadership. Secondly the analysis shows that the G.D.P rate is positively related to the rate of capacity utilization and the rate of electric energy generation. Finally the analysis also shows that G.D.P rate is negatively related to unemployment and the frequency of industrial actions. The conclusion is that to achieve sustainable growth /development objective the leadership should address the challenges as follows (1) increase the rate of capacity utilization and the rate of electric energy generation (2) reduce the rate of unemployment and frequency of industrial actions. The researchers recommend the adoption of transformational/charismatic leadership devoid of sloganeering as strategy to achieve the objective.

Keywords: Political Leadership, Gross Domestic Product, Sustainable Development Challenges,Transformational/Charismatic Leadership.

Introduction

Leadership is a very important variable for the success of any political entity, organization or group of people. The religious books, the Holy Bible and the Holy Koran have borne witnesses to this fact from time immemorial. According to the book of Proverbs 29:2, "when the righteous are in authority the people rejoice, but when the wicked man rules, the people groan." The Hadith of the Prophet Mohammed also detailed out the conduct expected of a leader as thus:

When you speak; speak the truth, perform when you promise. Discharge your trust. Be chaste in thought and actions and withhold your hands from striking, from taking that which is unlawful and bad.

The importance of leadership, therefore, can never be overemphasized. Unfortunately there has been crisis of political leadership in Nigeria since independence in 1960 but more especially between 1982 and 1999. This fact has been documented by eminent authorities on the Nigerian Federation. Achebe (1983) stated that the

trouble with Nigeria was simply and squarely a failure of leadership, and that there was nothing wrong with the land and people of Nigeria. Eghosa (1999) also contended that Nigeria has been blessed with abundant human and material resources but unfortunately the country lacked the ingredient of purposeful leadership to harness the resources for sustainable development. Nigeria, therefore, was likened to a crippled giant. This is an unimpeachable fact. Take for example the whole landmass from the Accra plains to Cotonou is a dry land that supports little in terms of agriculture compared with Southern Nigeria. According to Geographers this is due to the topography and natural configuration of the coastline that diverts rain bearing winds to Nigeria thereby denying the Republics of Togo and Benin valuable rainfall for rain-fed agriculture. The effect is that Nigeria produces enough root crops for food as well as cash crops for export such that even if there were no mineral resources Nigeria could still survive on a cash-crop economy given good leadership. Again the population of Nigeria is another source of strength. The population is large, youthful and hardworking. All that is needed is effective leadership to harness the abundant human and material resources for sustainable growth and Nigeria will take off (Rostow 1960).

The evidence of leadership failure through unrealized plans and policy somersault today are low capacity utilization in industry, low electric energy generation, high rate of unemployment and high frequency of industrial actions. These, as independent variables, and the sustainable development challenges have impacted adversely on the Gross Domestic Product (G.D.P.) used as proxy for economic growth. This in turn has made sustainable development unachievable in Nigeria. In theory, if G.D.P. experiences sustainable growth, all things being equal, it will drive investment in social infrastructure and political institutions i.e. there will be good roads, schools, houses, hospitals, water, credible elections, good governance at all levels, honest judiciary and good laws. These are the indices of sustainable development and the challenges of political leadership in Nigeria.

This study, therefore, examines the problem of ineffectiveness of political leadership to address the challenges of sustainable development in the 21st century Nigeria.

The specific objective this paper seeks is to examine the relationship between the G.D.P. at constant prices and the following variables: capacity utilization in industry, power generation, unemployment rate and frequency of industrial actions.

Conceptual framework

To underscore the concept of leadership, it is necessary to identify or locate the leader. This is the framework adopted by Nwolise and Ohaemesi (2001). According to Nwolise and Ohaemesi, a leader is the person who persuades, influences, guides, directs, stimulates, inspires and elicits followership for the achievement of set objectives and goals. The Encyclopedic World Dictionary puts it thus: "to lead means to take charge or conduct on the way; go before or with (subordinates), to show the way … to guide in direction, course, action, opinion …." Perhaps this is why Akio Morita, the late former Chairman of Sony Corporation in Tokyo, Japan told his managers that:

What you should show to your followers is not the great artist you are, balancing on a tight rope, but the part of you that is capable of attracting the greatest number of people and instilling in them the desire to follow you with enthusiasm and contribute to the success of the undertaking. When you lead like that, the last in the line follows the lead of those in front (As quoted in Amana 1992:16).

In corroboration with the above concept, Nwolise and Ohaemesi (2001: 62) argued that a leader is "someone who shows the way directs and guides the followers along the path of progressive locomotion for the pursuit and achievement of group goals". From the foregoing we conclude that any person who is in a position to guide, influence and shape the thoughts, works and deeds of others so that they will follow willingly towards the achievement of a particular goal or objective is a leader. Leadership, therefore, is the act of leading; the act of setting the pace for others to follow willingly. It is on this note that Gould and Kolls (1964) defined leadership to connote the occupancy of a status and performance of a role that mobilizes and organizes collective/voluntary efforts. From this definition we gathered that leadership is both a position and a role performance. In other words, it is not just the occupation of the position or the social status that makes one a leader. He must be performing a role actively to foster the achievement of the shared goals and objectives. This two foci conceptualization of leadership finds elaboration in Katz and Kahn (1978). According to Katz and Khan (1978) leadership implies the following: (1) An attribute of an office or position, for example the office of a President; (2) A characteristic such as ambition for power; (3) A behaviour pattern. With this elaboration one can subsume all the conceptualizations found in the literature into one of the moulds. For example, Arnold and Feldmans concept of leadership as an influence process (As quoted in Ukeje & Okorie 1990) can be subsumed into leadership behaviour or into role performance. Finally in performing his role the leader should motivate his subordinates to collectively volunteer their own efforts willingly and follow the leader. The leader does not command, boss or bully his subordinates.

According to Keating (1982) leadership is also associated with the element of service. It is service in the sense that it seeks to meet the needs of other people or a group. In actual fact effective leadership is that performed by the Servant Leader which the late President Umar Yar'Adua said he was. The word 'Minister' in Latin means "Servant". Therefore a "Prime Minister" or a President for that matter means the 'chief servant'. This leads us to the concept of political leadership which is the leadership of the Prime Minister, President, Governor or the Head of State of a political entity. Unfortunately many decades of military dictatorship in Nigeria have removed the "service" aspect of political leadership as conceptualized by Keatings (1982). In its place we have had corrupt leaders and treasury looters who have made sustainable development a mirage. Power is associated with leadership nonetheless the use of power to coerce the subordinates has never been advocated. It is the use of charisma which invokes voluntary followership that is advocated for effective political leadership. This charismatic or transformational leadership has eluded Nigeria. It is the leadership associated with Nkrumah of Ghana, Nyerere of Tanzania and Mandela of South Africa that Nigeria desires.

Theoretical Framework

There is no single theory of leadership. What we have are approaches to the study of leadership. The four main approaches are as follows:

1. The leader trait approach
2. The leader behaviour approach
3. The contingency approach
4. The transformation/charismatic approach

These approaches together examine the antecedents and correlates of effective and transformational leadership.

The Trait Approach

The trait approach was the earliest in history. It holds that there are certain traits or characteristics common to all leaders. To this

effect personality trait, social traits, political traits and so on were investigated. However, there were conflicting results and the trait approach failed to prescribe one single trait common to all successful leaders.

As noted by Eugene in Kontz, O' Donnell and Weihrich (1980:665) "Research has produced such a variegated list of traits presumably to describe leadership that, for all practical purposes, it describes nothing. Fifty years of study have failed to produce one personality trait or set of qualities that can be used to discriminate between leaders and non-leaders". This view corroborates Stogdill's argument that not all leaders possessed all the selected traits and many non-leaders have even possessed more of the traits (Stogdill 1948:35-71). Also, the approach does not indicate how much of any trait a person should have to become a born leader. Other prominent contributors to the trait theory include Ghiselli (1963:631-641) and Mann (1965). The reason adduced by Mann (1965) for the failure of the trait theory was that it ignored situational variables, namely; the nature of subordinates, the task structure, the size of the group, technology, objective of organization and extent of goal congruency. The dominant thinking about the trait approach is that certain traits are necessary under certain conditions but such traits are not in themselves sufficient conditions. The trait theory was essentially a Classical Management Approach which is still useful as it gives an insight into what makes one a leader.

The leader behaviour theory

The leader behaviour approach coincides with the current thinking of the Behaviourist that took the centre stage from the classical school of thought in the 1950s. In literature, the following schools of thought have been identified:

1. The Lewinian/Iowa Studies Approach
2. The Ohio Studies Approach
3. The Michigan Studies Approach

The Iowa Studies Approach

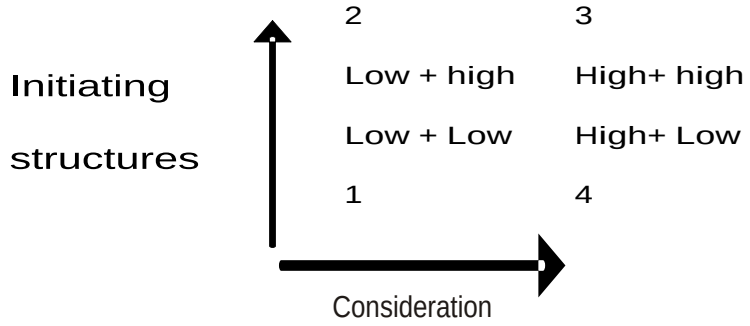
The Lewinian or Iowa studies approach was the earliest behavioural formulation that was distilled out of the works of Lewin, Lippit and White (1939:271-991). The authors were driven by the trait approach (Personality trait) but ended up in isolating three leadership styles or behaviours namely the authoritarian; the democratic and the Laissez-faire styles.

The findings of the Lewinian experiments were as follows: Productivity was greatest under authoritarian leadership only when the leader was present to use coercive power. Groups under democratic style maintained the highest level of productivity in the absence of the leader. This was because the democratic style offered the best environment for group interaction, co-operation and integration. At anytime productivity was lowest with the Laissez-faire style that allowed groups to make all decisions by themselves and choose how to work. Laissez-faire connotes lack of control.

The Ohio Studies Approach

The Ohio Studies Approach is associated with the Ohio State University. Using 150 items questionnaire called the Leader Behaviour Description Questionnaire (LBDQ), the researchers isolated two dimensions of leadership style-initiating structures behaviour and consideration behaviour. This more or less corroborated the Authoritarian and Democratic Styles of Iowa studies. However, the styles were presented in a two-dimensional model using a 2x2 contingency table such that four basic styles emerged.

1. High initiating structures and high consideration
2. High initiating studies and low consideration
3. Low initiating studies and low



Source: Adapted from Stogdill RMS & Coons (1957).
Stogdill & Coons (1957) noted that effective leaders' behaviours tend most often to be associated with high performance on both dimensions i.e. cell number 3.

The Michigan Studies Approach

A similar approach came from the Michigan school about the same period as the Ohio group. They used employee-centered and job-centered measurements in place of consideration and initiating structures, respectively. Theirs was a one-dimensional rather than two-dimensional model. To them a leader can be either task-oriented (job-centered) or personnel-oriented (employee-centered). On the one continuum a leader could be more or less task-oriented while on the other continuum another leader could be more or less personnel-oriented.

The Contingency or Situational Theory

Following the publication of the Ohio Studies Approach and the Michigan Studies Approach various postulations either leaning towards the Ohio school or the Michigan school emerged. The central team of these postulations is that leadership style is a function of situational variables. What makes a leader successful or effective is the ability to appraise the situation and adopt the appropriate leadership style. However it was not until Fiedlers contingency theory of leadership was espoused that the situational theory was given rigorous formulation and removed from the realm of opinion (See Fiedler 1964; 1965; 1967; 1971; 1976).

The Vroom and Yetton model (1973) integrates earlier theories. Basically, the model states that the condition under which leaders should encourage participation in decision-making should be a function of the situational variables and the leader's own behaviour i.e. a 2 x 2 contingency model.

Transformational / Charismatic Leadership Theory

This approach took center stage in the late 1980s and early 1990s (Bass 1990). The postulation is that charismatic leaders motivate their subordinates with Maslow's higher order needs of esteem and self-actualization or psychological needs. They contrast with other leaders called transactional leaders who motivate with lower order needs or Physiological and security needs (Bassi & McMurrer 2007; Kotler 2007 ;). Transformational leaders bring changes. They transform the fortunes of their social systems through their own personal vision, strength of character, zero tolerance for corruption or personal wealth acquisition. They inspire their followers to support the change they want to lead. From this theoretical framework we formulate our hypotheses and choose the model for this study.

Hypotheses

It is hereby hypothesized that:

1. G.D.P is not positively related to

capacity utilization in industry and electric energy generation.

2. G.D.P is not negatively related to unemployment rate and frequency of industrial action / strikes.

Specification of the Model for the Study

Our theoretical model for this study makes G.D.P rate the proxy for development rate. We hold G.D.P as the dependent variable while the independent or explanatory variables associated with leadership are as follows:

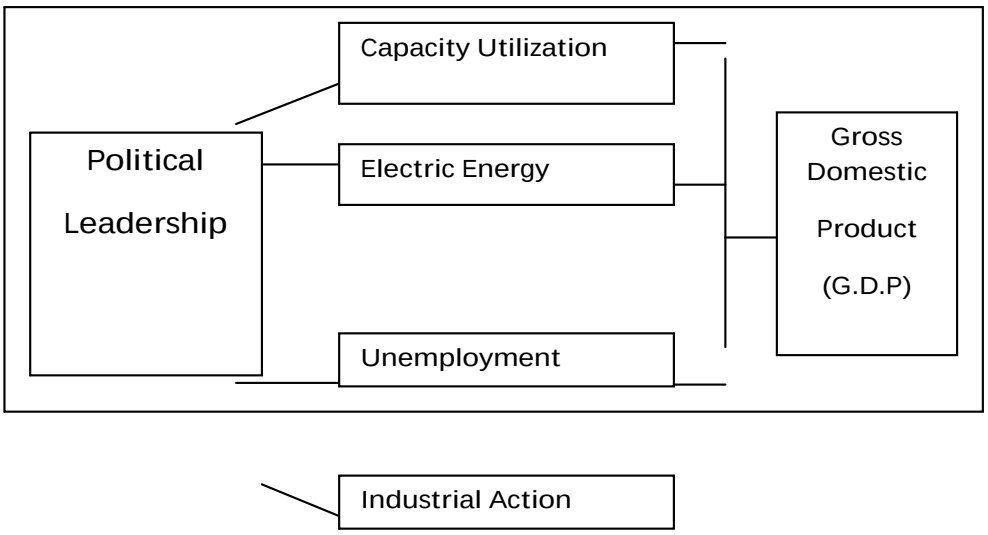
1. Capacity utilization in industry
2. Electric energy generation
3. Unemployment rate
4 Frequency of industrial actions or strikes.

Symbolically, G.D.P = f(Cu, Eg, Unemp, Indact)

Where G.D.P = Gross Domestic Product
Cu = Capacity utilization
Eg = Electric energy
Unemp = Unemployment
Indact = Industrial actions / strikes (Trade Disputes)

This model is shown in figure 1.

Figure 1: A Model of the Challenges of Sustainable Development in the 21st Century Nigeria.



Source: Field Study (2013).

The a priori theoretical expectation is that G.D.P is positively related to Cu and Eg and negatively related to Unemp and Indact. The explanatory variables originate from the Nigerian socio-economic environment, political-legal environment and the technological environment created by political leadership. They are the indices of effective or ineffective political leadership. The literature on them is reviewed as follows:

Socio Economic Environment

The socio-economic environment and the macro-economic indices point to the fact that ineffective leadership has not fostered sustainable increases in the Gross Domestic Product (GDP). It rises and falls. Nigeria is not deficient in the quantum of financial resources needed for growth (Nwankwo 1988). The problem is with the allocation. In Singapore, Malaysia

and other S.E Asian countries the banks finance the small and medium enterprises (SMEs) which drive the economy, create employment and maintain industrial harmony.

In Nigeria the banks' exposure to SMEs has been on steady decline. In 1999 it was 13%, by 2006 it was only 1% (Mbaegbu 2009:26). The cost correlates have on the other hand been very high. Available statistics from the National Bureau of Statistics show that the rate of inflation has been in double digit since 1970 when the civil war ended. In 1970, it was 13.9%. In 1999, when democracy was restored it came down to 6.6%. With the Boko Haram insurgency which in itself is evidence of leadership failure as food production in the Northern parts of the country has decreased and double digit inflation rate has returned. Currently it is about 12%. The exchange rate by 1970 was N0.71= U$1.00. By 1986 following the structural adjustment programme it rose to N4.02= U$1.00. In 1999 it was N92.70= U$1.00, currently it hovers around N165.00= U$1.00. The rate of interest on borrowed fund is high at about 25% average. The net effect of these cost correlates is that the average capacity utilization in industry is low and unemployment increases year after year. In 1986, capacity utilization was 38.6%. In 1999, it was 34.6%, by 2004 it shot to 45%. Because of high cost of production and unemployment the purchasing power of the people has been low. Available statistics from the NBS has it that in 2010, 60.95% or 100million people lived at less than N160.00 (less than $1.00) a day. These were people living in absolute poverty. In 2004, it was 54.7%. Many manufactured goods are still import-based with little local content. To compound matters there is a dearth of social infrastructure such as electric energy supply and good motor roads.

As reported by Ayodele (1988) the energy sector has been in perpetual crisis. The per capita consumption of electricity in Nigeria is estimated at 100 kilo watts per hour (Kwhr). This compares unfavourably with 4,500 kwhr in South Africa and 1,379 Kwhr in China. Nigeria generates only about 4000 mega watts of electricity. South Africa generates 40,000 mw. Power is estimated to make 5% of the cost of starting a new business (NEEDS 2004:36). Many manufacturing industries, therefore, have relocated to Ghana thereby creating employment for them while marketing their products in Nigeria. The low level of electric energy supply is in spite of a whooping sum of $16bn allegedly pumped into the sector in 2006 (Mbaegbu 2009).

Apart from power, manufacturing industries in Nigeria also need water. There is also a crisis of portable water in Nigeria. As much as 43% of the Nigerian population lacks access to safe water (Tell Magazine, May 21, 2007:33). By UNESCO standards the minimum amount of water per person per day for basic human needs is between 30 and 50 litres of water. Nigerians cannot afford up to 20 litres. The average Nigerian has to produce his own municipal services. He builds his house without mortgage facilities. He provides his own security, water supply (borehole), electricity (from Japanese electric generators) and refuse-

disposal services yet he pays multiple taxes to Federal Government, State government, Local Government and/or Municipal councils.

Transport facilities are nothing to write home about in Nigeria. In many places transporters carry six passengers in vehicles made for four passengers. Nigerian roads are a nightmare. They are riddled with port holes. Part of the problem with Nigerian roads is ubiquities use of trailers. Goods that are carried by trains in other countries are carried by trailers in Nigeria thereby putting pressures on the roads initially constructed for lighter vehicles. In sister countries such as Ghana bulk haulage is still by trains. The Nigerian railway system is in comatose. Inland water ways are virtually nonexistent. These dysfunctions of political leadership adversely affect the G.D.P. According to Okonjo-Iweala (As quoted in Daily Sun June, 5 2012:51), G.D.P rate was 7% in 2010. It plunged to 6% in 2011 because of drop in agriculture due to Boko Haram insurgency.

Political-Legal Environment

Coups are no more fashionable. Much of the leadership crises were caused by the military regimes. However, quick changes in public policies have continued. We can cite the Indigenization Act (Nigerian Enterprises Promotion Act) 1972, 1977, the Structural Adjustment Programes (SAP) of 1986, the Nigeria Empowerment and Development Strategies (NEEDS), the Seven Point Agenda and the currently much-vaunted Transformation Agenda. Every new government starts sloganeering on policies without achieving much. Reports also show that the economy is over-regulated. The Heritage foundation 2006 index of economic freedom classified Nigeria as a repressed economy because of over-regulation. Apart from customs and immigration services, there are other paramilitary organizations with distinctive uniforms all performing regulatory functions and profiting from corruption and cross-broader smuggling. Nigeria also scores very low in protecting property rights (Mbaegbu 2009). The judicial system is grossly weakened by inadequate facilities and corruption. Decay in social infrastructure includes dilapidated school buildings, unequipped hospitals, etc. Nigeria spends less than 10% budgetary allocation in education, whilst UNESCO standard for sustainable development is 26% (Mbaegbu, 2011).

Technological Environment

It is in the field of technology that the evidences of leadership failure manifest more. With the energy crisis electronic businesses cannot be sustained. Nigeria launched a satellite communication system but when it packed nobody knew. Another one has been launched into the orbit with billions of naira yet its impact cannot be felt in our broadcasting system. Information Communication Technology (ICT) systems are yet to take root.

The summary of the review of related literature in this work is that political leadership has not produced effective results in terms of sustainable development in Nigeria.

Methodology

The data collected to test the hypotheses formulated for this study are basically secondary data released in the Central Bank of Nigeria (CBN) statistical Bulletin and the National Bureau of Statistics. The method of analysis is basically descriptive. Time series analysis and correlational analysis are also made with the use of the computer software: SPSS (Statistical Programme for Social Sciences).

Table 2: Distribution of GDP, Electricity Generation, Capacity Utilization, Unemployment and Industrial Action (Trade Dispute)

Year	GDP	GDP rate	Electricity Generation	ElecGen Rate	Capacity Utilization	Rate of capacity utilization	Total Unemployment growth	Rate of Unemployment %	Industrial Action (Trade Dispute)	Rate of Industrial Action
1982	199685.30		973.9.0		63.60		106496.00		342.00	
1983	185598.10	-7.05	994.60	2.13	49.70	-21.86	112588.00	5.72	184.00	-46.19
1984	183563.00	-1.1	1025.50	3.11	43.00	-13.48	123459.00	9.66	100.00	-45.65
1985	201036.30	9.52	1166.80	13.78	38.30	-9.77	100745.00	-18.39	77.00	-23.00
1986	205971.40	2.45	1228.90	5.32	38.80	1.31	91281.00	-9.39	87.00	12.98
1987	204806.50	-0.57	1286.00	4.65	40.40	4.12	160184.00	75.46	65.00	-25.29
1988	219875.60	7.36	1330.40	3.45	42.40	4.95	132455.00	-31.11	156.00	140.00
1989	236729.60	7.67	1462.70	9.95	43.80	3.30	110336.00	-9.43	144.00	-7.69
1990	267550.00	13.02	1536.90	5.07	40.30	-7.99	99934.00	22.8	174.00	20.83
1991	265371.10	-0.81	1617.20	5.22	42.00	4.22	123137.00	-20.67	204.00	17.24
1992	271365.50	2.25	1693.40	4.71	38.10	-9.29	97349.00	88.54	221.00	8.33
1993	274833.30	1.29	1655.80	-2.22	37.20	-2.36	183540.00	45.30	160.00	-27.60
1994	275450.60	0.22	1772.90	7.07	30.40	-18.28	100400.00	-14.22	199.00	24.38
1995	281407.40	2.16	1810.10	2.10	29.30	-3.62	114672.00	33.16	46.00	-76.88
1996	293745.50	4.38	1854.20	2.44	32.50	10.92	152693.00	0.59	29.00	-36.96
1997	302022.50	2.81	1839.80	-0.77	30.40	-6.46	152293.00	-21.30	31.00	6.89
1998	310890.10	2.93	1724.90	-6.24	32.40	6.58	184103.00	18.69	16.00	-48.39
1999	312185.50	0.41	1859.80	7.82	34.60	6.79	149693.00	-27.14	52.00	225.00
2000	329178.70	5.44	1738.30	-6.53	36.10	4.34	190328.00	27.15	49.00	-5.77
2001	356994.30	8.43	1689.90	2.78	42.70	18.20	169727.00	-10.82	51.00	4.08
2002	433202.50	21.34	2237.30	32.39	54.90	28.57	180311.00	6.24	50.00	-1.96
2003	477533.00	10.34	6180.00	176.22	56.50	2.91	189433.00	5.06	149.00	198
2004	527576.00	10.47	2763.50	-55.28	55.70	-1.42	402382.00	112.41	152.00	2.01
2005	561931.4.0	6.51	2779.30	0.57	54.80	-1.62	-	-	155.00	1.97

Source: CBN Statistical Bulletin (2010); and National Bureau of Statistics (2010).
NB: Periods used are those for which there are comparable data i.e. 1982 to 2005.

Data Analysis and Findings

The statistical analysis of data is shown in tables 3 and 4.

Table 3: Analysis of GDP as a function of Electricity Generation and Capacity Utilization

Descriptive Statistics

	Mean	Std. Deviation	N
GDPr	4.7596	5.82476	23
Electricity GenR	9.2252	38.22997	23
CapacityUTR	-4696	11.18974	23

Correlations

		GDPr	ElectricityGenR	capacotyUtR
Pearson Correlation	GDPr	1,000	.227	.609
	ElectricityGenR	.227	1.000	.123
	CapacityUtR	.609	.123	1.000
Sign. (1-tailed)	GDPr	.	.148	.001
	ElectricityGenR	.148	.	.288
	CapacityUtR	.001	288	.
N	GDPr	23	23	23
	ElectricityGenR	23	23	23
	CapacityUtR	23	23	23

Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change	R Square Change	F Change	dft1	dft2
1	.628(a)	.394	.334	4.83555	.394	6.54	2	20	007

a Predictors (Constant), CapacityUtR, ElectricityGenR

ANOVA(b)

Model	Sum of Squares	Df	Mean Square	F	Sig.
1. Regression	304.610	2	152.305	6.514	.007(a)
Residual	467.651	20	23.383		
Total	772.260	22			

a. Predictor (constant) capacity UtR, Electricty Gen. R
b. Dependent Variable G.DPr

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta	B	Std. Error
1.	(Constant)	4.690	1.040		4.511	.000
	ElectricityGenR	.023	.026	.155	.884	.387
	CapacityUtR	.312	.093	.590	3.36.4	.003

a. Dependent Variable: GDPr

Table 4: Analysis of GDP as a function of Industrial Action and Unemployment Rate

Variables Entered/Removed (b)

Model	Variables Entered	Variables Removed	Method
1	IndustrActn, Unemploym tr(a)		Enter

a All requested variables entered.
b Dependent Variable: GDP

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change	R Square Change	F Change	df1	df2
1	.583(a)	.340	.251	38690.80825	.340	3.855	2	15	.045

a.Predictors: (Constant), IndusrActn,Unemploymtr

ANOVA (b)

Model	Sum of Squares	df	Mean square	F	Sig.
1. Regression	115431460	2	5771573023.6	3.855	.045(a)
Residual	47.228		14		
Total	224546796	15	1496978643.0		
	46. 161		77		
	339978256				
	93.389	17			

a. Predicators: (Constant), IndustrActn, Unemploymtr

b. Dependent Variable GDP

Correlations

		GDP	Unemploymtr	IndustrActn
Pearson Correlation	GDP	1.00	.572	-.357
	Unemploymtr	.572	1.000	-.448
	IndustrActn	-.357	-.448	1.000
	GDP	.	.007	073
Sig (1-tailed)	Unemploymtr	.007		.031
	IndustrActn	.073		
N	GDP	18	.031	
	Inemploymtr	18	18	18
	IndustrActn	18	18	18
			18	18

Coefficients (a)

Model	Standardized		Unstandardized	T	Sig.	95% Confidence interval	
	Coefficients		Coefficients				
1. (Constant)	B	Std. Error	Beta	Lower Bound	Upper bound	B	Std.Erro
	166677.64	51281.606		3.250			
Unemploymtr	5				.005	57373.490	275981.799
IndustrActn	.698	.318	.515	2.194	.044	.020	1.377
	-65.838	121.9656	-.127	-540	.597	-325.801	194.126

a. Dependent Variable: GDP

Findings

The findings are as follows:

i. GDP at constant factor cost is positively related to electricity generation and capacity utilization in industry. The test was significant at 0.05 level of significance. The value, .007 was less than 95% confidence level. We reject the null hypothesis: As the independent variables increase GDP also increases.

ii. G.D.P at constant factor cost is negatively related to unemployment and Trade Dispute or Industrial Actions. The test was also significant at 0.05 level of significance. The value, .045 was less than 95% confidence level. We reject the null hypothesis: As the independent variables increase G.D.P decreases.

Discussion of findings

The review of literature shows that Nigerian leaders have invariably and consistently deviated from the acceptable theories of effective leadership. Ineffective Leadership is often associated with indecision and Laissez-faire approach. This is evident in the Nigerian civil service which supports the political leadership and it is consistent with Lewin (1939). Everybody is aware of the "Not on sit" syndrome prevalent among officers who are unproductive. Inconsistency in policy initiative is evidence of inability to appraise situations and adopt transformational leadership approach. Transformational leaders deliver when they promise. Nigerian leaders make promises during elections but they never deliver e.g. regular power supply has always been promised since 1999 yet power supply has been erratic, not even when $16bn was pumped into power sector in 2006. Transformational leaders have zero tolerance for corruption and this is missing in Nigeria e.g. the furor of the 2012 oil subsidy scam involving a bribe of $620,000.00 (N4.5bn) linked to the ostensibly revered members of the National Assembly has not died down. Nigerian leaders jet out for medical treatment abroad in hospitals established by effective leaders instead of building such hospitals in Nigeria.

In the same way the political leadership during the military era could not initiate good work structures and was never people-oriented (Ohio Studies/Michigan Studies). This is consistent with Stoddill and Coons (1957). Consequently, the worst impact on G.D.P occurred during the military era up to 1998 with low power supply, low capacity utilization, high unemployment and high rate of industrial actions (See table 2).

Conclusion

We conclude that ineffective political leadership has impacted adversely on G.D.P used as proxy for economic development through the effect of the following explanatory variables: Rate of capacity utilization in industry, electric energy generation, rate of unemployment and frequency of industrial action / strikes.

The net effect is that investments in social infrastructure and political institutions which are also measures of sustainable development could not be sustained. Thus, Nigeria remains underdeveloped.

Recommendations

For political leadership to drive sustainable development in Nigeria we recommend transformational / charismatic leadership in real terms. The current administration has been sloganeering as transformational leadership without the substance of a real transformational leader. A transformational leader has zero-tolerance for corruption. He has vision, he leads by examples. He motivates his followers psychologically. He delivers on promises. He is not a transactional leader. He has the referent power of the orator. The transformational / charismatic leader will focus on the following strategic options:

1. Increase electric power generation and capacity utilization in industry, and
2. Reduce unemployment and frequency of industrial action.

With these strategies GDP will increase, and with the increase, the GDP will drive investment in social infrastructure - roads, hospitals, schools, etc, etc. It will also drive investment in political institution - credible elections, transparency and credible judiciary.

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