

## **Leadership and Development Nexus: Lessons from Indonesia Under General Suharto for Nigeria**

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### **Abstract**

The relationship between leadership and development is a central concern in contemporary development discourse. This paper examines the role of leadership in Indonesia's development under General Suharto and draws lessons for Nigeria. Using qualitative methods and relying on secondary sources, including journals, books, and online publications, the study finds that Suharto's leadership was largely transformative, marked by strategic vision, discipline, and commitment to national development. His emphasis on personal example and sacrifice contributed to Indonesia's rapid economic growth from the late 1960s. Notably, per capita income rose from about \$55 in 1965 to over \$3,000 in recent years. The study also shows that Indonesia successfully managed internal challenges and achieved sustained growth through pro-poor, pro-growth, and employment-oriented policies. It concludes that Nigeria's developmental challenges can be mitigated by adopting elements of Indonesia's leadership model and recommends restructuring its leadership recruitment processes to drive sustainable development.

**Keywords:** *Leadership, Development, Indonesia, General Suharto, Nigeria*

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## **Background to the Study**

The Republic of Indonesia was established on August 17<sup>th</sup> 1945. Prior to this, the country was formally colonized by the Portuguese in the 16<sup>th</sup> century. By the end of that century leading up to the 17<sup>th</sup> century, the country came under the control of another European country – the Dutch which was at that time known as the Netherlands East Indies. During the World War 2, Indonesia further fell under the leadership of the Japanese government until its independence was proclaimed in 1945. The country is the fourth largest in the South East Asia and at the same time harbours the most populated Muslims figures in the world –that is 87.54 percent. Similarly, Indonesia has other minority religious groups which comprises protestants (6.96%), Catholics (2.91%), Hindu (1.69%), Buddhist (0.71%) Confucian (0.005%), others (0.13%). Most Indonesia's diverse religious communities operate openly and with few governmental restrictions. Although, there are only six officially recognised religious groups namely Islam, Protestantism, Catholicism, Hinduism, Buddhism and Confucianism (International Centre for Law and Religious Studies 2008-2025).

According to Asia Society.org, Indonesia official language is Bahasa. However, more than 500 languages and dialects are in use in that country. The historical heritage of Indonesia socio economic and political development is an interesting event – considering the political turmoil that characterised power/government from 1945 – 1999 under series of military and civil government. The country notable leaders were President Sukamo though regarded as a dictator and his successor General Surhato and many others.

General Suharto is regarded as one of the foremost political leaders of Indonesia when in 1984, he sponsored a legislation which called for a new political order – thereby shifting discussion in the political arena of the country. The legislation reinforced national consciousness in the citizens and called all political parties to adopt a state philosophy of trust in God, humanitarianism, consensus democracy, national unity and social justice.

It was against this background that Indonesia's economic development was fast tracked and successive government continued to build upon it. It is imperative to state that Indonesia like any other developing country has its own challenges, nonetheless, the country has over the years turned around its economic and political obstacles since 1999 and today, Indonesia is a success story with strong economic growth – this is a lesson for Nigeria.

Additionally, given that development is tied to purposeful leadership and the primary responsibility of any country's leadership is the creation of favourable conditions for business and investment to thrive so that the people can participate in meaningful ventures and productivity, there is no gainsaying that leadership plays a strategic role for development. Therefore, this paper intends to elaborate the nexus of leadership and development using Indonesia under General Suharto (1966-1998) as a template.

## **Conceptual Elucidation**

### **The Concept of Leadership Explained**

The concept of leadership is both fluid and contentious. However, the various scholars have

offered various perspective on the subject matter. Spicker (2012:34) argues for instance that “there are many ambiguities in the concept of leadership itself – what it is and what it involves”. This notwithstanding, Yukl (2010:21) defines leadership as both a “process of influencing others to understand and agree about what needs to be done effectively, and the process of facilitating individual and collective efforts to accomplish the shared objectives”. On the other hand, Edinger (1975:255) posited two major definitions – positional and behavioural. When positionally defined, it relates to the rights and duties of an office or status in a hierarchical structure – whether a formal organization or an informally stratified group. But when leadership behaviourally defined, it identifies persons who shape the actions of others. Thus, in the later, it is associated with followership and process of inter personal relationship, rather than interrelated positions in a hierarchical structure. Meadow (1962) considers leadership as a quality possessed by individuals – be it political, business or religious leaders which applies only to their actions when they occupy a “headship” role and not to their private actions. Macbeth (2004) perhaps sums up the difficulty of defining leadership in the following terms:

“It is a term full of ambiguities and has a range of interpretations. It is a 'humpty-dumpty' word that can mean just what we want it to be”

Notwithstanding the complexities regarding the definition of leadership from the various definitions, at least three elements are essential for the exercise of leadership – these are: influence, presence of a group and certain goals. Influence involves a process in which the leader has an impact on others in the sense that such a person is able to induce them to behave in a particular way. Exerting influence implies that there is a group of people to be led, hence, the second element conceptualizes this influence taking place in a group context with group members being subordinates of the leader. Third element presupposes that the influence of the leader over the group behaviour is targeted towards the achievement of a particular goal or goals. These general traits of leadership apply equally in the real political leadership and in particular across a number of domains – such as political parties, parliaments, cabinets and governments (Elgie, 1995:4).

Similarly, the primary focus of political leadership is power acquisition - about who has that power and how such power is exercised. Power in this context entails the ability of a certain individual – typically at the top of hierarchical order to compel others to do a number of things (positively or negatively) that they would not have done voluntarily (Spicker, 2012). When a political leader acts in the interest of the citizens, such a leader is said to have demonstrated transformational leadership. By transformational leadership, it entails the ability of a leader to inspire and motivate his team to achieve extraordinary outcomes by creating a compelling vision, acting as role model, and fostering innovation and growth. This approach focuses on developing followers into leaders. To achieve this, leaders use passion and a clear vision to inspire followers and build a shared purpose and commitment to the future.

### **The Concept of Development**

Development as a concept has continued to provoke intellectual debate. Seers (1982) defined development by posing certain questions such as; what has been happening to

poverty, unemployment and inequality. To him, if all three indices (poverty, unemployment and inequality) are at a relatively high rate, there is absence of development, and vice versa. It follows therefore that for a country to be classified as developed; there are parameters to look out for which are: the state of poverty, unemployment and inequality. For Todaro (1985), buttressing on the multi-dimensional nature of the concept of development opines that it is the re-organisation and re-orientation of the entire economic and social system. Ajagun (2003) corroborates that development is a state of advancement which makes life more meaningful in its various aspects, including the economic, administrative, political, social, cultural and religious aspects. This implies that development is not about a particular aspect but it is encompassing, better still multi-dimensional depending on the point of contention. According to Onah (2005), development is not static but is a continuous improvement in the capacity of the individual and society to control and manipulate the forces of nature for the enhancement of the living standard of the people in a society. This definition introduces another dimension to the meaning of development, it analyses the human aspect of development, that is, the individuals who resides in a given state. Ahmed (2007) also noted that development is concerned with the general upliftment in the material, social and psychological conditions of a given human society.

Note that, the dissatisfaction in the sixties with economic growth without improvements in the living standards of the majority gave rise to a re-evaluation of the concept of development to include poverty reduction, expansion of productive employment opportunities and reduction of income inequalities as its core elements. Development does not only mean capital accumulation and economic growth, but also the condition which people in a country have adequate food and job as well as the reduction of income inequality among them. It is a process it is a process of bringing fundamental and sustainable changes in the society.

Development as a term is now more applied to the improvement of the human condition constituted by the alleviation of unemployment, poverty, misery and social inequality. In practical terms, development is about providing real empowerment opportunities for the youths and safeguarding lives and properties of the citizens. Opportunities in this context implies availability of motor able roads, stable and affordable electricity, low-cost housing, efficient health care system, quality schools, abundant foods, markets, people access to credit scheme, affordable farm implements, employment opportunities and much more. Empowerment on the other hand consists of strengthening participation in the political process and good governance. Security encompasses reducing vulnerability to economic shocks, natural disasters, ill health and personal violence. Development is therefore a complex process. It implies increased skill and capacity, greater freedom, creativity, self-discipline, responsibility and material wellbeing.

In context, genuine development must take into cognizant the needs of the present generation without compromising the future. Consequently, development focuses on finding strategies to promote economic and social wellbeing, cultural and political empowerment with regulative, extractive, distributive and responsive capacities towards nation building.

It is imperative to highlight the perspective of notable development scholars – the reason is to provide intellectual foundation needed to enrich our discourse. For Rostow (1960), development is the progressive movement from traditional society to the stage of high mass consumption of goods and services. Almond and Powell (1966) argued that development is an evolution of political system to a stage of advanced political culture, political structure, cultural secularization and structural differentiation – this implies the process whereby old roles are transformed and new types of roles emerged coupled with an expanded capacity of the political system to perform conversion function, system maintenance function and adaptation function). All these are necessary for state-building, nation-building, political participation, economic production, and authoritative distribution of resources. The perspective of Ian (2010) on development is instructive as he opined that development is the bundle of technological, subsistence, organisational, and cultural accomplishment through which people feed, clothe, house, and reproduce themselves, and explain the world around them, and resolve disputes within their communities, and extend their powers at the expense of other communities as well as defend themselves against others' attempt to extend power. Rodney (1972) provided a critical perspective to the issue of development as he maintained that development is an overall social process which is dependent upon increased capacity of members of a society to master the laws of nature (that is science) and apply such laws in the production of tools (that is technology) with which they can control their environment to meet their immediate and future needs. It cannot be seen purely as an economic affair because other segments of the society are also involved. This paper finds the position of Yusuf (2014) on development apt and meaningful as he posited that development is the improvement of the living conditions of the people.

From the foregoing submissions, it is clear that development scholars are divided over what constitute development. While some of them see it from economic perspective, others view it from the political angle, yet still, some others think it is a socio-cultural phenomenon. Despite their differences, they all agree that development entails progressive change. Generally, development could be defined as a holistic process through which a society experiences economic and socio-political transformation which improves the living conditions of its inhabitants. It entails both quantitative and qualitative improvement in all spheres of a given society. It is the attainment of the desired state of being.

In practical terms, a country is said to be developed if it has the following characteristics:

- i. Adequate social infrastructures such as constant electricity, good network of roads, potable water, well equipped and functional schools and hospitals and sound communication networks
- ii. Adequate Security to protect lives and property
- iii. Good governance and political stability
- iv. Industrialisation
- v. High savings and investments
- vi. Strong economy creating jobs and wealth
- vii. Self-sufficiency in food production

- viii. Adequate human capital and technological know-how
- ix. High standard of living for the majority of the people
- x. Low level of unemployment
- xi. Low level of poverty
- xii. Low level of crimes

Moreover, according to the United Nations Development Programme (UNDP), societal development can be measured using the Human Development Index (HDI) and this includes:

- i. High life expectancy
- ii. High literacy level
- iii. High income level

In other words, for any society to be regarded as developed, it must be able to provide those basic amenities that would prolong the life of its inhabitants, provide education for the majority of its citizens as well as good jobs that can fetch them enough income to live a quality life.

### **Theoretical Framework of Analysis**

This paper adopts economic development theory propounded by Schumpeter, Adam Smith and others as the basis of understanding the relationship between leadership and development in Indonesia. The cardinal point of Schumpeter's economic development theory is the emphasis on the need for government intervention in the development of skill acquisition through the process of innovation, industrialization and improved economy (Gaub, 2017). By implication, this theory advocates for state policy reforms and incentives for government and private sectors as the basis for accelerated development of the country. The application of this theory to Indonesian agricultural sector yielded positive results as it contributed 14.4 percent to the total GDP in 2012. This goes to show the correlation of leadership and development, suffice to state that among all the factors enumerated in the economic development theory, technological innovation has immensely stimulated economic growth and development in Indonesia coupled with free market competition, industrialization and investment in technology

### **Leadership and Development in Indonesia: General Suharto Example**

There is no doubt that General Suharto's administration launched Indonesia on solid development pedestal. According to Sanusi (2012), Indonesia with a per capita income of about \$55 in 1965 recorded a faster growth by year 2000 compared with other major emerging markets. This was made possible by visionary leadership which was able to surmount the numerous challenges and achieved tremendous growth and development such that Indonesia now towers over Nigeria in all material aspects of development. As a matter of fact, being the largest economy in South East Asia, General Suharto introduced wide-ranging reforms. These included, the pro poor, pro-growth and pro employment economic policies

coupled with the removal of artificial economic distortions, as well as the promotion of conservative fiscal policies which resulted in a fiscal deficit of less than two percent among others.

By 2011, Indonesia's per capita income had risen to US\$2,981 with more than 60 percent of its population having access to safe drinking water with 39 percent for Nigeria. In 2018, Indonesia joined One Trillion Dollars Club of 16 rich and developed Nations. These indices validate the notion that there is a correlation between quality leadership and development of any society.

For avoidance of doubt, when General Suharto took power through a military intervention in 1966, Indonesia was experiencing high level of inflation which in 1965 stood at 600 percent (Kipgen, 2012:85; Castle, 2012). By mid 1966, inflation levels had peaked at 1500 percent, government budgetary deficits were over 50 percent of the total government expenditure – manufacturing accounted for less than 10 percent of GDP, illiteracy rates were high and the country could not meet its debt service obligations (Hafiz & Robison, 2005:221).

Suharto moved rapidly to arrest and then turn around this situation. Public sector expenditure was cut, foreign investments attracted back with significant financial and other incentives; the collection of taxes revitalized. Investments were made in the productive revenue earning sectors of the economy – such as commercial agriculture and mining so as to boost export earnings. Wages were controlled, industrial action/strikes if not formally outlawed were strongly discouraged. In clear reversal of his predecessor-Sukarno's policy, foreign aid was actively sought.

Interestingly, in 1967, given the transformative leadership style of General Suharto, a group of Indonesia's major Western Creditors including Japan, the USA and Australia formed the Inter-Governmental Group on Indonesia (IGGI), an organization aimed at coordinating the flow of aid to Indonesia.

In effect, Suharto's policy had achieved the desired results – with a fall in national inflation to a single figure by the start of 1970s. Over the quarter century from 1965 to 1990, Indonesia's annual rates of economic growth averaged 4.5% - well in excess of the average for the middle- and low-income countries (2.2 and 2.9 percent respectively). And in excess of the rates recorded in other high growth South East Asian economies of Malaysia and Thailand.

Furthermore, in the 1990s, economic growth rate in Indonesia were higher still – specifically in 1996, it was about 7.5 percent. This rising growth rates led to a substantial inroad into poverty reduction especially in the rural areas. While poverty measures somewhat difficult to produce and sometimes more difficult to operationalize. However, there is little doubt that by 1997, there were largely fewer Indonesians living below poverty line than there were 25 years previously. This resounding achievement were direct results of the leadership integrity of General Suharto.

Additionally, in 1996, a World Bank report went further and concluded that the gap between the top 20 percent income earners in Indonesia and the bottom 20 percent was extremely narrow – one of the narrowest in Asia. This implied a fairly even distribution of income.

The Indonesian economy also underwent massive structural transformation particularly in the late 1980s and early 1990s under the leadership of Suharto. One of the most spectacular shifts was moving out of agriculture and mineral exploitations into manufacturing. By 1997, agriculture accounted for only about 19% of the country's GDP, while industrial activities had grown to account for 41% of which manufacturing was responsible for 21%. The manufacturing sector was growing at about twice the rate of industry as a whole – thus making a sizeable contribution to exports. Manufactured exports grew from US\$501 million in 1980 to US\$2.5 billion in 1986, and a further massive leap to the tone of US\$29.4 billion in 1995. Whereas oil and gas exports accounted for 41 percent of export revenues in 1998 – although by 1995, oil and gas contribution fell to 23 percent (Sanusi, 2012).

Indonesia recorded massive inflow of Foreign Direct Investment (FDI) in the 1990s. In 1993, 8.1 billion dollars in Foreign Direct Investments were achieved. This feat increased to \$23.7 billion in 1994, and in 1995, it reached a record \$39.9 billion – representing an increase of 68.4 percent over the previous year. Total achieved FDI up to 1996 reached \$171.6 billion in value spread over four thousand eight hundred and six projects. This period of increased inflow of FDI boasted the status and strength of Indonesian economy.

One significant feature of the expanded Indonesian economy was the domination by a relatively small number of large firms commonly referred to as the 'Conglomerates'. These Conglomerates were owned by Indonesians of Chinese descent. Major players included Sudono Salim, Mochtar Riady, Mohammed Hassan and Ciputra – their conglomerates are Astra, Sinar Mas and Lippo. These conglomerates were major players in Banking, real estate development, manufacturing, import and export. State owned enterprises dominated plantation sector and the electricity supply, mining, banking, transportation, telecommunication and petroleum.

### **The Role of Leadership in the Development of Indonesia**

It is important to state that the success story of any Nation's development and growth cannot be bifurcated from her leadership vision, mission and aspiration. Indonesia is a practical example. Gained her independence in 1945 and followed by a military coup and South East Asia financial crises that devastated its economy, Indonesia was on the brinks. The country's problems were compounded by the failure of Sukamo's administration to carry out reforms. However, that trajectory changed with the intervention of General Suharto who through transformative leadership revolutionized that country's economy to become a leading economy in South East Asia (Mimiko, 1997).

Even with the complex multi ethnic mix of 300 different groups, the country was able to chart an impressive economic growth and development and was able to overcome the financial

crises of late 1990s. The country's GDP and per capita income are steadily on the increase – for instance, it rose from \$857 in the year 2000 to \$3603 in 2016. Today, Indonesia is the world's fourth most populous Nation. The world's 10<sup>th</sup> largest economy in terms of purchasing power parity and a member of G20.

Indonesia is also an emerging middle-income country and it has made enormous gains in poverty reduction – cutting poverty rate to more than half. It now stood at 10.9% as at 2016. Worthy of emphasis is that Indonesia's economic planning followed a 20-year development plans spanning from 2005 to 2025. It is further segmented into 5-year medium term plans called Rencana Pembangunan Jangka Manengah Nasional (RPJMN) each with different development priorities. The current medium term development plan is the third phase of long term plans which runs from 2015 – 2025. It focusses on, among others infrastructural development and social welfare programs relating to education and health care. Such shift in public spending has been enabled by the reform of long standing energy subsidies – thereby allowing for more investments in programs that directly impact the poor and rural people.

To strengthen the country's investment climate and economic growth, Indonesia's government continued to announce policy reforms intended to create enabling business environment and investment climate. Both private and public investors welcome this series of policy reforms which include expanding infrastructural facilities, reducing high logistic cost and creating more investment portfolios.

### **Lessons for Nigeria**

Nigeria with long history of poverty and development challenges has a lot to learn from transformative leadership of Suharto of Indonesia which transformed the country from heavily underdeveloped country to a leading economy in South East Asia.

Comparatively, Nigeria and Indonesia share significant similarities in the area of political evolution and multi ethnic diversity. Both countries went through colonial rule and exploitation and thereafter experienced military intervention in their political lives.

Both countries are blessed with significant natural and human resources which constitute vital elements of state power in international relations. Before this paper delve into the vital lesson details to be learned from Indonesia leadership template, it is necessary to highlights the country's re occurring developmental woes.

### **Nigeria's Development Challenges**

Studies have shown that there are numerous factors that challenges development in Nigeria (Makinde, 2005; Babawale, 2007; Nnabuiife, 2010; Yunusa, 2009; Itah, 2012; Shodipo & Oviasogie, 2013). For Makinde (2005), he maintains that the imposition of policies on citizens of a nation, lack of adequate human resources or capital to implement these plans/policies, corruption and lack of credible leadership are the major challenges to Nigeria's development. Most national development problems in Nigeria arises as a result of poor

implementation of policies and subsequently lack of adequate and reliable human resources. Makinde (2005) further maintained that most policies of developing nations are imposed on the masses. The policies are made by the government without considering the target population, as such the masses are not given the opportunity to contribute to the formulation of policies that concern their wellbeing. In addition, there are no human resources or capital to implement these plans as a result of the low quality of human development in the country. Records from United Nations Development Programme 2014 report reveals that Nigeria ranked number 152 out of 187 countries in Human development, which is average quality of life and standard of living. The report puts Nigeria's Human Development Index at 0.381 which is below the prescribed level. Thus, in such instances, there is absence of continuity in policies when the tenures of specific governments come to an end. He also pointed that, although corruption is a global issue but Nigeria as a country is caught in the web of corruption. Often times, funds which are set aside for implementing policies are usually syphoned to the detriment of the entire nation. In addition, lack of credible leadership which can recognize and articulate the specific needs of the people also pose a challenge to development.

Dike (2010) also stressed the fact that leadership has become a bane to development in Nigeria. To him, most of the so-called leaders do not actually understand that leadership entails assuming responsibilities for certain important issues. Poor governance on the part of the leaders has also resulted to inappropriate check and balances and mechanisms to regulate the affairs of government officials and institutions. As such, politics is seen as a “do or die” affair, while ethical politics is delegated to the background. The leadership structure in Nigeria is also said to be poor due to the inadequacies in accountability and transparency of public affairs managements in the nation (Shodipo & Oviasogie, 2013).

In addition, the improper assessment of policies implemented also serves as a challenge to development (Itah,2012). Most policy makers fail to access the goal-achievement gap factor, implying that policy makers often times fail to access the level of achievements of certain implemented public policies. The reason for this is because most leaders present policies which are too cumbersome and difficult to achieve within the short period spent in office. As such, most plans for national development are usually abandoned at the end of such tenures and subsequent governments also fail to continue on the plans which were left uncompleted. This therefore explains reasons for numerous abandoned projects found in these developing nations. Development has also been hindered by the numerous cases of poor management of public funds and lack of accountability and transparency among others.

Ada and Abasilim(2015) summarised the following development challenges bedevilling Nigeria:

- i. Electoral Malpractices
- ii. Bureaucratic corruption
- iii. Abuse of Rule of Law
- iv. High rate of poverty

- v. High crime rate –kidnapping, armed robbery, cultism, yahoo etc
- vi. High rate of illiteracy
- vii. Collapsed Educational system
- viii. Failed health care delivery system
- ix. High rate of unemployment
- x. Misappropriation of Meagre-resources
- xi. Budget padding by legislators
- xii. Abandoned white-elephant projects
- xiii. Multiple Taxation of poor citizens
- xiv. Inefficient and epileptic electricity supply
- xv. Erosion of citizens' trust in judicial independence and integrity
- xvi. Rural –Urban migration with the attendant increased social crimes
- xvii. Insurgency and terrorism
- xviii. Declining inflow of Foreign Direct Investments
- xix. Lack of investments in agricultural sector
- xx. Poor leadership recruitment process
- xxi. Nepotism, cronyism and loyalty to tribe over the Nation by public officials

### **Lessons for Nigeria**

In the light of the foregoing, there are vital lessons from General Suharto leadership template available to Nigeria. The time has come for Nigeria take the bull by its horn in order to tackle its numerous development challenges.

The first step is an overhaul of its leadership recruitment process. Credible electoral process must be initiated, pursued and delivered to the people. It is through credible democratic election that leaders with patriotism as well as vision, commitment and sheer will emerge and these patriotic leaders would carry out radical and structural reforms similar to what Suharto of Indonesia did for his people. Purposeful and patriotic leadership is at the core of any country's development. That is why Achebe (1982) strongly posited that the problem of Nigeria is squarely that of leadership – the inability of the country's political leaders to rise to personal sacrifices and examples. Nigeria must realise that development requires total commitment on the parts of the leadership. The need for discipline and honesty on the part of the project implementers cannot be compromised; Public officials should show enough discipline, interest, willingness, dedication and honesty. Without these attributes and the will to pursue set economic goals, all other ingredients of development present would amount to nullity.

Additionally, Lawal and Oluwatoyin (2011) maintained that Nigeria needs a reform of its electoral system as *sin qua non* to credible leadership. Reform of electoral process is imperative for socio-economic and political development. Electoral fraud is one of the banes of Nigeria's development. The role of leadership in development cannot be overemphasized, all efforts towards development must be coordinated and directed by the leaders, therefore, the leaders must be development conscious, have genuine interest for development and the

political will to propel such development. The leaders must also have the cooperation of the people, because, it is the people that develop a nation. Honestly, the ingredients cannot be possible without a legitimized mandate for the leaders by the people. When a leader assumes office illegitimately or through electoral fraud, such leader is bound to fail in his effort to generate meaningful development. This is since such illegitimate leaders tend to display characters that repress development such as; selfishness, corruption, pride, thuggery and inefficiency and also, there is apathy and natural detachment to development plans by the people as they did not see such emerging leaders as the products of their consent through voting.

Based on the foregoing, the electoral process should be reformed in such a way that nobody assumes power (political) through crook or fraudulent means. The process should be made opened, free, fair and competitive. All legal battles preceding the elections must be concluded before any swearing in. This, it is believed, will create genuine environment conducive for development.

It was discovered that Indonesia under General Suharto invested heavily on agriculture, therefore there is the need for Nigeria to revamp the agricultural sector; this sector was instrumental in the development of Japan. Agriculture used to be the mainstay of Nigeria economy but the discovery of crude oil succeeded in putting agriculture into state of oblivion. Human resources development is also a sine qua non to Nigeria national development; this was demonstrated in Indonesia (Lawal et al.,1976 cited in Lawal & Oluwatoyin, 2011). Development depends very much on human knowledge and skills. This must be such that a high quality education and training is achieved for a large majority at a reasonable price and the context and quality of such education and training should be relevant and adequate to the country's development needs. Literature on development stresses the axiom that it is the people who develop and that unless there are large numbers of suitably qualified people, development cannot take place.

Nigeria should learn from the experience of Indonesia that wholesale liberalization - the type advocated by Bretton wood institutions is not necessarily synonymous with development. It goes without saying therefore that a level of state involvement is imperative even in the face of the crucial need for structural adjustment. But whatever the degree of state involvement, private ownership of properties must be guaranteed for investment to get stimulated (Mimiko, 1997). This was seen in the case of Indonesia when Conglomerates such as Astra, Sinar Mas and Lippo sprang up and played significant roles in Banking, real estates and manufacturing which boosted the GDP of Indonesia.

Nigeria should also learn attitudinal change from Indonesians under General Suharo. Despite having over 300 ethnic groups, Indonesians showed remarkable faith in their country. Nigerians must as a matter of fact change their pessimistic attitude towards the country. The idea or belief that "things cannot work in Nigeria or Nigerian factor" should be discouraged. Real development is achieved through internal activities rather than from external influences.

Development is seen as a process generated within a society by forces propagated and invigorated by the actual members of that society. It is believed that true development can neither be started nor sustained by outsiders. Although, no country can develop in isolation, but heavy emphasis should not be placed on foreign resources for the country's development. The models of development of Indonesia, Japan and China show how these countries utilize their internal resources both human and material for rapid economic development. It is reasonable that Nigerians should inculcate a high sense of patriotism as demonstrated by the Indonesians towards their country under General Suharto.

Importantly, citizenship should be prioritized over indigeneity to achieve cooperation and participation from all communities in the development process. Omotoso (2008) noted that the 1999 constitution is directly or indirectly promoting indigeneity in the country. For example, section 318(1) of paragraph (IV) supports indigeneity. The constitution sets parameters for indigenes and non-indigenes. It equally gives legal bases to various discriminatory policies that actively promote indigeneity, contrary to some sections that argue against discrimination. This is very contradictory. Leadership in Nigeria must behave in a way to inculcate the spirit of patriotism in the minds of the people, so that they will be ready to stand with the government in her development efforts. When Nigerians see themselves as one and not as belonging to one section of the country as portrayed by the country's political leadership in past ten years, the urge to develop Nigeria will be germinated and sustained.

Nigeria must make deliberate investment in the critical sectors, such as health and education as the foundation of its greatness.

### **Conclusion**

This paper has carefully discussed the relationship between leadership and development using the template of General Suharto of Indonesia. It then provided conceptual clarifications of leadership and development. It was able to examine the various economic and political reforms of Indonesia and how those reforms can be borrowed by Nigeria to achieve development. The paper also suggested some viable strategies needed to engender sustainable development in Nigeria. It is the perspective of this work that if these ideas and models are faithfully and judiciously pursued and imbibed as it was the case in Indonesia under Suharto, Nigeria will be well positioned in the global economy by the year 2035.

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