ROLE OF TRANSFORMATIONAL LEADERSHIP FOR GOOD GOVERNANCE AND SUSTAINABLE DEVELOPMENT IN NIGERIA

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Abstract
The predicament of Nigeria in terms of underdevelopment can be linked to the problem of leadership and governance. The objectives of the study is on the issue of transformational leadership and good governance in the actualization of the overall development in Nigeria, for the for the purpose of well-being of all in the society. Data for this study were chiefly secondary sources. The disillusionment on bad leadership and governance in Nigeria is the crux for the study. It is pertinent therefore, to note that every nation (developed and developing) continuously strive to meet the expectations of her citizens, while upholding her core values and ethics. Admittedly, visionary and transformational leadership is a role model key to unlock any meaningful sustainable development of a contemporary society. The study anchors on Erickson theory of motivation and clients' needs as a framework for analysis. The paper identified corruption, lack of political will on the part of leaders and lack of patriotism in the rule of law in national service as the major disruptions and constraints to good governance and sustainable development in the society. It recommends above all, the need for quality education for all and proper leadership training, patriotism and value re-orientation on the part of individuals and political leaders as part of solutions to the above problems. Transformational leadership and good governance is affective for motivation, revival and national development in Nigeria, especially in this present situation of the country where so much is going wrong against the ethics.
Keywords: *Transformational leadership, motivation, good governance, sustainable development.*

Introduction

The role of nation-states in modern world is to deliver essential political goods to their citizenry, these political goods include; safety and security, rule of law and protection of fundamental human rights, human development and creating conducive environment for sustainable economic development (Rotberg, 2004). Transformational leadership and good governance however, "amounts to transparency, accountability, rule of law, effective and efficient delivery of public services, widening of democratic space or political participation" (Adebisi, 2012). From the point of view of democracy, it is wrong to say that Nigeria has leaders that people look up to them to implement respect for the law and rights of citizens as contained in the constitution. The average Nigerian leader is not well intentioned, not encouraging and neither is he or she an instrument of motivation. They go in with wrong notion that the Nigerian leaders are law itself, a special caste with power to ignore the law and impose their own selfish interest in decision making, rather than public interest. Leadership is one of the major management processes. According to Weihrich and Koontz (1994), explained leadership as the art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals. Nnablife (2010) avers that the survival of a system rests with leadership. Everything rise and fall on leadership because leadership effectiveness is an engine that move institutions to heights of development and productivity by the application of good governance (Folarin, 2010). Man is innately driven by the quest to create values, produce and reproduce his material values to conform to his expectations. Iyaya and Iyaya (2004) explicated that good leadership and governance is a vital pre-requisite for the improvement of well-being of the citizen in the society. Basu (2004) view leadership as the

process influencing and energizing people to work together in a common effort to achieve the purpose of the organization. Leadership and good governance as axiom is an indispensible component among the approaches adopted world-wide for the socio-economic transformation of any nation, especially developing nations like Nigeria (Anyanwu, 1992). With the present situation in the country, no Nigerian can really boast of having the right and positive mental picture of the leadership and good governance. However, transformational leadership for good governance can be regarded as the cornerstone of Nigeria's hope for democracy. The inability of Nigeria's leadership to harness the nation's vast resources and reserves towards socio-economic development continuously call to question the composition of the system of the nation's leadership and governance. There seems to be a total collapse of ethical governance with the abuse of every moral norm of administration and a loss of conscience towards 'rightness' and objectivism in polity.

One way of measuring the success or failure of governments in modern societies is to assess how successful such governments are in developing the conditions for satisfying the basic needs of the people they govern in a giving society. These needs include basic infrastructure, social services, public services and helping to create an efficient and productive economy (Nwankwo, 2009). It is obvious that good governance is the missing link in Nigerian leadership today. It could be observed that the communities have continued to suffer neglect due to bad governance in Nigeria. Development has eluded most communities due to lack of "good governance", for the interest of all citizens" (Ozor and Nwankwo, 2008). This is to say that lack of transformational, visionary and integrity leadership, which is the catalyst to integrate and drive the wheel of development, is the bane of development in Nigeria.

The purpose of this study is to critically look into the appalling situation of bad governance and the need for the sustainable development through good leadership and good governance. The challenging problem of this study is to examine why Nigerian society have continued to remain underdeveloped despite abundant mineral resources and approaches used to develop them, especially through the adoption of community development strategy. The primary focus here is the role of transformational leadership and good governance for sustainable development in Nigeria; to identify the functions and roles of a transformational leadership in development; to emphasize the relevance of good governance on community development of Nigeria. To ascertain the causes of bad governance and to ascertain gains achievable for community development if the governance is good

Khan, (2007) noted that good governance has been understood as the most significant factor in eradicating poverty, inequality as well as promoting development. Many Nigerians are of the opinion that good governance is the only assurance to combat corruption, insurgency, political instability and electoral malpractice; however, it is viewed as the only means to deliver the dividend of democracy in the country. What is lacking in Nigeria today is the good governance and transformational leadership that will successfully improve the well-being of people for sustainable growth and development in the society. Ayo (2000:19), noted that the crisis the nation is facing prevent good governance from flowing essentially from faulty pattern of governance adopted by the elites since the political independence in Nigeria in 1960 till date 2023, Nigeria @ 63. The implications is that the Nigerian leaders contributed to the fast declining of the basic amenities in the society, such as; education, health and agriculture especially to the people at local communities, uncertain for the future generation in the nation. The leaders needed in Nigerian

governments should be integral part of the people in terms of infrastructural development and vision of a better future for all citizens in the society.

Review of Related Literature

Nigeria and Democracy

Can we say that Nigerian leaders are upholding democracy? Against this backdrop, Ocheni and Nwankwo (2012) noted that "the rampant and complex nature of political instability and socio-economic malaise being experienced in most African states today has recourse to the nature and character of classes introduced in Africa by colonialism", in which Nigeria is one of them. Having been independent since 1960, the political structure of Nigeria is still in shambles.

Nigerian transitioning from military rule to civilian rule, the current democracy she experiences, it is not bad to say that lessons have been learnt and transformational leaders would have emerged but that is far from reality as the present democracy which kicked off in 1999 is an adulterated democracy, lacking in itself democratic participation of citizens, arbitrary use of power and subjugation of the rule of law, as seen in February, 2023 general election. "The crop of leaders that have attained leadership position since independence had in one way or the other lacked vision and transformation, most of them have been engraved with corruption and political bickering leading to the enthronement of maladministration and mismanagement of public resources, and consequently economic and development setback and abject poverty as nation's heritage", (Lawal and Owolabi, 2012:2). By democratic government people normally refer to an all-inclusive type of rule that works with rules and procedures and gets the people to participate actively in the day-to-day activities of government. Transformational leadership is there to remove all obstacles that could impede free and full participation of citizen in government, but it is lacking in Nigerian context today. The obligations of transformational leadership include; provision of basic amenities, protection of citizen's civic right, security of lives and properties. These are expected to go in line with democratic expectations in Nigeria.

Nature and types of leadership:

Leadership is an indispensable factor for the achievement of group goals. Accordingly, Ogunna (2004), defines leadership as 'a strategy for achieving group goals as no group can effectively realize its goals without leadership'. Leadership as 'the art of coordinating and motivating individuals and group to achieve desired ends'.

The study will deal on three main types of leadership, which includes; democratic, authoritarian and laissez faire. It is appropriate here to merely explain authoritarian and laissez faire which are not relevant to national development. It will also be relevant to discuss in details the democratic leadership which a transformational leader should adopt in other to succeed in a country like Nigeria.

- Democratic Leadership; this is one in which the leadership operate strictly on democratic principles. He care and carries members of the organization along in day-to-day activities for development. The leader runs an open administration and motivates and encourages the people to participate fully in the work of the organization. The leader places more emphasis on public interest rather than personal interest, he uses 'we' instead of 'I'.
- Authoritarian Leadership; this is a leader who stand outside the organization, issues commands and orders to members which should be obeyed without question in the process of achieving the group goals. Apparently, he does not consider himself as part of the group. The leader places more emphasis on personal interest rather than public interest, he uses

'I' instead of 'we'. The leader uses command, threat and bossism as a means of achieving his goals.

- Laissez Faire; this is a leader who is not much involved in the activities of the organization. He does not control, direct nor motivate. The leader merely remains not fully concerned about the activities of the organizations, he supply information to the members and leave them to take decision and work without direction and supervision.

Transformational leadership is a leadership characterized by the ability to inspire and motivate followers to achieve extraordinary outcomes and personal development. The leader act as a role model and gain respect, trust and admiration of their followers. They exhibit high ethical standards and integrity, setting an example for others to follow.

Transformational leadership and good governance for sustainable development in Nigeria is strictly based on true democratic leadership. Any community leader that try to adopt laissez faire and authoritarian style of leadership is bound to fail in his administration.

Ethical Leadership Responsibilities for Good Governance

There seems to be a total collapse of ethical governance in Nigeria with the abuse of every moral norm of administration and a loss of conscience towards 'rightness' and objectivism in polity. To this end, it becomes a pertinent question, if Nigeria can ever rise out of her underdevelopment state? if leaders that are meant to drive the affairs towards the nation's emancipation lack the morality, sanity and political will to do so. It is against the backdrop that this study reflects on the issue of role of transformational leadership and good governance that will motivate and enhance development in Nigeria. According to Osisioma, (2021), who noted that be it the personal, organizational or national level, the abuse of rule of law have the potential to wreck the best laid-out plans and make irrelevant of the nation's democracy.

On this note that Nnablife (2010), expressed that transformational leadership sets the tone and standard of governance. In the concept of Nigerian leadership, indiscipline to rule of law, lack of professionalism and widespread corruption has been the bane of the leaders over the years, which impede development in the society.

Ethical leader as axiom, strive to further social or institutional goals that supersede the goals of the individual in the society. The transformational leadership responsibility in this context requires the ethical leader to serve a greater good by attending to the needs of others for national development (Osisioma, 2021). National and community development has been a subject of much theoretical discussion. Some of the literature on national and community development tends to view it as idealism while others view it as a new concept of sustainability. However, transformational leadership and good governance is a nexus to development which is concerned with the improvement of the living standards of the low-income population living in local areas on a self-sustaining basis.

Nigerian sectoral underdevelopment and leadership is the question-power. According to Kalu (1994), Nigeria is a wealthy African country where billions of dollars are made annually from the sale of crude oil, but what is lacking is the ability of a leader to utilize the wealth for general development in the country. Kalu identified leadership in Nigeria, as continues been synonymous with success in plundering the national wealth. However, Kalu summarized his findings about the governance of Nigeria by her leaders as equivalent to the lunatic contradictions identified in the

side Hussein Alata concept of "the fool in government". A fool in power sleeps comfortably on a heap of debts, allows the quality of life of its own people to degenerate at a frightening rate, facilitates the collapse of moral responsibility; and connives with private interlopers or multinational financial institutions to subject the national economy to an unyielding massive plunder, with neither a thought for tomorrow nor a merciful concession to the generations unborn in the country. Who then, are the "fools" of Nigerian government? (Nwankwo, 2009). If transformational leadership needed is service oriented, how many leaders in Nigeria today are really servants to the core? If indeed transformational leadership is service and integrity, how many Nigerian leaders are examples in character as a role model to citizens to emulate in governance?

Role of transformational leadership for good governance in Nigeria.

The new theoretical framework of Motivational Theory of Role Modeling highlights ways in which the power of transformational leaders can be harnessed to increase role aspirants' motivation, reinforce their existing goals, and facilitate their adoption of new goals. The Theory of Modeling and Role-Modeling (Erickson, Tomlin, & Swain, 1983), enables nurses to care for and nurture each client with an awareness of and respect for the individual's uniqueness. This type of care giving exemplifies theory-based clinical practice that focuses on the clients' needs. According to Barndard (1939) in Osisioma (2021), explain vale-based leadership as one that inspires "cooperative personal decisions by creating faith in common understanding, faith in the probability of success, faith in the ultimate satisfaction of personal motives, and faith in the integrity of common purpose". Thus vision, mission and values are foundational in guiding oneself.

A transformational leader is an individual who displays certain behaviours of motivation or has achieved certain success of development that other people look up to and wish to (or try to) emulate. Because a transformational leader, is a role model who sets an example that others try to follow, and a role model is thus a mentor and a leader. Good transformational leaders typically exhibit the following personality traits or qualities: self-awareness, positivity, humility, empathy, professionalism, and integrity. If the true nature of the above mentioned exist in leadership, that means that Nigerian leaders should strive to ensure that social and institutional goals are achieved than that of personal goals that citizen's disillusionment our government officials in the society. Nwankwo (2009) is of the opinion that "African leaders pay lip service to good governance. For him, Nigeria and other African countries, 'the indicator of good governance is lacking or very low when evaluated their performance in administration (office). However, all levels of government institutions in the country are in disarray state and dilapidation of infrastructure due to bad leadership and bad governance.

Presently, no Nigerian leader who is worthy of imitation, because they lack the requisite ability to uphold citizens trust — like your beloved teacher or a well-behaved celebrity in the society, who motivate and inculcate value knowledge in individuals.

Qualities that make transformational leaders exemplary and worth following:

- **Humility;** Contrary to popular perception, humility is not weakness, but an indicator of personal strength, self-awareness, positivity, resilience, and confidence in an individual in the society.

- **Kindness;**. The ability to behave kindly in the practice of tendency to be sympathetic and compassionate in discharging daily activities, which motivate and encourage others in the society.
- **Respect**; The esteem of feeling or attitudes of admiration toward somebody. However, satisfactory in human life is every respect. A good role model leader commands respect in organization to achieve the set objectives
- **Accountability**; Is the ability to be responsible to somebody; it is the ability of one being capable to explain things formally
- **Courage**; The quality of being brave and the ability to face danger, difficult, uncertainty or pain without being overcome by fear or being deflected from a chosen course of action and emerge in solving his daily needs
- **Inclusion;** The ability of being presence in group. A role model leader should be integral part of the people he governs for the success or development in the society.

Going by the decision rule of the above mentioned qualities of Transformational Leadership; A transformational leader is a person who inspires others because of their various attributes, with their followers keen to emulate them. Transformational leadership usually encourages and inspires others, such as the youth in a contemporary society like Nigeria.

Presently, Nigeria Needs Visionary and Transformational Leaders

Hence Nigerian citizens are not allowed to choose their leaders through a transparent electoral process; they have leaders imposed upon on them by corrupt godfathers who are only interested in plundering, pillaging and looting the people's treasury. In the process, national development is sacrificed for self aggrandizement, national wealth is converted to family wealth, education is sacrificed for bogus project and corruption is enthroned as a dominant way of life in Nigeria (Nebo, 2010). Most individuals have the aspirations and burning desire to impact their community positively and make an exceptional impact among their generations, but were unable to do so due to bad leadership influence that is ravaging the country for over the years. Unfortunately, February 2023, general election in Nigeria, is a clear cut of imposing a leader against the citizens' wish. The protagonist of Nigeria's failure to develop and match with other developed countries is basically a leadership problem. Politicians see power acquisition as a means of self-aggrandizement, sometimes means of another end. With the above view, many see Nigerian government as system not as a democracy, but as a kleptomaniocracy (Nebo, 2010). Authoritarian has been the mode of leadership in Nigeria for over the years, personal interest rather than public interest. Citizens' voice is no longer integral part of the system. According to Osisioma, (2021), "public leaders must act quickly in a gray, marginal area where laws are silent or confusing. It is not really very complicated; it's a question of distinguishing right from wrong and avoiding conflicts of interest, these are the ones amenable leaders' citizens view as transformational and role model leader in the society.

Nwanze (2020) offers some points on the above subject matter;

1) Nigeria needs rules that set out the terms of governance and the parameters behaviours of leaders in the office.
2) It must build institutions; these refer to "terms of people with clear mandate" and the right values and motivation to make the rules work, which will aid people with right wisdom, norms and values to distinguish from right or wrong.

3) Nigeria needs role model leadership that will bring all of this together. Historically, we glance into the inspirational and effective leadership of Martin Luther king in USA, Lee Kuan Yew in Singapore, Nelson Mandela in South Africa, Julius Nyerere in Tanzania and Nnennaya Otti, a woman who announced the 2023 governorship election result in Abia state Nigeria, uncompromised as she has been clamoring for true democracy in the country.

Leaders in Nigeria should take inspirational and effective leadership style of the above mentioned leaders to develop and deploy rules and institutions that will strategically and systematically develop and transform their society where they belong. They should stress on public interest rather than self-interest for good governance and development to thrive in the nation. Akanba (2001), expressed that good governance is the capability of leaders to sustain social peace, guarantee law and order, promote conditions for generating economic growth and ascertain a minimum level of social security. Development will be a mirage where good leadership and good governance is lacking.

Leadership for sustaining our statehood and unity

With reference to the true nature and definitions of sovereignty, which implies as the supreme power of a state over citizens and subject, unrestrained by laws (Nzelibe, Amobi & Emejulu, 2017), according to them, a state loses her sovereignty when she is placed under the authority of another state either by mutual consent or by loss of impenetrability of its territory. Philosophical perspectives at work, well-meaning leaders sometimes find themselves sincerely baffled and needing to bounce decisions off someone or something else. Presently, true reflection is needed for an ethically sound decision for good governance to thrive in Nigeria.

Vision and Mission Integration:

Vision Integration:- describes the desired future position of transformational leadership and good governance for sustainable development in the society. Vision in this context is the true democratic leadership practice that leads in the satisfaction of basic amenities, security, humanitarian needs and promoting human dignity in the society. This implies that vision is an integration of strategic intent that describes the transformational leadership as aspiration for prospect.

Mission Integration:- To provide timely, appropriate and acceptable infrastructural services to the people in the society, through well quality leaders that will enhance public facilities on Technology, Health Care, Security, Education, Road and Housing, Rural Electricity, Water Supply, Agriculture" for the benefit of the citizens in the country. This defines the transformational leadership and good governance for sustainable development of public projects, its objectives and its approach to reach those goals for the well-being of all in the society.

Conclusion

In international development, leadership and good governance is a way of measuring how public institutions conduct public affairs and manage public resources in a preferred way. Thus, it emerges as a model to compare ineffective economies or political bodies with viable economies and political bodies. One of the fundamental objectives of the 1976 local government reforms in Nigeria, is the use of veritable vehicles for the transformation of community development projects in the rural areas through the provision of social services and other financial assistance for self-help projects, which can ultimately improve the people's standard of living, but it is lack in the system today due to bad leadership that could not uphold the standard and trust from the citizens.

Leaders in Nigeria should endeavour to bring back the state dignity and glory of industries and agricultural merchant for socio-economic growth and development, as it was the inspire pride of the nation in the 1950s and 1960s as to gain citizens respect in the society whom they govern. This is the same disposition that today should strengthens our citizens and enlivens their spirit and hope against the menace of unemployment, terrorism, insecurity, economic hardship and other leadership challenges facing the country's development over the years.

Recommendations

The leaders needed in Nigeria for national development, should be integral part of the people in terms of the socio-economic growth and development, vision for a better tomorrow for all in the society. The leaders in Nigeria must exhibit good moral life in order to bring about good governance in their leadership through integrity, transparency and accountability for sustainable growth and development in the society.

How to Improve Leadership qualities for good governance and sustainable development:

Leadership in Nigeria will improve her quality as a role model in the society's position for the future by the training and re-orientation of leaders and citizens for national development actions which are expected to ensure;

1) Increased productivity delivery of local services. The services to the people which must include security and good governance (dividends of democracy)
2) Improved quality of basic amenities and social investment plans for the well-being of people in the society
3) Improved morale of citizens by good leadership qualities of ease economic hardship, boosting employment rates and equipping the security forces to combat the present menace of insurgency ravaging the county's development.
4) Leaders entrusted with government resources should improve the living conditions of the citizens in their society.

This was the spirit that pushed Nigerians in 1970s & 1980s to excel on the global stage in sports, medicine, music, arts, technology and scholarship.

Changes to Make for Prospect:

1) Economic reforms as to prevent and alleviate citizens suffering wherever it may be found in the society.
2) To incorporate the skills and capabilities that distinguishes the leadership service performance by motivation of citizens in the society where they belong.
3) To make changes in the area of insecurity challenges for protecting life, health and properties of the people in the society and ensure respect for the human dignity.
4) To spot leaders with private interest masquerading as a public good. "That's illegitimate legal way leaders".

How to Implement These Changes

- Leaders shall remain committed to promoting good corporate governance and best practices in the conduct of government's affairs.

- To ensure that government leaders shall take responsibility to focus their support on national development and capacity building efforts in the core areas of Strategy for the well-being of the citizens especially those in the local communities. This is because the good corporate governance engenders public trust and ultimately ensures that the government meets the expectation of all the basic needs of the people.
- There is also the need for the citizens in the society to be more committed in managing rural development process for their well-being.
- Government should improve our standard of education. As education is very important to the development of any society or a country in general. Government should also offer mandatory scholarship to students that outrival to enable them attend any tertiary institution in any part of the world like what other western countries does to her citizens.

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