

An Appraisal of Leadership Styles in the Public Sector in Nigeria and Its Effect on Productivity

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Article History

Received: 08.12.2017

Accepted: 24.12.2017

Published: 28.02.2018

DOI:

10.21276/sjbms.2018.3.2.8



Abstract: This paper centres on the appraisal of leadership styles in the public sector and its effect on productivity. The objective is to evaluate the leadership style practiced in the public sector and to ascertain whether or not it has significant role in the degree of efficiency or inefficiency in the sector. A study was conducted into the books of notable authors written on leadership and management and selected ideas are compiled in this paper report. Data used for analysis were collected through questionnaires and interview conducted. Analysis revealed that there is no one specific leadership style that is best for all situations and that the public sector is inefficient resulting in poor productivity. Finally, having discovered that leadership is an indispensable tool in any organization, the paper report therefore ended with recommendations pointing to the fact that leadership should employ any available leadership style that will be appropriate at any given instance and also motivate their subordinates in order to fulfill the goals of their organization.

Keywords: Leadership Styles, Inefficient, Indispensable, Productivity, Public Sector, Appraisal.

INTRODUCTION

The set up of the public sector consist of many units and thus there has to be an administration because each unit consists of human beings brought together in hierarchies set up making use of tools, equipment human and materials resources, all in a quest to attain the objectives for which the public service was established.

The process requires planning, organizing, command, coordination and control. In the opinion of [1], this constitutes administration since large numbers of employee have to be supervised, coordinated and controlled. This paper centres on leadership styles and its effects on productivity in Nigeria public sector. Public sector is that part of the economy that controls government spending and employment. During the early part of the indigenous rules the public service emerged as a powerful instrument for maintaining law, order and public safety and the formulation of policies. The essential of the public affairs management (public sector) machinery are represented by ministries, organizations or corporation responsible for a subject who forms a more or less discrete sphere of government responsibility.

The survival of any organization (Public sector in this case) depends on the performance of the leaders.

He moves the group within the constraints of its maximum capabilities to attain specified objectives. He handles people and motivates them to work with zeal and confidence. He is the architect of performance of his organization at all times.

Leadership has an effect on the performance of any organization such as in the public sector. It affects both the employee welfare and the productivity of the organization. For a leader to lead effectively and efficiently, he needs to understand his follower and the situation in the organization the situational variable which influence.

The effectiveness of a given leadership style are characteristics of the followers and task, organizational climate, power available to the leader, and leader-followers relationship. This understanding was presented by [18] who quoted the view of the

supreme military council that “honest and dedicated leadership can go very far in stimulating a greater sense of sacrifices in a community and there by sustain a successful self reliant development”. Also in the same view of positive oriented result he referred to Murtala charge to the Supreme Military Council that, “we must by our personal example of discipline, diligence, integrity and modesty, inspire the confidence of our people in our ability to conduct the affairs of this nation with firmness and justice”. From this therefore there is no gain saying that leadership is very important or is an essential need in the public sector for the implementation of government policies set up to impact the socio-economic lives of the people.

Basically, leadership relates to followership and there is need to discover why people follow. People tend to follow those that can be of profit or gain to them by satisfying their needs. The task of the leader is to encourage people to contribute effectively and willingly towards the accomplishment of organization goals and to satisfy their own needs in the process. To also support the above is [3,7] that leadership skill is helping subordinates solve their personal problems and this goes a long way to help increase employee productivity.

The word “skill” indicates that it is a cultured ability which has been learnt by those who do not have. In this view [5] observes that because of human characteristic of dislike of work most people must be coursed, controlled or threatened with punishment to get them put forth adequate efforts towards the achievement of organizational objectives. The search for a definite solution to the problem of leadership effectiveness in organizations and the public sector in particular and the best leadership style employed to increase employee morale has proved to be an endless pursuit of organizational theories. For the foregoing, the question is how effective is the leadership style in bringing about productivity in the public sector taking cognizance of good reaction of employee toward their organizations work and their environment?

The idea of leadership begins using the distinctive concentrate on the theory of “Great Man”. The advocate from the great man theory accepts that leaders are natural and also have inborn characteristics consequently, leaders can't be prepared. The term “Man” was intentionally accustomed to indicate the function of males only. Firstly, leaders were regarded as individuals getting success tales that have been largely connected with the military males [4]. Prompt enquiry on leadership additional shanties light on the most popular traits that differentiate leaders from fans.

The accentuated viewpoint refer to, if anybody has traits for example adaptive, receptive, determined, achievement-orientated, confident, decisive, enthusiastic, insistent, self-confident etc, he at that point is really a leader or prospective leader [5]. Well along

the leadership ideas were very likely near behavior styles that leader showed previously. Behavior paradigms were inspired to understand the behavior facets of leaders to ensure that individuals might be competent as leaders [4].

The objective of this paper is to review some known literatures relevant to this study. This review of related literatures is to enable the publishers know what other writers or scholars said and have written with respect to the study. Many papers have been written on related ideas regarding this topic, thus many of them would be reviewed by the writer and drawback. If any shall be identified.

MATERIALS AND METHODS

The paper depended on both primary and secondary source of data. To generate the primary data a field survey was conducted through the use of questionnaire. Therefore, the paper was quantitative as some relevant journals, textbook, paper representation and to a large extent internet (website) of some scholars. This paper is basically non-empirical since information is collected directly without changing the environment.

RESULTS AND DISCUSSION

The Concept of Leadership

Most definition of leadership are based on individuals' perspective depending on the specialization area being focused by the writers. Some of those were examined in the subsequent paragraphs.

Leadership has probably been written about formally researched and informally discussed more than any other single topic. Throughout history it has been recognized that the difference between success and failure, whether in a war, business, a project movement or a football game, all the attention given to it and its recognized importance, leadership still remain much a “black box” or unexplainable concept [12] simply described “leadership as influence” It is known to exist and to have a tremendous influence on human performance, but its inner workings and specific dimension cannot be precisely spelt out. Despite these inherent difficulties, a review of some of the widely classic studies on leadership especially leadership style can help set for the analysis of modern theories and style of leadership.

The husband may be responsible for hunting, farming etc, while the wife and children could be responsible for domestic commitments. Acquired experience of life as a result of age and knowledge in addition to strength result in the respects of others thereby having authority rested on them, this hold the group together. It enables men and women to work together under one umbrella of leadership and atmosphere. As mentioned earlier, leadership is an old concept. This is because of the leadership theories and

studies researched and propounded by many high well know scholars like Henry and Taylor whose view of leadership is “authoritarian”. His view is based on a leadership style that takes all decisions. His rational is “I do the thinking and you carry out the orders. Another theory worth mentioning here is that of [14] that advocated the democratic group oriented leader who provides general, rather than close supervisions.

Their own concern is the effective use of human resources through participant in the organization. They believed that individual and group participation will help in achieving the desire objectives in an organization. These things make people work in earnest so that the overall objective of the organization will be achieved.

In reviewing the various definitions and concepts of leadership, a lot can be reviewed in this area [2]. Defined leadership simply as “Influence, the act or process of influencing people so that they will strive willingly towards the achievement of group goals. The concept can be enlarged to imply not only willingness to work but also willingness to work with zeal and confidence. Zeal reflects ardors; earnestness and intensity in the experience in the execution of work: confidence reflects experience and technical ability.

From this definition, we could observe that leaders tend to help a group achieve objectives with the maximum application of its capabilities. They do not stand behind a group as they facilitate progress and inspire the group to accomplish organizational goals. A good example is that of an orchestra leader who responds in desultory fashion or with accuracy and enthusiasm.

In the opinion of [16] leadership is influenced while [15] reviewing from the same angle defined leadership as a way of stimulating and motivating subordinate to accomplish assigned tasks. They defined leadership as a way of “Stimulating and motivating subordinates to accomplish assigned tasks?”

They viewed the leader as being distinct from the group and are concerned with guiding conducting and directing the group. He moves the group within the constraint of its maximum capabilities to attain certain specified objectives. In order not to lose his identity just like other, “the leader takes his place before the group as he inspires the group to accomplish organizational objectives. The group will depend on the capabilities of the leader [10]. viewed leadership slightly from the authorities above. They see it at least as applied to formally organized enterprises, as the influential increment over and above mechanical compliance with the routine directive of the organization. In order words, an organizational role may encompass position duties and the entire many non personal things an individual must do to carry out a job.

Every group of people that perform efficiently, effectively and achieve maximum productivity in what is delegate is regarded as having somebody as head who is skilled in the act of leadership. In explaining leadership as it really functions with an organization and having been known to be an important feature is a process whereby one individual exerts influence on others. Several attempts have been made to clarify and depict the basis upon which a superior might influence a subordinate or a group of subordinates.

Challenges of Leadership

Challenges facing leadership can be classified into three categories as:

- Forces in leader himself?
- Forces in the subordinate?
- Forces in the situation?

Forces in Leader Himself

Leader’s behavior in any given situation will be influenced greatly by many forces operating within the individual. He or she will of course, perceive leadership problem in a unique way, on the basis of individual background, knowledge and experience. Among the importance of internal forces affecting the individuals are personal values system, confidence in subordinates, leadership inclination and feedings of security in an uncertain situation. The leader being there and other highly personal variable to each situation as force which consciously and unconsciously behavior which he/she can understand that makes a subordinate act in a given way and be more effective.

Forces in the Subordinate

A leader cannot effectively carryout all the duties of the organization alone. He must do it with the help of his subordinates. Therefore, before deciding how to lead a certain group, the leaders have to consider a number of forces affecting his/her subordinates’ behavior, leaders must remember that each employee is influenced by many personal variables and needs. In addition, each subordinate has a set of expectations about how the leader should act in relation to him. The better the leader understand these factors, the more accurately he can determine the style of leadership that will enable his subordinate to act more effectively.

The Forces of Situation

In addition to forces stated in the two preceding paragraphs, characteristic of the general situation will also affect the leader’s behavior. Among the more critical environment pressure that surrounds him are those which stem from the organization, the work group, the nature of the problem and the pressure of time. Those combine together to influence the leadership style adopted by a particular leader and this will have a simultaneous effect on the productivity of the organization.

Leadership Styles

[12] approach is that a leader's influence is dependent upon the types of leadership style he exercises. Therefore, a review of leadership becomes imperative in order to understand the leaders influence over his subordinate. Consideration of the leadership styles has long constituted a managerial dilemma. Several writers have created classification scheme to depict different kinds of leadership style. The managerial dilemma is epitomized by several well known powers such as:

- Are leaders born or made?
- Is effective leadership an innate character or is there a particular at or style to it?
- Do you have it be effective or vice versa?

Under the autocratic style, decision-making is under the control of the leaders, it can take the form of coercion, benevolence or manipulation. The democratic or participatory is when the decision affects the group or whom followers are able to make a contribution.

The laissez faire leadership style is the type that leaders attempt to pass the responsibility for decision making to the group while the benevolent leadership style is the type that has condescending confidence and trust such as master to servant. The participative has substantial confidence on subordinate but not complete confidence and trust but still wishes to keep control of decisions while the exploitative style has no confidence and trust in subordinate and so takes decision himself. With the general overall view on the styles postulated by theories, it will be a thing of interest to review the contribution of some of that theory. The focus will be on fielder's contingency approach and Douglas McCrery's theory "X and Y".

Effective Leadership

According to Engstro in 1976, for leaders to be effective those functions are to be put in place such as planning, organizing, directing, controlling and staffing.

Planning can be said to be thought out in advance and also it can be said to be how to do the work, who to do it and when it is to be done. Planning is important of all for effective leadership because the leader will have to plan for the organization. For example, the president of Nigeria will have to plan the budget of Nigeria since he is the leader of this country.

Organizing is also a process of seeing that the organizations financial, physical and human resources work together once planning and organization process is completed in the organization, directing becomes paramount. Purpose of directing function is to facilitate the accomplishment of organization objectives, staffing, then the organization plays a key function. How effectively leaders perform this staffing function will determine their success or failure as leaders.

Therefore, in enhancing high productivity in every organization, it is clear that there is no secret applying a particular leadership style. If any better understanding of the organization problem, the situation and the subordinate difference may lead to better situation of leadership style of individual.

Which Style of Leadership is the Best?

According to Armstrong in 1976, leaders are different so also are followers, which is another way of saying that some situation demand a style of leadership while other demand a different one. Leaders are different, organizations are different. Any given time the leadership needs of an organization may vary from another time. In addition to this, he said that organization in continually changing their leaders, allows that those leaders exercise different style at different times.

The appropriate style depends on a great deal on the task of the organization, the phase of lift of the organization and needs of the moment. An example of how the task of an organization affects leadership styles is that of a fire department that cannot function without at least some autocratic leadership. When the time comes to perform, to do what it was designed to do, autocratic leadership is a must. There is no time to sit down and discuss how to attack the fire. One trained person has to decide for the group, and the group must abide by his decision.

Organizations go through different phases. During periods of rapid growth an expansion, autocratic leadership may work very well, but during periods to be much more reflective to become more efficient participative leadership may be in order. Both consideration need to be tempered by the needs of the moment.

Public Sector Defined

[8] Defined public sector as government employment especially within the civil service where the provision of essential services or actuality of providing the public with essential goods and services is owned and controlled by the government. This is unlike the private sector. It is part of a free market economy that is made up of companies and organization that are not owned or controlled by the government.

Background of Nigeria Public Sector

Centuries before the advent of the Europeans, Nigeria (then tribes) like other part of Africa had its own system of labour and labour relations. Most of the royal or state services at that period were apparently executed by communal labour but services were paid for in cash or in kind.

According to [9] royal courts were bound to keep in services certain categories of works such as court messengers, town criers, bell rings tax collectors,

police, gaolers and staff of the royal house hold. All these categories of workers draw their main livelihood from the royal purse. From the above therefore, it can be said that before the arrival of the British on the scene, the nucleus of modern public service was already in existence, while the concept of modern system came into being when they introduced their administration into Nigeria. None of the writers could pinpoint directly the origin of modern civil service.

But in the case of Elias in 1979, little is known of origin of the civil services in the old ages settlement but it is reasonable to support that the nucleus of the old civil services of the latter days must have been established fairly soon after the introduction of normal government service and the administration of the public affairs of the settlement in his own opinion, Allan in 1972 stated that the earliest civil servant were recruited from the West Africa countries such as Ghana and Sierra-Leone, where a number of men of sufficient education were obtained for the services of the newly organized government of Nigeria, but as Wey in 1997, colonial type of civil service existed to maintain law and order for the peaceful evacuation of raw material to the metropolitan countries.

Unlike the present civil service it was not designed to serve the basic and survival need of the Nigeria people but white man's machinery to ensure the distribution of white civil servant and military personal all over the British Empire. These personnel were subjected to an ultimate authority in Britain; he ended up saying that by the time of his writing the ultimate council (ATRC) who gave orders concerning the public sector.

Other Public Sectors

The other arms of the public service were not wrapped in mystery as the civil service. According to [8] it originated from the coordinative objective of the British Intervention in local government administration, to abolish the slave trade, to facilitate commercial intercourse and protection of the Christian missionaries. Because of this a consular guard of thirty (30) men was formed to maintain peace and ensure adherence to the local rulers.

The nucleus developed so rapidly to meet the needs young administration and was therefore reconstituted by an ordinance in 1863 as the Hausa police, this eventually developed into modern Nigeria force, and other public sector established are they Nigeria army formed in 1906 as part of the West African frontier force which was taken over in 1958 by the federal government. The Navy was formed in 1958 and the Air Force in 1960 [12]. went on to say that narrow mindedness thwarts acceptance of new ideas and traditions resists change for a changes to be effective, the leader must

- Check the change in his pocket (emotional support in form of bargaining chips at the beginning of a relationship). Weak relationship aborts before change
- Solicit the support of influence before the changes is made public
- Develop a meeting agenda that will assist change
- Encourage the influence to influence other informally. A for the formal meeting. Major changes should not surprise people.
- Show the people how the changes will benefit them
- Give the people ownership of the change.

Also talking on leadership problem in developing country, [11] gave six key issues facing some public sector in developing countries and among these are introducing performance management in the public service, managing rapid change, designing a strategic vision and developing own thinking capacity. All these affect productivity for which [17] has this to say that it is contended that there is a recognized correlation between good public sector leadership and sustainable development and effective poverty eradication. We thus have much to achieve if we are to ensure that we establish the best possible intervention for the development of public sector leaders.

From these therefore there is need for a change in the public sector leadership for that sector to be productive to the betterment of the society appreciating the need to improve the leadership structure of the public sector in developing countries [17]. agreed that there is a recognized correlation between good public sector leadership and sustainable development and affective poverty eradication. He went on to say that we shall achieve much if we establish the best possible intervention for the development of public sector leaders. Definitely, this demands training and retraining in order to bring enlightenment and enlightenment brings the most needed change.

The productivity concept and performance appraisal [6] defines productivity as a term used in economic to describe how efficiently an economy's resources are used in the process of production. Productivity is a measure of production efficiency, a ratio between output and input. There is no standard basis of calculation or scale on which productivity may be measured in different situation. The outputs figure may be measured in physical units can alter the basic line.

The importance of productivity in any organization can hardly be overstated. Organizations spend millions of naira every year in order to recruit employees who are best suited for their position. He also said that productivity has been defined in many different ways. It is the measurement of how well resources are brought together in organization and

utilized for the accomplishing a set of results. There are people who are expected to produce according to or exceed predetermined standards productivity is reading the highest level of performance with the least expenditure of resources.

Productivity is often seen as total input divided by the total output the effectiveness of the use of the factors of production to produce goods and services is commonly referred to as productivity. An effective integration of resources, physical and human will yield high output. Productivity includes. There major elements. (a) Output (b) Resources Committed (c) Time productivity is the output resulting from a given resource input at a given time. It is a recognized fact that productivity is a critical factor in economic and social development for it determines the standard of living of the citizen.

Productivity in an Organization

“If a leader sees high productivity as a path leading to attainment of one or more of his personal goals he will tend to be a higher producer. Conversely, if he see how productivity as a path to the achievement of his goals, he will tend to be low producer” His productivity is determined partly by his skills which itself depends both on his natural attitude and on his training and education it also depends on the efficiency with which his work is organized, “Anything which reduced the leaders productivity is a direct attack on the leaders interest. To rob a leader of his productivity is like robbing a farmer of his crop, it is by its natural a crime”.

According to Fashola, Unocha in 1978 and Ashaver in 1988, most of their effort has been fruitful, but a lot is yet to be done if it agreed that the provision of Adequate and proper incentives to leaders could guarantee lasting organizational harmony.

Main Causes of Low Productivity

[13] Observed that a natural workshop on productivity divided the major causes of low productivity in Nigeria into four sections.

- **Economic Factors:** This deals with the reward system employed in Nigeria. This is no correlation between effort expended by an employees and the reward that he receives in the organization. When an employee believes that he receives in the organization. When an employee believes that equity does not prevail, he is bound to with hold a measure of his productivity in order to restive equity. That is, the in ability of the employee gives adequate compensation to employees, who as a result put in the best minimum effort in the attainment of organization goals. There appears to be no commitment and no goals congruency. To encourage higher productivity, it is essential that a system of reward must be designed that attempts to equate hard work and reward.

- **Sociological Factor:** Employees treasure a sense of belonging in an organization and resent any effort in the part of management to perceive and treat them only as cost of production. Many Nigeria employees lack a sense of belonging in their organization and act so strangers. They do the least possible to avoid losing their employment. As long as employees feel that they do not belong, there is a tendency for them not to exert themselves or have a full sense of commitment and dedication. The privileged few in the organization have more than their own share of company wealth. However, in many organizations, there are some vocal but lazy employees who have very poor attitude to work. There demoralize the dedicated ones consequently, productivity falls.
- **Managerial Factor:** As previously stated the success or failure of an organization depend on management. An unproductive and undisciplined supervisor can hardly motivate employees. Many Nigeria mangers are lacking in the elementary principle of organizational behavior for the fact that some were technicians, company secretaries and lawyers, while majorities are high school graduates who does not know to identify employees’ goals and link them with organizational rewards in order to motivate employees. Some employees do not know what rewards are available or the means (path) to achieve those rewards. Many managers do not appreciate the importance of performance evaluation and feedback. This employee get frustrated, productivity suffers.

In addition, he observed that “the managers attitude to work, his quest for excellence and his continued expectation of higher standard of excellence influence the performance of his subordinates” Furthermore he said that “A manager that accepts how quality a mediocre performance or appears to rationalize for employees where quality work is required is directly encouraging standard performance” He further observed that productivity is never sense of justice and emotional stability.

Technology: technology as used have involves the use of new ideas, techniques, innovation, methods and material to achieve results. In Nigeria the lack of proper information to help entrepreneur select the appropriate technology is one of the major cause of low productivity, Increase productivity results from a lot of factors among which are improving working conditions and taking bore down out of routine tasks. Similarly, it depends upon the attitude of workers towards their work. Aware of this important relationship between the workers are productivity management uses such techniques as job enrichment, group incentive, promotion opportunities joint labour management productivity team etc.

CONCLUSION

Conclusively, leadership is indeed an indispensable tool in an organization? The survival of every organization depends on the ways the leaders conduct themselves. If leaders integrate employees and organization goals, it will improve the relationship between the management and subordinates. Thus living to achieving their desired productivity, the successes of an organization this depends largely on the degree of level to which the leaders are able to create a good organizational climatic that will make employees participate with great enthusiasm towards the attainment of the organization goals.

From the above therefore, it is discovered that the leaders then is the life blood of any organization without his right and dynamic leadership. The utilization of men, money, materials and machines for production purpose will not be possible. Having researched into the leadership concept of the public sector, therefore, there is need to change the orientation of both the management and the employee towards productivity.

RECOMMENDATION

In view of the finding above the researchers wishes to recommend the following that will help those in charge with the problem of achieving organization goals in applying particular leadership style when dealing with subordinates, these will also foster better relationship between employees and employers and also increase the efficiency and productivity of organization particularly those of the public sector.

- The study recommends that leaders should always try to influences and motivate subordinates for the survival of the organization.
- Management should note that there is no one best leadership style in all situation who solving a problem. Therefore adopting particular leadership style should depend upon the problem at hand, the analysis of the situation and the way the leadership perceive the situation as at that time.
- To foster a good relationship between employees in organization leaders should try to operate the leadership style that gives room for employee participation in decision making. This will give employees a sense of belonging which leads to their working with enthusiasm towards the achievement of organizational goals.
- For increased productivity, leaders should always try to integrate employee and organizational goals. When employee needs are met directly or indirectly. It will be a source of motivation to them and consequently increase their performance and total productivity.
- Organization should decentralize their activities so as to give room for efficiency
- For increased efficiency and productivity in the public sector the organization should be given their degree autonomy. This will enable their

leaders to be more effective in the discharge of their duties.

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