CHAPTER ONE INTRODUCTION

1.1 Background to the Study

The intricate interplay among leadership, governance, nation-building, and development administration is undeniable. This complexity stems from the fact that leadership, both in theory and practice, profoundly influences the outcomes of governance on national development processes. As Warren Bennis, a renowned authority on leadership, aptly stated, "leadership is like beauty: it is difficult to specify, however you understand it when you see it." This sentiment rings true, as leadership's impact is unmistakable. This study delves into the nexus between development administration and administrative progress, exploring concepts of public administration and management within the context of national development, the role of leadership, the prevailing leadership culture in Nigeria, and the challenges facing leadership in modern Nigeria through a meticulous examination of the institution of political leadership.

According to Abdulsalam (2007), scholars like Riggs and Pye have shown interest in understanding the connection between nationwide development administration and environmental factors, particularly those represented by economic stakeholders and social values. Katz emphasizes the technical requisites for effective development administration, including finance, human resources, information, logistics, and other pertinent variables. Obiozor (2015) contends that Nigeria, born with optimism in 1960 upon gaining independence, has since experienced 57 years of uncertainty and unpredictability. During this period, numerous assessments and conclusions have been drawn regarding the critical issues contributing to Nigeria's struggle with nation-building and national development. While other nations that were at par with Nigeria in 1960 have made significant progress and developed relatively stable political and economic systems, countries like Singapore, Taiwan, Indonesia, Malaysia, and South Korea have transformed into the Asian Tigers within a span of thirty years.

Obiozor further explains that while the latter group progressed, African nations, including Nigeria, have been plagued by recurring violent conflicts, armed insurgencies, cross-border terrorism, persistent economic challenges, rampant corruption, famine, diseases, poverty, and political instability. What accounts for this disparity? In light of this dilemma, this study seeks to examine the intertwined relationship between leadership and good governance and their impact on nation-building within the Nigerian context (Obiozor, 2015).

There is no doubt that there is crisis in the nation, they consist of all the crisis of political, social and economic development identified by Olugbade (1987) in Lucan Pye. Efforts at dealing with the dilemma have been utter failure since the problems have not been dealt with instead we have been busy chasing after the shadow. Among Nigeria's fault lines was for long time attributed to leadership failures and others were defective political and economic structures. Ele (2013) opines that there is often presumed the collapse of state structures, whether through defeat by an external power or as a result of internal mayhem, leads to a vacuum of political power. This is seldom the situation. The mechanisms whereby political power is exercised might be much less formalized or constant, however fundamental concerns of how best to guarantee the physical and economic security of oneself and one's dependents do not just vanish when the institutions of the state break down. Non-state actors in such circumstances might exercise differing levels of political power over local populations, sometimes offering fundamental social solutions from education to healthcare. Also where non-state actors exist as parasites on local populations, political life goes on.

Unfortunately, in Nigeria today, a lot of the leaders have had the tendency to plunder, defraud, embezzle, mismanage and at the same time envy one another with impunity and relish, (Bamidele 2012). He went further to reveal that the leaders have likewise been possessive, egoistic, self-centered, individualistic, callous, greedy and deceptive. The leaders and their regimes/administrations/governments were deeply engrossed in excessive acts of corruption, impropriety, mismanagement and squanderism. Hence, this study seeks to examine the effect of good leadership and administration in nation building.

1.2 Statement of the Problem

Since the achievement of independence in 1960, Nigeria has been battling with the issues of nation building. These issues have been the inability of Nigerians to raise a genuine leader whose dedication to the efficient advancement of the nation would certainly be patriotic and nationalistic. The succeeding governments since independence have been characterized by imperfections, consequently making good governance an illusion. Throughout the civilian and military regimes in Nigeria, the majority of the leaders have been unable to come up with programs and efficient plans that ought to be advantageous to the Nigerian nation. The majority of these leaders have been after selfish gains and thus accumulate riches for themselves.

It is axiomatic that the high quality of leadership in a nation impacts the degree of development. Poor leadership and bad governance can yield to political instability and underdevelopment. Nigeria is honored with a wealth of mineral resources and a vast land. It is not a daydream to anticipate Nigeria to soar high like the widely known economic titans of the global north, however still, Nigeria wallows in socio-economic, political and infrastructural decadence and sluggishness. To this end, it comes to be a point of concern for one to start to picture how Nigeria will ever rise from decadence and her impoverished state being that those that are meant to steer the wheels of the nation to the country emancipation and prosperity, lack the sanity and morality to do so.

1.3 Objective of the Study

The main objective of this study is to explore the effect of good leadership and administration in nation building. Specifically, the following form the basis of this research study to:

- i. determine the positive impacts of leadership and governance to nation building.
- ii. explore the importance of leadership in nation building.
- iii. understand the challenges facing leadership and nation-building in Nigeria.

1.4 Research Questions

- **i.** What are the positive impacts of leadership and governance to nation building?
- **ii.** What is the importance of leadership in nation building?
- iii. What are the challenges facing leadership and nation-building in Nigeria?

1.5 Research Hypothesis

Ho₁: There is no significant impact of good leadership on economic

development of Nigeria.

1.6 Significance of the Study

This research work is of great relevance to the society at large. This is applicable to the government, the readers of this research work and to the researcher. "A problem shared they say is a problem half solved". This study will be beneficial to the government in the sense that, the weak-points and shortcomings of all the sectors of the nation would be pinpointed and displayed based on findings, thus proffering reliable solutions and measures to be taken, so as to attain the lofty height of good administration and national development.

The benefit of this research work to the readers is that hopefully at the time they are done with the reading of the work, they will be upgraded intellectually and also will be highly informed of the up and doings of the current administration, including the weaknesses, strengths, success and achievement of both the past and present administration. Knowledge they say is power. Hence, this research work will serve as an eye opener, which will give the readers insight on how to participate and also partake in the political affairs of the country geared towards the achievement of national development.

Finally, this research work will to a large extent, widen my scope of knowledge, especially in my course of study "Public Administration". It will help me become a better administrator, with good leadership qualities if applied, knowing what leadership style to adopt and apply as a potential leader.

1.7 Scope and Limitations of the Study

This study on the effect of good leadership and administration in nation building is a broad subject which can take an intellectual toll on the writer as well as the reader. For simplicity purpose, the scope has been limited to our country Nigeria, using the present administration of President Muhamadu Buhari as a case study.

The limitations of the study include time and financial constraints and unavailability of some documents that are relevant to this research work.

1.8 Definition of Terms

- i. Staff: This refers to the human resources available in an organization that will deal with planning, decisions, and execution of the functions that will inform the significance of the existence of the organization.
- ii. Training: Training can be seen as the formal procedure which an organization uses to facilitate employees learning so that their resultant behavior contributes to the attainment of the organizations as well as the individuals' goals and objectives.
- Organization: An organized body of people with a particular purpose, especially a business, society, association, etc.
- iv. Effectiveness: This refers to the capability of producing a desired result or the ability to produce desired output. When something is deemed effective, it means it has an intended or expected outcome, or produces a deep, vivid impression.
- Leadership: This is central to the control motivation and direction of every human society towards development, progress and meaningful achievement in all spheres of human existence.

1.9 Organization of the Study

This research work is organized in five chapters, for easy understanding, as follows: Chapter one is concern with the introduction, which consist of the (overview, of the study), historical background, statement of problem, objectives of the study, research hypotheses, significance of the study, scope and limitation of the study, definition of terms and historical background of the study. Chapter two highlights the theoretical framework on which the study is based, thus the review of related literature. Chapter three deals on the research design and methodology adopted in the study. Chapter four concentrate on the data collection and analysis and presentation of finding. Chapter five gives summary, conclusion, and recommendations made of the study.

REFERENCES

- Abubakar, S. (2008). The "Challenges" of Nation Building: Nigeria, Which Way Forward? in C.B.NOgbogbo and O.O.Okpeh, (Eds) Interrogating Contemporary Africa Ibadan. Historical Society of Nigeria, 36.
- Awolowo, O. (1968). The Peoples Republic, Oxford University Press.
- Ayodele, B. &Olu-Adeyemi, L. (2015). Leadership Crisis and Africa's Development Dilemma: The Case of Nigeria, LUNARPAGES.COM'S CAVEAT EMPTOR- A story of Technical Incompetence – October, 14. Pp. 45-59.
- Binger B.T. (2010). The Poverty of Leadership in Nigeria 1960-2010. Nigeria at 50: The Challenges of Nation Building. Olayemi Akinwumi, Mamman Musa and Patrick Ukase (Eds). Historical Society of Nigeria. P.7.
- Chikendu, P.N. (1987). Political Leadership and Nation Building in Nigeria. In S.O. Olugbemi (eds) Alternative Political Future for Nigeria, Lagos: NPSA Publisher. Pp. 249-258.
- Chimakonam, J.O. &Ogar, J.N. (2015). Democratic Leadership in Nigeria's Fourth Republic: A Loss of the ideals of Nationalism. In Y.K. Salami, J.O. Famakinde& G. Fasikun (eds) Nationalism and Economic Justice in Nigeria, Ile-Ife: Obafemi Awolowo University Press, 78-98.
- Ekeh Peter, (1994). Nigeria's Emergent Political Culture in Ekeh Peter, Patrick Dele Cole and Olusanya Gabriel (Eds). Nigeria Since Independence- The First 25 Years. Nigeria. Heineman Educational Books. P. 197.
- Folarin, S. (2010). Africa's Leadership Challenge inthe21st Century: A Nigerian Perspective. African Journal of Political Science and International Relations. 7(1),1-11.
- Obiozor, G. (2015). Nigerian Politics, Leadership and Nation-Building, A Seminar Paper Presented Leadership Forum, Abuja, October 8, 2015. Pp. 1-25.
- Odo, L.U. (2015). Democracy, Good Governance and Development in Nigeria: The Challenges of Leadership. Journal of Humanities and Social Sciences 2 (6), 1-09.
- Okotoni, M.O. (2017). Governance Crisis and State Failure in Nigeria: Are we all Guilty? Inaugural Lecture Series 299, Obafemi Awolowo University, Ile-Ife. Pp. 1-3
- OsuntokunAkinjide, (2013). Domestic and Foreign Dimension of Nigeria's Politics. Ekiti State. Nigeria. Ekiti State University Press. P.129.
- Oyedepo, D. (2000). Making Maximum Impact. Ota, Dominion Publishing House.

Salgman, L.G. (1968). The Study of Political Leadership: The American Political Science Review, Vol. 44, No. 4. Pp. 56-71. Utomi, P. (2004). Leadership as Impediment to Development. Lagos, Guardian Newspaper, March4, p13.

CHAPTER TWO LITERATURE REVIEW

2.1 Leadership

Leadership and followership are two concepts that have been defined and explained by scholars from different perspectives and backgrounds. According to Bryman (1992). Leadership is a process of social influence whereby a leader steers members of a group towards a goal. This implies that the leader is an influential member of the society and must as such guide the members towards attainment of societal goals. Odo (2015) asserts that; "when people come together for a purpose, there would emerge a leader to organize them to achieve the desired task. Thus, leadership is one of the most important elements for order and progress in any human endeavor and society".

Leadership is paramount and central to the control and management of resources (Human and Material) in a given society. When a society is without a visionary leader, it may be heading towards doom. Corroborating the above, Fayemi (2009) cited in Odo (2015) opined that: Leadership is central to the control motivation and direction of every human society towards development, progress and meaningful achievement in all spheres of human existence. It encompasses economic, political and socio-cultural spheres of every society and has the ability to either "make or mar" the society. Leadership is the ability to take an initiative, to motivate, to influence, to direct and control the thoughts, opinions and actions of the followers in any given society towards the achievement of purposeful end (Odo,2015).

The implication of the above is that there is a strong relationship between leadership and followership in any given

society. In an ideal situation, the emergence of a leader is the outcome of a decision taken by the followers on who should lead them. Such leaders who emerge from the selection process of the followers ought to be guided by the laws, rules and regulations of the society. Failure to lead the people (followers) towards the actualization of societal goals attracts a penalty or total rejection as the law demands.

Furthermore, Tamenbaum cited in Thom-Otuya (2012) "defined leadership as interpersonal influence exercised in situation and directed through communication process, toward the attainment of goals". To Utomi (2004), "Leadership is the art of mobilizing in a least cost manner to achieve a clear goal". Newman (1997) on the other hand explained the concept leadership as the "special and unique ability to influence people to move towards goals that are beneficial and meet the group's best interest". Oyedepo (2000) sees leadership as pure service to humanity. This implies that a leader is actually a servant, a selfless servant who is preoccupied with the tasks assigned to him and deliver as expected or positively as unexpected". This means, he is a goal getter, an extra ordinary performer who is results-oriented and collectivist in diligently and commit ally seeking and finding solutions to concerns of mankind" (Folarin, 2013).

From the above definitions of leadership, one thing that is paramount is result or attainment of goals. The leader must be result-oriented in order to win the minds of the followers. This can be achieved through selfless service to humanity. For the purpose of this paper, people shall limit our definition to political leadership which is the bedrock of other aspects of leadership. Political leadership is the one that provides direction to a country, state or local government with the purpose of attaining set goals which in this paper referred to nation building. Political leadership is therefore, "challenging, particularly in a developing society such as Nigeria where there exists a lot of yearnings and demands for rapid socio-economic and political development (Odo,2015).

As enormous as the task of leadership in Nigeria, the political leaders have failed in the responsibility of leadership. In their quest for nationhood, they have deviated due to lack of vision, ethnic sentiment, and corruption. This has over the years created bad leadership and administration in nation building as will be discussed in this study.

2.2 Nation Building

To fully understand the meaning of nation building, an important starting point is an understanding of what a nation is. In its ideal form, a nation is a group of people living in the same territory, with a common history, culture, mostly the same language and the same identity. In a nation, the people see themselves as one with a shared destiny. This enhances bonding and sense of belongings. Similarly, in a nation, the "we" feeling and consciousness of kind are remarkably high. It is very clear that Nigeria is not a nation. Unfortunately, though Lord Lugard forced the different ethnic nationalities to start cohabiting, for one hundred years now, Nigeria has still not attained the status of nationhood. This explains the reason why Nigeria has been variously described as a mere geographical expression by Awolowo (1968) the former premier of western Nigeria and as the mistake of 1914 by Sir Ahmadu Bello, the late of Premier of Northern Nigeria and the Sarduana of Sokoto.

Nigeria is a state in search of nationhood. Nation building therefore is the process of galvanizing a people within a state to continually see themselves as one who are pursuing the same development goals. Painfully, in Nigeria people see, themselves primarily as Hausa/Fulani, Igbo, Yoruba, Tiv or Urhobo and only secondarily as Nigerians. This state of affairs does not augur well for growth, development and particularly for nation building. It is for this reason that, Nigeria fought a fratricidal civil war which has further divided her, and the scars are still with her till today.

Furthermore, Nigeria's political leadership since independence has failed dismally to pursue nation building agenda. Political and military leaders (because the military dominated the politics of Nigeria for a long time) failed to initiate programmes that will unite the different peoples of Nigeria. That is why a scholar like Adebayo Adedeji described the relationship between the different ethnic groups of Nigeria as a marriage of strange bed fellows who are merely cohabiting without marriage. Nation building in the context of Nigeria entails that the political leadership should be working towards overcoming the challenges causes by our erstwhile colonial leaders. Such challenges include the divide and rule policies, perpetuating the disconnect, between state and society and pursuing developmental politics which seeks to promote the interest of the masses irrespective of ethnicity, religion or place of birth.

2.3 Nature of Nigeria's Political Leadership

To understand leadership challenges in Nigeria and how to overcome them the peculiar nature of Nigeria's and to a large extent Africa's political leadership has to be understood. From the onset, it must be understood that, it has its roots deep in its colonial heritage. The political leaders who inherited power from the colonialists failed to redefine leadership in such a way to take their historical and cultural realities into account. Rather, they copied the models and methods of the colonial masters and inherited the political structures which they left behind. The political leaders especially of the first republic were not cognizant of the fact that, erstwhile colonial masters were ruling "conquered" and dominated people. Therefore, their oppressive techniques were easily understandable. Under colonialism there was visible disconnect between leadership and followership which unfortunately the early political leaders who won independence failed to alter.

Moreover, in Nigeria, the nature of politics has also influenced the attitude of political leadership. It is a scenario where politics is seen as business and not as service. Indeed, in Nigeria, politics is the shortest course to wealth. This contrasts from the Western World where politics is for people to serve and immortalize their names. Deriving from the above is the obnoxious attitude of the political leadership which believes that politics is a game of winner takes all. This has often times heated the polity and bred political intolerance.

Moreover, politically, Nigeria has had to contend with a leadership that has failed to harmonize or build bridges of love and understanding that cuts across ethnic, cultural, religious and political divides. Rather, the differences along these lines are exploited to fan the embers of ethnicity and religious bigotry. Thus, the often touted pronouncements on "Unity in Diversity" or

though "tribe and tongue may differ, in brotherhood we stand" are mere self-seeking political statements. Nigeria's political leadership is not accountable to the followership and painfully the followership does not demand accountability from them. Therefore, they operate more as rulers than leaders.

2.4 Nationalism and the Making of Nigerian Leaders

It is pertinent to go back a little on the memory lane, to understanding how Nigeria actually arrived at this sorry state of affairs. The British ruled Nigeria in regions—Northern Region, Eastern Regions, and Western Region during the colonial period. Later, they created a Mid-West region for the southern minorities but failed to create a Middle Belt region for Northern minorities (Binger B.T, 2010). When the British amalgamated the Northern and Southern Protectorates to form the country Nigeria in 1914, the nationalists who were to lead the movement for independence emerged from these regions. They were not national leaders but were regional leaders who wanted to get a mandate of their regions to enable them to gain control of the power at the center.

In 1960, when the British therefore handled overpower, Tafawa Balewa became the Prime Minister, Ahmadu Bello, became the Premier of the Northern region. Dr Nnamdi Azikiwe from the Eastern region became the president of the country (a ceremonial head just like the Queen in England) and Obafemi Awolowo was for the Western region but he was later challenged by S.L. Akintola. These regional leaders belonged to the major ethnic groups in the country, representing the different regions. In the East were the Igbo, in the West were the Yoruba and in the North were the Hausa. There was no place for minorities (Binger B.T. 2010).

Looking at things from the time of colonialism and the effects of colonial rule on the body polity of Nigeria, one may come to terms with the belief that it is the lack of good leadership that explains generally the deplorable state of affairs in Nigeria. In the pre-colonial era, leaders emerged after having solved major societal problems. This, by default had an effect on nation building of that time. The story of Eweka Dynasty with reference to the establishment of monarchy in the Benin Kingdom is a clear and good example of this. It thus turns out to mean that in pre-colonial times, the peoples who became known as Nigerians had true and good leaders. The implication of this is that leaders in pre-colonial Nigeria, having solved societal problems, had better knowledge on how to lead their people, and they also developed the society and positively influenced their kingdoms expanding them beyond their original domains.

With the advent of colonialism, new political structures comprising an aggregate of different peoples emerged as the system of the new state. In the post-colonial era, the new political players have only emerged essentially as rulers and not leaders because there has been a major disconnection between those who superintendent over the affairs of the state and their citizens. Colonialism laid the foundation for the transmission of the political structure in Nigeria to produce rulers rather than leaders (Binger B.T, 2010). This is as a result of the multi-ethnic nature of the new state which has posed the challenge of producing a leader that would be acceptable to the various regions and groups in the country. In the colonial period, Nigeria had leaders like Nnamdi Azikwe who launched his West African Pilot newspaper in 1937 which preached freedom and nationalism.

Also, Obafemi Awolowo was a successful lawyer with a nationalistic mindset. Most of the leaders during this time were successful and they were called to service. They did not go into politics because of money. As an anti-thesis, today people in positions are those whose aim and objectives or interests are to misappropriate resources and expand their personal empires at the expense of the nation's goals and interests. More so, a critical aspect of leadership in Nigeria is the intervention of the military. The first generations of the military rulers were illiterates who did not have quality education and little or nothing about good and true leadership and governance as well as nation building.

At independence Nigeria adopted the Westminster system of government which also is called the Parliamentary system. The nation later became a republic in 1963. The three regional leaders became the rulers of the new nation of Nigeria. Nnamdi Azikiwe became the Governor General and President; Obafemi Awolowo the Premier of the Western Region while Ahmadu Bello and Tafawa Balewa were the Premier of Northern Nigeria and Prime Minister respectively (Abubakar, S. 2008). Policies, therefore, had to come from them and when they were good, the nation benefited from such policies but when they were not good, as the case turned out to be, Nigerians bore the brunt of it. Corruption and lack of committed leadership can be traced to the period of the First Republic (Binger, 2010). And inter-ethnic acrimony among the founding fathers, dirty and selfish politics of the nation prompted the first military coup on January 15th 1966 that put an end to the First Republic (Binger, 2010).

2.5 Positive Impact of Leadership and Governance to Nation Building

During the colonial period in Nigeria, nationalists sprang up and agitated for the independence of Nigeria. There were leaders like Nnamdi Azikwe, Obafemi Awolowo, Anthony Enahoro, Hebert Macaulay, Ahmadu Bello, among others who came on board, not for the purpose of amassing the wealth of the country for their own personal interests, but they were individuals who had their own occupation before coming into the political scene thus they had the interest of the country at heart. For example, Azikwe's West Africa Pilot was wildly read in West Africa, Obafemi Awolowo was a lawyer as mentioned earlier. These leaders emerged to solve the country's problems of their time. Their effort on nation building is that their agitation resulted in the independence of Nigeria in 1960. After independence, Nigeria experienced different leaders and rulers; some were for the general good of all while most of them came on board to amass wealth for themselves.

Nevertheless, several programs and policies have been evolved by Nigeria leaders to promote nation building in Nigeria. The introduction and establishment of the National Youth Service Corps (NYSC) Scheme in 1973 by Yakubu Gowon was to bring Nigerian youths from different ethnic and religious backgrounds together and offer them the opportunity to live together, interact closely and intimately, share experiences, ideas, values and beliefs. This is a tool that has continued to foster unity in Nigeria and this program has brought about the promotion of national integration in Nigeria. Besides the introduction of the NYSC scheme, other contributions of Gowon to nation building are the creation of 12 states, launching of the first National Development Plan and establishment of modern infrastructure in Lagos (Ekeh Peter, 1994).

Under Murtala Mohammed

and Buhari, the military leaders took a tough stand on indiscipline. The implication of this on nation building is that it brought about orderliness in the country. Also, the creation of states under the military heads of state aimed at promoting national integration within the country. The implication of state creation by the leaders on nation building is that it gave the minority group a sense of belonging in the nation. Also it allows more people to become involved in the politics of the country (22).

In the early years of independence, Nigerian leaders pursued a dynamic foreign policy that was Africa-central, for instance the creation of ECOWAS- Economic Community of West African States was an initiative of General Yakubu Gowon who was a former military head of state in Nigeria. Also, Tafawa Balewa upheld the idea of Africa as the center-piece of Nigeria's foreign policy when he maintained that "we belong to Africa, as such Nigeria will pursue the realistic of Africa policies" (Ekeh Peter, 1994). Their contributions have had a positive impact on nation building in Nigeria as "Giant of Africa".

On his part, Olusegun reformed agriculture with the 'Operation Feed the Nation' program. He was the first Nigerian military head of state to hand-over power to the civilian and hosted FESTAC 77, the largest cultural event ever held on the African continent. He built Warri refinery and Murtala Mohammed Airport, set up the Joint Admission and Matriculation Board (JAMB) and introduced Universal Free Education (UFE). Obasanjo's role is one of the major landmarks in the promotion of nation building. His diversified policies has helped to integrate the nation and to achieve effective nation building in Nigeria.

Shagari was known for his food sufficiency program "Green Revolution", launched large- scale housing programs that built estates like the Shagari Estate. He completed the Delta Steel Complex, and invested heavily in the Ajaokuta Steel Complex, and the Steel Rolling Mills (Ekeh Peter, 1994), though the Ajaokuta plant is yet to be relevant. War Against Indiscipline was the hallmark of Buhari's administration. He was known to be incorruptible leader and championed anti-corruption crusades. The effect of this on nation building is that during Buhari regime as the military head of state, there were minimal cases of corruption in the country, as the leader was able to curb the menace of corruption. He also changed the color of the Naira to prevent it from being hoarded outside the banking system. Babaginda launched primary health care programs aimed at extending immunization to all parts of Nigeria. The implication of this for nation building is that the health care center was improved upon. He built the Third Mainland Bridge in Lagos, made significant developments in Abuja and started the privatization and commercialization of public enterprises (Ekeh Peter, 1994).

AbubakarAbdulsalem (1998-1999) returned Nigeria to democracy after 20 years of military rule; he ensured a quick transition program and constructed the Eagle Square in Abuja (OsuntokunAkinjide, 2013). He also promulgated the 1999 Constitution which is still in effect till date. Obasanjo stabilized democracy during his second coming as the civilian president of the country. He embarked on Pensions Reform, established the Independent Corrupt Practices Commission (ICPC) and Economic and Financial Crimes Commission (EFCC) all of which have had tremendous implications on nation building by fighting crimes in the country. He secured debt relief for Nigeria from Paris and London Club, introduced the Global System of Mobile (GSM) and had an extensive privatization program of public enterprises (Olukogbon Comfort, 2015).

Umaru Musa Yar'adua came up with the 7-Point agenda framework which constituted the most important policy framework of his administration. He also initiated the Amnesty Programme for Niger Delta Militants. The implication of the Niger Delta Amnesty was that it brought about peace to the region where there was chaos. He focused on the need to strengthening and consolidating internal governance and growth structures. Goodluck Jonathan rebased the Nigerian Economy making it the largest in Africa. The idea of "Good People Great Nation" under the umbrella of rebranding Nigeria under Goodluck Jonathan regime was to foster a sense of nationhood in the country in the sense that he (Goodluck) was making effort to remove Nigeria from the world list of terrorism and to make Nigerians to be seen as good people rather than bad people. He established Almajiri Model Schools for the northerners, embarked on reforms of the agricultural and power sectors. Jonathan invested in sports from which the nation reaped the benefit as Nigeria won the African cup of Nations, the African Women's Champion, the Under-17 World Cup and 11 Commonwealth Games gold medals during his dispensation. He also deepened democracy by conducting a credible election and conceding defeat in the 2015 presidential election. Buhari on his part came up with the readiness to fight corruption and terrorism and as well build on infrastructure. This is where we have been since we gain independence in 1960.

2.6 The Importance of Leadership in Nation Building

Nigeria has had a long history of democratic experiment but never getting it right. Authoritarian role by an institutionalized oligarchy set of people that constituted the main structural obstacle to actualizing democratic leadership in Nigeria. Also corruption, tribalism, ethnicity, mismanagement, embezzlement and nepotism are direct negations of law and order, good governance, economic justice and democracy.

Adefarasin (2015) asserts that Nigeria is blessed with both human and natural resources; yet, it quite evident today that political independence has failed to match with economic independence. Nigeria has refused to develop and join comity of Nations, simply because of lack of effective leadership. It is gratifying to note that the majority of the leaders that have emerged in Nigeria after independence have exhibited bad leadership quality. The leaders are not concerned about the development of our country, as corruption, bad democratic principles and mediocrity have become the norms and direct negations of law and order, good governance, economic justice and democracy.

He explained further that despite her enormous resources and huge potentialities, Nigeria remains underdeveloped, embellished in abject poverty, unemployment with the majority unified; high crime rate and insecurity with its attendant terrorism as well as the nagging issues of favouritism and ethnicity in resource distribution. Despite of all these vices the leaders undermined the development of the nation despite the fact that Nigeria is blessed with natural resources and rich in human resource.

In 2017, in his inaugural lecture of Professor Okotoni, he cited corruption as a vice that risked gravely harming millions in Nigeria and it is the major cause of poverty and conflicts. Corruption in Nigeria takes place in many forms, corruption in Nigeria has grown at an alarming rate due to poverty, which is rampant and miserable salaries often cannot suffice to cater for a big and extended family force many people to opt for bribes to meet the needs. Most Nigerian leaders have used their political position to

embezzle economic resources that is a process that often involved thee mass pauperization of the "subjects" and the deepening of their dependence on the patrimonial favours of the ruler.

Obiozor (2015) opines that Nigeria is a nation born in optimism in 1960 at independence but has its 57 year lived in a state of doubt and uncertainty. Within those years too, all kinds of analysis and conclusions have been assembled on critical issues responsible for what has become a Nigerian dilemma over nation building and national development. This is because all countries compared to Nigeria in 1960 have made astronomical progress, developed relatively stable political and economic systems. When compared with 3rd world countries in the 1960s, such as countries in Asia like Singapore, Taiwan, Indonesia, Malaysia, South Korea. In an interval of thirty years, the latter became the Asian Tigers.

He explained further that while the former are immersed in perennial violent wars, armed conflicts and small scale insurgencies, cross-border terrorism, unrelenting economic crises, financial corruption, famine, diseases and poverty, political instability, to name a few, which have become emblems of the African continent. What made the difference? In the light of the conundrum, this paper attempts to look at how leadership and governance have interacted and the implications of their interactions on nation building within the Nigerian context (Obiozor, 2015).

Chimakonam and Ogar (2015) asserted that in Nigeria, however, there are some people who resent our national importance by calling us the "Giant of Africa". This is an ascriptive perspective. Nigerians are seen as giants not necessarily because of the quality of our national institutions and values, but simply by virtue of our large population and oil wealth. But in reality, the greatness of a nation has to be earned and is not determined just by the size of its population or abundance of its natural resources. For instance, China and India have the largest population in the world, but they are only now rising as important global players, on the other hand Japan has few natural resources, but has long managed to run itself in the global economic powerhouse.

Salgman (1968) says that only effective leadership can furnish integrative direction and action as a cure for the stalemated pluralism endemic to western democratic systems. The pathology of political pluralism, as we have in Nigeria, is immobilism. Under such conditions, only strong executive leadership can furnish decisive national purpose. But leadership role varies with situation and conditions. Leadership is a nexus of need fulfillments that binds situational demands and group membership. Thus during crisis situations, as Nigeria has been since our flag independence, groups are likely to select leaders who diagnose problems quickly and act decisively. But unfortunately, Nigeria has not been blessed with that type of leadership despite the fact that she has been in one crisis or the other.

Olugbade (1977) says that no matter how important effective the leader may be, the qualities that ender him to his people may soon fade away if he operates in an ideological vacuum, even if he manages to cope, as most charismatic leaders do, things would surely be difficult for his successors. This is why the issue of ideology is linked with leadership.

Chikendu (1987) agreed that leadership is important in any political community because the electorate is generally atomised and inert. The mass is able to act as a single unit only when it is integrated from outside by the leader. Leadership can transform the mass from an aggregation of isolated units into a solid unified group. The great leader of the masses has noted that the workers themselves never transcend their mileux to see the distinction bread riots and total revolution. He explained further that the goal attainment functions are the functions of the political system. The political system, as the system that allocates to the values of the society authoritatively, bestrides the other functional sub-systems of the society. Political leaders operate in the political system and through the government. Therefore, they are the authoritative decision-making agents of the society.

All the resources of the society are ultimately mobilized and manipulated by the political leaders, how well and hoe wise they do this will, to a very large extent, determine the progress and development of the society. A few examples in history may suffice to buttress the point author are making. Nigeria is a nation born in optimism in 1960 at independence but has its 57 year lived in a state of doubt and uncertainty. Within those years too, all kinds of analysis and conclusions have been assembled on critical issues responsible for what has become a Nigerian dilemma over nation building and national development. This is because all countries compared to Nigeria in 1960 have made astronomical progress, developed relatively stable political and economic systems. When compared with 3rd world countries in the 1960s, such as countries in Asia like Singapore, Taiwan, Indonesia, Malaysia, South Korea. In an interval of thirty years, the latter became the Asian Tigers.

Agbor (2012) asserts that the United States of America which today ranks as one of the world's most developed nations in terms of technology and standard of living of her people, did not become a great nation over- night and by accident. She has been tended and nurtured into greatness by her political leaders ranging from George Washington, through Thomas Jefferson, Abraham Lincoln to John Kennedy. The history of Russia offers yet another example of the importance of political leadership in nation building before 1917 the Russians could not manufacture a bicycle. Her citizens were famished lot, see thing under the autocratic misrule of the Czars but today, the Russian is vying strongly with the United States for the first position s the most powerful and most developed nation in the world. Thanks to the able leadership of Lenin and Stalin, without Lenin, the great Bolshevick revolution of 1917 which was destined to transform the Russia into a superpower, would not have come to fruition.

He explained further that turning to the developing countries of the third world, Cuba is another example of the role of leadership in lifting a people from the quagmire of poverty, ignorance and disease into a haven of affluence and contentment. Cuba lacked the right type of political leadership that could have put her on the path of development and national greatness. She was to await the arrival of Fidel Castro, who in 1959 brought down the corrupt and inefficient regime of Fulgencio Batista and mounted a progressive type of political leadership. Today Cuba, under the leadership of Fidel Castro has been transformed politically, socially and economically and his government has vastly expanded educational opportunities and institution. These are but a few examples of the role of political leadership in building a nation, virtually all the nations of the world that have made it, did so primarily because of good leadership (Chikendu, 1987).

2.7 Challenges Facing Leadership and Nation-Building in Nigeria

There is no denying the problem of leadership as one of the problem in Nigeria, if not in the entire developing states. Nigeria have capacity to end poverty, what really then is lacking is the will to do so and that will is largely locked in the hands of those who call themselves leaders, business or political. And there is only cul-de-sac organised use people numbers to create civil society that hold leadership accountable. The major problem facing the development of the Nigerian state is the crisis of leadership, politicians, scholars, students, social critics, labour leaders and seasoned bureaucrats even clergymen have consistently attributed it to be the major problem facing nation-building, integration and national development. An analysis of the plethora of leaders on Nigeria's political landscape revealed corruption, nepotism, selfish, ethnicity, mediocre, tribal leaders and opportunistic small minded people masquerading as leaders. From Tafawa Balewa to Buhari, the crisis of leadership remains the same. Absence of pragmatic charismatic and selfless leadership to steer the ship of the nation remains a mirage (Ayodele &Olu-Adeyemi, 2013).

Olugbade (1987) asked this question why has the task of nation-building been so difficult in Nigeria, and the fruits so patchy, despite our enormous human and natural resources? The author suggested that the Nigerian people should look for the answer in three critical areas: (1) threats and challenges posed by the environment for nation-building; (2) the quality of leadership that has confronted these challenges; and (3) the fragility of political and development institutions. Nigerians need to understand the environment for nation-building in Nigeria, so we can clearly identify our strengths, weaknesses, and core challenges. The electorates also need to evolve a system of leadership selection and accountability which produces the sort of leaders that will confront the challenges of the environment in a way that is beneficial for nation-building. The states are a product of the human will and imagination and the institutions that sustain their collective efforts. Therefore, people must find these resources in ourselves if we are to succeed in building our nation.

From the above statements, we can deduce that the followings are the main challenges of leadership to nation building in Nigeria:

i. Ethnicity

Indeed, ethnicity like religion has caused divisions and torn Nigeria apart both in the past and currently. It would be recalled that ethnicity was the major contributory factor that delayed Nigeria's independence till 1960. While the South argued for independence in 1956 the north maintained a hard stance that they were not ready. Ethnicity has led to violent clashes, such as Igbo/Hausa, in the north, the Tiv/Junkun in the middle belt, Urhobo/Itsekiri in Warri, the many ethnic crises in Jos and a host of others. It is instructive to note that these are mere elite manipulations. Unfortunately, the masses who are used to cause mayhem are mostly unaware of the selfish motives of so called leaders. Both ethnic and religious crises constitute some of the serious leadership challenges in Nigeria. Ethnic differences have in many instances occasioned community clashes and violence. This writer has also argued elsewhere that the time of violence is distractive and development goals cannot be pursued. Moreover, the funds that would be channeled into rebuilding or replacing damaged facilities would have been invested meaningfully. Equally important, is the loss of man hours that is caused by such ethnic and communal crisis. During crisis, no one can think of investment or to generally plan for the future as time and energy would be channeled towards quelling the crisis on hand. At such times, tourists are discouraged, the same thing goes for direct foreign investment.

ii. Poverty

Secondly, part of the leadership challenges in Nigeria is poverty. A large proportion of Nigeria's populations are still living below the poverty line. Therefore, small amounts of pecuniary incentives could impress them. Because poor people are also mostly uneducated, instead of seeing such gestures as part of the unwholesome political activities plaguing the country, they tend to be happy with them. Some even interpret it as philanthropy or large heartedness. Poverty sometimes makes the masses to make demands from the leadership which will not lead to sustainable development. For example, people may demand for immediate financial gains rather than long term infrastructure and by so doing the people aid and abet corruption.

iii. Religion

Another challenge is the issue of religion. While religion unites its adherents, it tends to separate and used sometimes to cause confusion between believers and non-believers of a particular sect. Religion in this sense refers mainly to Christianity and Islam. Both religions are not inherently bad but desperate politicians exploit the politics of religion to serve selfish political purposes. Similarly, Nigeria's quota system which was formulated to ensure that all segments of society, be it ethnic, religious or political are carried along is well intentioned but not properly implemented. That is why, if a Christian or Moslem is occupying a particular position, effort must be made to ensure that his deputy is from the other religion. This arrangement may appear good at face value because it encourages integration, yet it tends to compromise merit. To promote equal religious balancing has meant that the right and capable people do not get to the right positions and this has very grave and unsalutory consequences for growth, development and particularly for nation building. Equality of religious representation may be good but when it is overstretched it encourages mediocrity. We shall conclude the discussion of religion by stating that, it is religious elites acting in concert with the political elites who are exploiting religious differences to promote selfish purposes. It is in this context that the spectre of religions violence in Nigeria could be analyzed and understood.

iv. Lack of Political Awareness

Leadership challenges cannot be exhaustively discussed without reference to the fact that most Nigerians are not politically aware. Political awareness on the part of the masses will enable political leaders to do the right things. A politically aware and sophisticated citizenry will not make unwholesome demands from their leaders. They will not accept gifts and pecuniary gratifications from them at election times. Politically mature and aware masses will see themselves as partners in progress with the leadership. They also assist the leadership in the multiplication of development options thereby facilitating and fastracking peace, progress and nation building. Politically, they know their rights and demand that the leadership must be accountable to them. In a situation where the citizens are unaware and politically naive, the leadership tends to become complacent and operate

as if they owe allegiance to themselves, friends and families alone. This situation becomes a challenge because; political naivety on the side of the masses will not inspire the leadership to excellence and achievements.

v. Corruption

Another leadership challenge worth mentioning is that of corruption. Corruption is the diversion of public resources for self-private gain. It could manifest mainly in the form of demand and acceptance of gratification or taking of undue advantage of one's position. Because of corruption, most Nigerians prefer their short term personal benefits (expressed in monetary terms) to the long term benefits of the generality of the masses such as the provision of facilities and infrastructure. Though the leadership is not free from corruption (in fact they, because of their access to funds are more into it) the equally corrupt followers mount pressures on the leadership by making illegal demands and thereby distracting the leadership from the pursuit of legitimate goals.

vi. Weak Institutions

Lastly and fundamentally is the issue of weak institutions. Two quick examples will suffice, the Nigeria Police and the Judiciary. Two factors militate against the Police. The centralized command structure of the Police Force. Nigeria, which is a, or supposed to be a federation is under the control of Federal Government in Abuja. Therefore, dissenting voices from any of the federating units no matter how legitimate are mostly not supported. Sometimes, Police Officers posted to states have refused the instructions from State Governors especially if such Governors belong to parties that are different from the one in the centre. Occasionally, they (Police Commissioners) work against State Governors. Good examples are Bishop Eyitene and Jim Nwobodo in Anambra State during the second republic and Chris Ngige who was arrested by the Assistant Inspector General of Police in charge of Anambra State during the fourth republic.

vii. Problems Associated with the Judiciary

This is another leadership challenge in Nigeria. States, Local Governments and even the Federal Government have had cause to approach the courts for the resolution of constitutional and sundry issues. It is known that cases brought to the law court take a long time to conclude. Some of the cases are so fundamental, like the issues of derivation, revenue allocation and others that for as long as they last, the governmental machinery almost grinds to halt. A corollary to this is corruption in the judiciary. It is a well-known fact that some judges compromise their highly exalted positions because of corruption. The James Ibori, former Government of Delta State best illustrates this point. In Nigeria, the judiciary is not seen as the last hope of the common man. This constitutes a severe leadership challenge.

REFERENCES

- Abubakar, S. (2008). The "Challenges" of Nation Building: Nigeria, Which Way Forward? .in C.B.NOgbogbo and O.O.Okpeh, (Eds) Interrogating Contemporary Africa Ibadan. Historical Society of Nigeria. P.36.
- Adefarasin, V.O. (2015). Effective Leadership as the basis for Nigeria's Quest for Development. In Y.K. Salami, J.O. Famakinde& G. Fasikun (eds) Nationalism and Economic Justice in Nigeria, Ile-Ife: Obafemi Awolowo University Press. Pp.730-
- Agbor, U. I. (2012). Leadership Attitude, Development paradigms and Africa's Development: The Necessity of the Confucian Ethics. EBSU Journal of Social Sciences, 1(2), Pp. 90- 103 Aldoory.
- Awolowo, O. (1968). The Peoples Republic, Oxford University Press.
- Ayodele, B. & Olu-Adeyemi, L. (2015). Leadership Crisis and Africa's Development Dilemma: The Case of Nigeria, LUNARPAGES.COM'S CAVEAT EMPTOR- A story of Technical Incompetence – October, 14. Pp. 45-59.
- Binger B.T, (2010). The Poverty of Leadership in Nigeria 1960-2010. Nigeria at 50: The Challenges of Nation Building. Olayemi Akinwumi, Mamman Musa and Patrick Ukase (Eds). Historical Society of Nigeria. P.7.
- Chimakonam, J.O. & Ogar, J.N. (2015). Democratic Leadership in Nigeria's Fourth Republic: A Loss of the ideals of Nationalism. In Y.K. Salami, J.O. Famakinde& G. Fasikun (eds) Nationalism and Economic Justice in Nigeria, Ile-Ife: Obafemi Awolowo University Press. Pp. 78-98.
- Ele, S. (2013). Nigeria and the Challenges of Nation Building in the 21st Century, International Journal of Advance Legal Studies and Governance, Vol. 4, No. 3, pp.32-42.
- Folarin, S. (2010). Africa's Leadership Challenge inthe 21st Century: A Nigerian Perspective. African Journal of Political Science and International Relations. 7(1),1-11.
- Obiozor, G. (2015). Nigerian Politics, Leadership and Nation-Building, A Seminar Paper Presented Leadership Forum, Abuja, October 8, 2015. Pp. 1-25.
- Odo, L.U. (2015). Democracy, Good Governance and Development in Nigeria: The Challenges of Leadership. Journal of Humanities and Social Sciences 2 (6), 1-09.
- Okotoni, M.O. (2017). Governance Crisis and State Failure in Nigeria: Are we all Guilty? Inaugural Lecture Series 299, Obafemi Awolowo University, Ile-Ife. Pp. 1-3
- Olukogbon .C. (2015). Celebrating Nigerian Leaders and Their Achievements. Zaccheus Onumba Dibiaezue Memorial Library. October 1.

Osuntokun .A. (2013). Domestic and Foreign Dimension of Nigeria's Politics. Ekiti State. Nigeria. Ekiti State University Press. P.129.

Oyedepo, D. (2000). Making Maximum Impact. Ota, Dominion Publishing House.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter is concerned with the methodology used in achieving the objectives of the study. It covers research design, study area, population of the study, sample size, sampling techniques, instrument for data collection, sources of data collection, validity of research instrument, reliability of the instrument, administration of the instrument, method of data analysis and decision rule.

3.2 Research Design

This study employed the use of survey research design. The choice of this research design was considered appropriate because of its advantages of identifying attributes of a large population from a group of individuals. The design was suitable for the study as the study sought to examine subject matters using lecturers from the Department of Public Administration University of Nigeria, Enugu State, Nigeria.

3.3 Population of the Study

The population of this study consists of thirty (30) lecturers from the Department of Public Administration University of Nigeria, Enugu State, Nigeria.

3.4 Sample Size and Sampling Techniques

As a result of the inability of the researcher to effectively study the whole lecturers' strength (population) in the faculty, a representative number was chosen as the sample size. Twenty-Eight (28) lecturers cutting across public administration department in the faculty. The sample size was calculated using the Taro Yamane scientific formula which is given as:

$$n = N$$

$$1 + N(e)^{2}$$

Where:

N is the Population

1 is the constant

 ${\bf e}\;$ is the degree of error expected

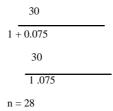
n is the sample size

$$n = 30$$

$$1 + 30 (0.05)^{2}$$

$$30$$

$$1 + 30 (0.0025)$$



3.5 Sources of Data Collection

Data were collected from primary and secondary sources. Primary data were obtained through questionnaire administration to the respondents. Secondary data were obtained from published reports, books, internet, journals, newspapers and magazines. For analytical comparison of facts and proper compilation of facts and figures, survey of existing documents was deemed necessary.

3.6 Instrument for Data Collection

Data were collected through questionnaire carefully designed and administered to the respondents, as well as through personal interviews. On the whole, the questionnaire constituted the major instrument for data collection. The questionnaire contains sections A and B. Section A contains personal information about the respondents. Section B is the main body of the questionnaire. This section contains ten (10) close ended questions using a four (4) point scale instrument through which the opinions of the respondents were expressed. Their responses were measured by means of a four-category rating system:

SA	-	Strongly agree	4
A	-	Agree	3
D	-	Disagree	2
SD	-	Strongly disagree 1	

3.7 Validity of Research Instrument

The validity of the research instrument was assessed by the supervisor and other experts in the Faculty of Social Sciences, University of Nigeria These experts assessed the relevance of each item in relation to the objectives of the study, the hypotheses to be tested as well as the comprehensibility of each item in relation to the cognitive level of the respondents. They validated the instrument by effecting necessary corrections, examining the contents and ascertaining clarification of ideas as well as appropriateness of the items.

3.8 Reliability of the Instrument

Reliability in this context refers to the measure of consistency of the instrument used in eliciting relevant and desirable responses from respondents so that the objectives can be reliably and meaningfully achieved. In order to determine the reliability of the instrument used in the study, the corrected questionnaire was administered randomly on selected lecturers in the study area. This approach was repeated with the same group after a two – month's period and the results obtained from the first and second pre-test were consistent, therefore, the instrument is reliable.

3.9 Administration of the Instrument

The questionnaires were personally administered by the researcher to the respondents during official hours at the school. This enhanced return rate of above 70%.

3.10 Method of Data Analysis

Tables and simple percentages were used as technique of analyzing the research questions while correlation was used to test the research hypothesis. All the tests were conducted at 0.05 level of significance.

3.11 Decision Rule

The decision to either reject or accept the null hypothesis (Ho) was reached using the following rules:

If the calculated value (t-cal) is greater than the table value (t-tab), the null hypothesis (Ho) will be rejected in favor of the alternative hypothesis (Hi) and if the table value (t-tab) is greater than the calculated value (t-cal) the alternative hypothesis (Hi) will be rejected in favor of the null hypothesis.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This section presents the results of the field study; it shows the descriptive information of the respondents, the results of each of the research questions and the test of hypothesis.

4.2 Demographic Information of the Respondents

Table 4.2.1: Distribution of the Respondents based on their Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	19	70.0	70.0	50
Female	9	30.0	30.0	100
Total	28	100	100	

Source: Researcher's Field Survey, 2025

The table above indicates the distribution of the respondents for this study based on the gender of the respondents. The table showed that the respondents for the study are distributed between male and women, as male make up 70% and female 30% of the total respondents. This is to ensure both genders' responses were sought for in the study.

Table 4.2.2: Distribution of the Respondents based on their Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	5	25	25	75
Married	16	50	50	50

Widow	3	15	15	90
Separated	2	5	5	95
Divorced	2	5	5	100
Total	28	100	100	

Source: Researcher's Field Survey, 2025

The table revealed that majority of the respondents for this study are married as indicated by about 50 percent of the total respondents. The table also shows that about 25 percent of the respondents are single, while about 15 percent are widows. This indicates that majority of the respondents are married with much knowledge of the subject matter.

Table 4.2.3: Distribution of the Respondents based on their Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 20 years	1	20.0	20	20
21 -30 years	14	40	40	60
31-40 years	10	30	30	90
41 years and above	3	10	10	100
Total	28	100	100	

Source: Researcher's Field Survey, 2025

The table above indicates the distribution of the respondents based on their age, the table shows that about 90 percent of the respondents used in this study are less than 40 years of age and this indicates the youthfulness in the category of the respondents used in this study.

Table 4.2.4: Distribution of the Respondents based on their Religion

	Frequency	Percent	Valid Percent	Cumulative Percent
Christianity	15	55	55	55
Islam	2	15	15	85
Others	11	30	30	100
Total	28	100	100	

Source: Researcher's Field Survey, 2025

The table above displays the distribution of the respondents for this study based on their religion, the table indicates that majority of the respondents approximately 55 percent of them are Christians, while about 30 percent are either Christians or Muslims. This shows that there is a significant number of Christians living in the state.

.3 Answers from the Research Questions

Research Question One: What are the positive impacts of leadership and governance to nation building?

Table 1: Good leadership breeds socio-economic development, availability of basic infrastructure, efficiency of labour and presence of foreign investors.

				Cumulative
	Frequency	Percent	Valid Percent	Percent
Strongly agree	15	35.5	35.5	98.5
Agree	7	32	32	67.5
Undecided	4	15	15	80
Disagree	1	5	5	95
Strongly	1	5	5	
Disagree				
	28	100	100	100

Source: Researcher's Field Survey, 2025

The table shows the responses of respondents on the positive impacts of leadership and governance to nation building. 15 of the respondents representing 35.5 percent strongly agree that good leadership breeds socio-economic development, availability of basic infrastructure, efficiency of labour and presence of foreign investors. 7 of the respondents agree that good leadership breeds socio-economic development, availability of basic infrastructure, efficiency of labour and presence of foreign investors. 4 respondents representing 15.0 percent were undecided. 1 of the respondents representing 5.0 percent disagree. 1 of the respondents representing 5.0 percent strongly disagree.

Research Question Two: What is the importance of leadership in nation building?

Table 2: Leadership provides guidance, encourages creativity, motivates people, builds a nation, cultivates innovation and changes the society.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	12	35.5	35.5	98.5
	Agree	8	32	32	67.5
	Undecided	4	15	15	80
	Disagree	2	5	5	95
	Strongly Disagree	2	5	5	100
	Total	28	100	100	

Source: Researcher's Field Survey, 2025

The table shows the responses of respondents on the importance of leadership in nation building. 12 of the respondents representing 35.5 percent strongly agree that leadership provides guidance, encourages creativity, motivates people, builds a nation,

cultivates innovation and changes the society. 8 of the respondents representing 32.0 percent agree that leadership provides guidance, encourages creativity, motivates people, builds a nation, cultivates innovation and changes the society. 4 respondents representing 15.0 percent were undecided. 2 of the respondents representing 5.0 percent disagree. 2 of the respondents representing 5.0 percent strongly disagree.

Research Question Three: What are the challenges facing leadership and nation-building in Nigeria?

Table 3: Bad leadership, corruption, election violence and Socio-Economic Inequalities are the challenges facing leadership and nation-building in Nigeria

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	15	35.5	35.5	98.5
	Agree	7	32	32	67.5
	Undecided	4	15	15	80
	Disagree	1	5	5	95
	Strongly Disagree	1	5	5	100
	Total	28	100	100	

Source: Researcher's Field Survey, 2025

The above table shows the responses of respondents on the challenges facing leadership and nation-building in Nigeria. 15 of the respondents representing 35.5 percent strongly agree that bad leadership, corruption, election violence and Socio-Economic Inequalities are the challenges facing leadership and nation-building in Nigeria. 7 of the respondents representing 32.0 percent agree that bad leadership, corruption, election violence and Socio-Economic Inequalities are the challenges facing leadership and nation-building in Nigeria. 4 respondents representing 15.0 percent were undecided. 1 of the respondents representing 5.0 percent disagree.1

4.4 Test of Hypothesis

Hypothesis One

Ho₁: There is no significant impact of good leadership on economic development of Nigeria.

Decision rule: Reject the null hypothesis if the Asymp level of significant is less than 0.05. Otherwise, do not reject the null hypothesis.

Test Statistics

	There is no significant impact of good leadership on economic development of Nigeria		
Chi-Square	23.876^{a}		
Df	3		
Asymp. Sig.	.030		

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 25.0.

In conclusion, since the Asymp Sig. level of this the test is 0.030 which is far much lower than the 0.05 acceptance region, we therefore reject the null hypothesis and conclude that there is a significant impact of good leadership on economic development of Nigeria.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

This study undertakes to investigate the effect of good leadership and administration in nation building. The study is of important to the society at large, and also beneficial to the government in the sense that, the weak-points and shortcomings of all the sectors of the nation would be pinpointed and addressed. It was revealing that 35.5 percent strongly agree good leadership breeds socioeconomic development, availability of basic infrastructure, efficiency of labour and presence of foreign investors. Secondly, 35.5 percent strongly agree that leadership provides guidance, encourages creativity, motivates people, builds a nation, cultivates innovation and changes the society. In addition, most of the respondents are of the opinion that bad leadership, corruption, election violence and Socio-Economic Inequalities are the challenges facing leadership and nation-building in Nigeria. Finally, the result from the test of hypothesis revealed that there is a significant impact of good leadership on economic development of Nigeria.

5.2 Conclusion

The main purpose of this study was to assess the effect of good leadership and administration in nation building. The population for this study consists of thirty (30) lecturers from the department of public administration, University of Nigeria. Three research questions guided the study with one research hypothesis. In this study, a survey research design was adopted, the population comprises thirty (30) lecturers from the department of public administration, University of Nigeria, a simple random sampling technique was used to select 28 respondents from the population were used as the sample size and a questionnaire was the instrument for data collection. Relevant literatures were reviewed which guided the objectives and methodology of this study.

5.3 Recommendations

First, this study reveals that nation building has an attempt to promote the survival of the nation and to build a virile and dynamic nation. Hence, when there is a poor leader, there will be poor development in the nation building effort, therefore, it is imperative for Nigerian leaders to focus on the general good of all than personal interest and ethnic interest to avert a looming doom which may extremely result in bloody revolution. The study revealed corruption and election violence as part of the challenges facing leadership and nation-building in Nigeria, therefore this study suggests that there should be a strong anti-graft law which must be independent from either the judiciary, executive and the legislature, any administration that must lead must come in through a credible free and fair elections. A reform should be created and targeted towards stimulating economic growth, reduce unemployment, reduce poverty, improve government accountability and transparency, re-orienting values and rebuilding national integrity. Finally, the citizens should play their own role in seeing that they perform their civic duties efficiently by electing those that are credible not out of religious or ethnic affiliations, the leader must be a patriotic one, willing to deliver, self-denial.

BIBLIOGRAPHY

- Abubakar, S. (2008). The "Challenges" of Nation Building: Nigeria, Which Way Forward? .in C.B.NOgbogbo and O.O.Okpeh, (Eds) Interrogating Contemporary Africa Ibadan. Historical Society of Nigeria. P.36.
- Awolowo, O. (1968). The Peoples Republic, Oxford University Press.
- Ayodele, B. &Olu-Adeyemi, L. (2015). Leadership Crisis and Africa's Development Dilemma: The Case of Nigeria, LUNARPAGES.COM'S CAVEAT EMPTOR- A story of Technical Incompetence October, 14. Pp. 45-59.
- Binger B.T, (2010). The Poverty of Leadership in Nigeria 1960-2010. Nigeria at 50: The Challenges of Nation Building. Olayemi Akinwumi, Mamman Musa and Patrick Ukase (Eds). Historical Society of Nigeria. P.7.
- Chikendu, P.N. (1987). Political Leadership and Nation Building in Nigeria. In S.O. Olugbemi (eds) Alternative Political Future for Nigeria, Lagos: NPSA Publisher. Pp. 249-258.
- Chimakonam, J.O. &Ogar, J.N. (2015). Democratic Leadership in Nigeria's Fourth Republic: A Loss of the ideals of Nationalism. In Y.K. Salami, J.O. Famakinde& G. Fasikun (eds) Nationalism and Economic Justice in Nigeria, Ile-Ife: Obafemi Awolowo University Press. Pp. 78-98.
- Ekeh Peter, (1994). Nigeria's Emergent Political Culture in Ekeh Peter, Patrick Dele Cole and Olusanya Gabriel (Eds). Nigeria Since Independence- The First 25 Years. Nigeria. Heineman Educational Books. P. 197.
- Folarin, S. (2010). Africa's Leadership Challenge inthe21stCentury: A Nigerian Perspective. African Journal of Political Science and International Relations. 7(1),1-11.
- Obiozor, G. (2015). Nigerian Politics, Leadership and Nation-Building, A Seminar Paper Presented Leadership Forum, Abuja, October 8, 2015. Pp. 1-25.
- Odo, L.U. (2015). Democracy, Good Governance and Development in Nigeria: The Challenges ofLeadership.JournalofHumanitiesandSocialSciences2 (6), 1-09.
- Okotoni, M.O. (2017). Governance Crisis and State Failure in Nigeria: Are we all Guilty? Inaugural Lecture Series 299, Obafemi Awolowo University, Ile-Ife. Pp. 1-3
- OsuntokunAkinjide, (2013). Domestic and Foreign Dimension of Nigeria's Politics. Ekiti State. Nigeria. Ekiti State University Press. P.129. Oyedepo, D. (2000). Making Maximum Impact. Ota, Dominion Publishing House.

Salgman, L.G. (1968). The Study of Political Leadership: The American Political Science Review, Vol. 44, No. 4. Pp. 56-71. Utomi, P. (2004). Leadership as Impediment to Development. Lagos, Guardian Newspaper, March 4, 13.