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**LEADERSHIP TRANSPARENCY AND NATIONAL DEVELOPMENT IN NIGERIA**

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***Abstract***

*The reference benchmark of this paper is, leadership transparency and national development in Nigeria, as empirically examined in the study. The perceived and apparent poverty, insecurity and social ills hindering national development in Nigeria were traced to lack of leadership transparency and proper accountability. Four tested hypotheses indicated existence of significant relationship, asserting that, leadership transparency would enhance national development in Nigeria. These relationships were examined with a sample of 102 selected respondents from the military, police force, political class, academia, businessmen and enlightened local and rural communities in the study area. A cross sectional design and Likert 5-point scale structured questionnaire via e-mail and direct contacts were adopted in data collection. The results and findings revealed that the perceived leadership trust and accountability are associated with poverty and insecurity minimization that would enhance national development in Nigeria. The study concludes that, when leadership transparency increases, poverty and insecurity minimization and national development will be achieved in Nigeria. Federal character positioning implementation and maintenance, restructuring of National Assembly members and other political office holders' salaries and entitlements in line with federal Civil Service salaries structure are amongst others recommended as such will enhance effective national development in Nigeria.*

*Key words: Leadership Transparency; National Development; Insecurity Minimization; Poverty Minimization, Nigeria.*

## **Introduction**

The concept of leadership as known by most researchers is an old persistent and much researched concept with many definitions. In its simplest form, it is frequently associated by the use of certain words such as, “functionality”, “activity”, “behaviour”, and “action” (Chikwe, N.D). The importance of these words according to Chikwe, are centred on the dynamics and practice of leadership, which also points to identifiable human behaviour. Irrespective of its many associated definitions, we can define leadership as the relationship between one or more people in which one (the leader) makes attempt to influence the behaviour of the other in order to accomplish set objectives. Leadership is also an influencing behaviour process in which one person or the leader tries to influence the behaviour of other for the purpose of achieving personal or organizational objectives. Leadership is a process and complex phenomenon, involving the leader, the followers and the situation (Chikwe, N.D.). Ninalowo (2003) defines transparency as a process whereby public officials are open to and exhibit honest behaviour in the performance of their functions with time and space. Leadership transparency is fundamental, a necessary and sufficient requirements for effective management of organizational or national endowed resources and for overall national development. Having briefly dwelt on meanings of leadership and transparency, we shall now go into the issues relating to leadership transparency and national development in Nigeria. High crime rate is an indicator of underdevelopment in Nigeria (Nwanegbo & Odigbo, 2013).

Nigeria is blessed and endowed with abundant natural, material and human resources, with little or no occurrence of natural or environmental disasters. Such opportunity would have made her level of development to be enviable and strategic in the globe, but in situation of lack of transparent leadership, very low level of public trust in the administrative competence and integrity of our nation’s political and public office holders, and mis-management of these public resources by the successive leaders and other political and public office holders, the achievement of the desired national development will be a mirage as we are relatedly witnessing today in the country. Everybody occupying leadership position is not logically a leader, because some get into leadership position by chance and eventually lead by accident (Effah, 2013). To achieve the desired national development in Nigeria, there is the need for leadership transparency, proper accountability and management culture that is focused and futuristic. Poor leadership and improper accountability have led to continuing litany of policy and implementation failures in Nigeria.

Leadership is vital and strategic in the realization of organizational or national goals (Klenke, 2007; Otinche, 2007; Gberevbie, Shoipo and Oviasogie, 2013). Accordingly, Otinche (2007), posits that, good leadership facilitates the process or task of good governance, which ensures social progress and stability. As a result, a transparent leader is a manager of resources for the enhancement and effective sustainability of national development. Nigeria’s transition from military rule to democratically elected leadership in May 1999 and the accompanying 1999 Constitution (Amended), were expected to usher in leadership transparency, peaceful co-existence devoid of ethnic and religious sentiments among different ethnic groups, political stability, socio-economic development and sustainability needed for overall national development enhancement. Regrettably, the reverse has been the case due to bad leadership

and improper accountability occasioned by perennial lack of transparent leadership that have been experienced in Nigeria. The outcome or product of these scenarios are individual and national insecurity, high level of uncontrolled corruption, unemployment, kidnapping and human trafficking, militancy, terrorism, armed robbery, smuggling, and other related acts of criminality.

Premised on these background scenarios, resulting from lack of leadership transparency and proper accountability, the study therefore aims at exploring the relationship between leadership transparency and national development in Nigeria. It is important to remark that Transparency International has consistently placed Nigeria, our “giant” of African Continent, on an unenviable position. Similarly, in the 2017 Corruption Perception Index (CPI), our Nigerian nation earned the 148<sup>th</sup> position out of 180 surveyed in the world ([www.transparency.org/country/NGA2018](http://www.transparency.org/country/NGA2018)). As succinctly asserted by Ejimabo (2013), unethical behaviours often exhibited by many Nigerian leaders have adversely affected the fortunes of Nigeria as a nation. Irrespective of Nigeria’s greatly and richly endowed with mineral resources, lack of leadership transparency, poor accountability and mismanagement of the nation have made her to be bankrupt of visionary and selfless leadership, and remained perceptually underdeveloped.

Nigeria is still a developing country and at present, she is tending to assume underdevelopment, due to lack of transparent leadership and proper accountability, by relatedly associating with the following characteristics associated with underdeveloped countries’ features such as, endemic rural-urban wide spread poverty, illiteracy and “half-baked graduates”, decayed and dilapidated social and physical infrastructural facilities, massive unemployment, low capacity utilization, technological backwardness, short-life expectancy, urban congestion, rural stagnation, growing inequalities with little hopes of accelerated development, excessive debt burden, environmental degradation, low industrial output, deteriorating exchange rate, high inflation rate, poor growth of agricultural development and production, and high incidence of diseases, among others, as relatedly asserted by Ileanacho (2004).

The perception that leadership transparency in our organizations including Nigeria as a socio-corporate entity can possess the influence that may constitute a fundamental route to promote National development in Nigeria, no doubt, is not questionable, if and only if (iff) possession of such strategic leadership talents or skills are highly as essential to achieve the expected national development in Nigeria. Maxwell (1995) argued that, everything rises and falls on leadership. The strength of any organization is a direct result of function of its leaders. Accordingly, good leadership facilitates the process of governance, which ensures social progress and stability (Otinche, 2007). Contingent upon these, no organization or nation is likely to develop beyond the capacity of its leaders to uphold accountability and transparency in the management of resources (Gberevbie et al, 2013). In consonant or concomitant with the foregoing, where a nation lacks authentic leaders, such nation is bound to face challenges in its endeavours to develop (Avolio, Gardner, Walumbwa, Luthans, and May, 2004). Accordingly, leaders with traits of character such as, transparency, honesty, trust, and accountability motivate people to share information with them and with each other, and these result in the realization of an organization’s or nation’s quest for enhanced development (Kuada, 2010).

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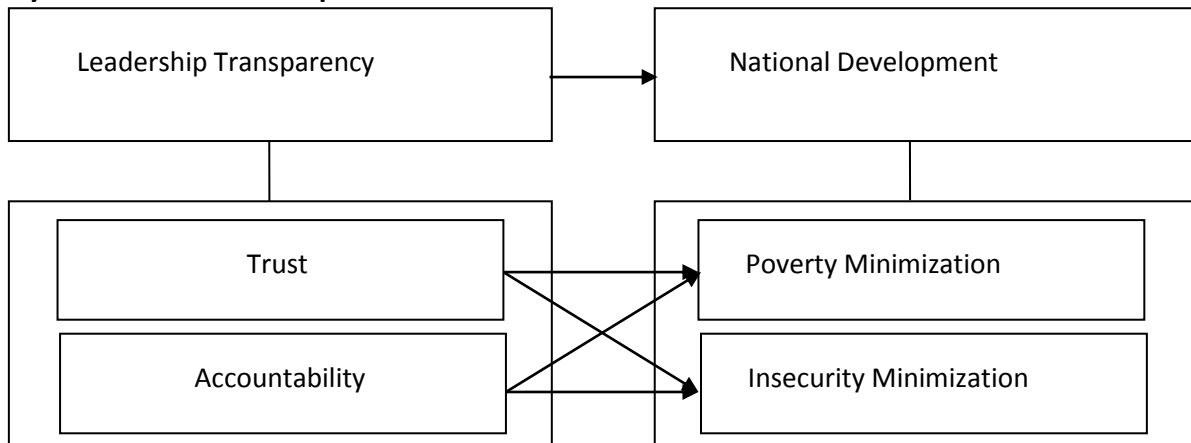
Dion (2012), suggest that, for a leader to lead others well, he/she must first and properly lead himself/herself. The perceived implication of this assertion is that, the leader must firstly understand his/her personal leadership attributes, as well as having critical thinking and creative thinking, and inner understanding of what it takes to be leader and leadership role in achieving the common good of his/her followers, specifically and society at large. The perceived and expectant resultant effect implies having the critical understanding that leadership is call to serve which must be done transparently, that is, selflessly and sacrificially. These types of leadership behaviours connote development-centric in characteristics. Development-centric leadership behaviours are related to leadership behaviours that glaringly portray genuine and purposeful developmental drive for the continuous and sustainable progress of every aspect of the Nigerian nation's life as relatedly asserted by Ugwuzor (2018). Ineffective and lack of transparent leadership in Nigeria have culminated to socio-economic and political instability that have led to high rate of unemployment, poverty and insecurity, communal, ethnic and religious crises, which are predominant in many parts of our Nigerian nation today. To enhance and achieve effective national development, leadership transparency must variously be imbibed, developed and sustained in Nigeria. Such in essence is the pivot and strategic foundation on which other national development variables will depend. Sustainable national development can hardly be achieved in Nigeria in the face of predominant leadership challenges prevalent in the country today. Our study is therefore premised on the burning need for leadership transparency and accountability that will enhance national development. It is against these backdrops that have necessitated our study in order to provide the theoretical and empirical evidence that will fill the knowledge gap and contribution in literature.

**Aim of the Study**

The strategic aim of the study is to fundamentally and empirically examine if leadership transparency has impact on National development in Nigeria, with the following specific objectives:

- The examination of the relationship between leadership trust as a component of leadership transparency and poverty minimization as a measure of National development in Nigeria.
- The examination of the influence of leadership trust as a dimension of leadership transparency and insecurity minimization as a measure of National development in Nigeria.
- The examination of the relationship between leadership accountability as a dimension of leadership transparency and poverty minimization as a measure of National development in Nigeria.
- The examination of the influence of leadership accountability as a component of leadership transparency on insecurity minimization as a measure of National development in Nigeria.

### Study Variables and Conceptual Framework



**Figure 1:** Conceptual and Operational Relationship between Leadership Transparency and National Development in Nigeria

**Source:** Authors' Conceptualization

### Hypotheses

The following null hypotheses are hereby posited in order to guide our study fundamental functional relationships, empirical tests of the generated bivariate data, and achievement of our research effort.

- Ho<sub>1</sub>:** There is no significant relationship between leadership trust and poverty minimization in Nigeria.
- Ho<sub>2</sub>:** There is no significant impact of leadership trust on insecurity minimization in Nigeria.
- Ho<sub>3</sub>:** There is no significant influence of leadership accountability on poverty minimization in Nigeria.
- Ho<sub>4</sub>:** There is no significant relationship between leadership accountability and insecurity minimization in Nigeria.

### Fundamental Nexus and Literature Review

In this study, leadership transparency that will enhance national development in Nigeria is examined on the pivot, merit and context of leadership trust and accountability for the achievement of poverty and insecurity minimization, which will eventually necessitate effective national development in Nigeria.

### Concept of Leadership Transparency

Leadership transparency relates to the facilitation of the process of good governance, in addition to ensuring of social progress and stability (Otinche, 2007; Chikwe and Biriowu, 2019a). In a related vein, a transparent leader is a manager of private and public resources for the enhancement of organizational performance (Gluck, Kaufman and Wallach, 1980). In his own view, Kuada (2010), opines that, leadership transparency involves efficient resource utilization in societies and organizations, as well as the unceasing exploration of new resources.

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Johns and Sake (2005) argued that a transparent leader achieves organizational goals by enhancing the productivity, innovation, satisfaction and commitment of workforce. Leadership transparency is vital and strategic to good governance and national development. It is important to remark that leadership transparency is related to good governance and such linkage and synergy seek to improve the capacity of leadership to craft relevant strategies that will enhance the increase in governance efficiency and effectiveness in performing assigned functionalities.

A leader is said to be transparent when he is trusted, accountable, responsive and responsible as well as having respect for the rule of law. A leader is also transparent in leadership when the citizens or followers can have the freedom to seek redress in the courts in issues relating to acts of omission or commission by the leader or government and its officials, in course of their functionings. Leadership transparency demands that public should be acquainted with what the leader is doing in governance, in relation to the use of government money and other public resources entrusted into his/her care for the welfare and sustainability of the citizenry and overall national development.

As succinctly and relatedly argued by Gberevbie, Shodipo and Oviasogie (2013), underdevelopment in Nigeria is a function of poor leadership resulting, from lack of transparency at various levels of government (Federal, State and Local). They went further to assert that the government at all levels have failed to subscribe to proper accountability and leadership transparency in the management of public resources.

Leadership transparency is an integral component, consisting of effective leadership communicative behaviour, leadership trust and accountability, peace and security as relatedly investigated in the present study. These among others enhance unemployment and poverty minimization, as well as insecurity minimization, national development and well-being of the citizenry. The inability of Nigeria to provide the necessary needs for her citizenry is observed to be a function of the lack of transparent leadership who ought to possess and exhibit the capability of harnessing the country's abundant resources for the enhancement of the living standards of its people (Gberevbie, Shodipo and Oviasogie, 2013; Chikwe and Biriowu, 2019a). In relation to these, Chikwe and Biriowu (2019a), had in their study, asserted that, Nigeria's public and political office holders are therefore, urged and expected to imbibe proven transparency and proper accountability in leadership as initiated by the founding fathers of the nation, and if such is maintained and sustained, it could then be synonymous to good captains that steer the ship to arrive at the expected destinations and anchor well thereafter.

### **Leadership Trust**

As applicable to some other socially related constructs or concepts definitions, trust has several connotations (McKnight & Chervany, 1996). Leadership trust can be described, as the process that attributes relationships with or between people's futuristic reliable natural dispositions or social groups settings such as, families, friends, communities, organizations, companies, nations, and so on (Wikipedia, the free encyclopedia). In terms of organizational social settings influence, leadership trust may have a positive impact on the behaviours, perceptions, and performance of the leader or the led. Trust construct has a circular relationship with organizational justice perceptions such that perceived justice leads to trust which, in turn, promotes future perception of justice and transparency (DeConick, 2010).

### Types of Trust in Leadership

The typologies of trust that exist in organizational leadership as suggested by Eketu (2018) are: Deterrence-based trust; Knowledge-based trust, and Identification-based truth.

- **Deterrence Based Trust:** This type of trust as suggested is the most fragile in relationship, and in this case, violence and inconsistency can mar the relationship (Robbins, 2008). This type of trust as similarly argued is based on fear of punishment of be administered or reprisal on the event of violation of the trust. This type or form can also be called calculus-based trust as opined by Meshane and VonGlinow (2010).
- **Knowledge-Based Trust:** The understanding here is based on the bond or tie being established in the relationship and based on the behavioural predictability that arises from the interactions history. As observed by Robbins (2008), most organizational relationships are founded on knowledge-based trust. The perceived predictability emanates from meaningful communication and past experience, which implies that, the better one knows each others past actions and history, the more or less he will predict and trust accordingly.
- **Identification-Based Trust:** In this type of trust, the highest level to trust can be achieved when an emotional connection exists between the concerned parties (Robbins, 2008). This identification-based trust is founded on mutual understanding and existence of mutual bond between the parties. The occurrence of this type of trust exists when one party thinks like, feels like, and gives response like the other party (McShane and Von Ghnowu, 2010).

### Components of Trust in Leadership

The concept of trust in leadership can be specified via the dimensional constructs relatedly opined by Schindler and Thomas (2006), Robbins (2008), and Eketu (2018): Integrity, Competence, Consistency, Loyalty and Openness.

- **Leadership Integrity:** Integrity here relates to the perspective of a person's character as exemplified in honesty and truthfulness. In a related understanding, some researchers share a corroborating view that integrity has the most critical when one's trustworthiness is being associated (Robbins, 2008; McShane and Von Ghnow, 2010; and Slocum and Hellriegel, 2016).

In line with these understanding, Butteer and Cantrell (2000) support that, without a perception of others moral character and basic honesty, other dimensions of trust in leadership are meaningless.

- **Leadership Competence:** This relates to the understanding of individual's noted technical and interpersonal knowledge and potential skills which should be associated in the trust relationship, either based on the past or present. The perception or knowledge of this understanding will guide the trust relationships in different organizational settings, and acceptability of the person's competence or ability or confidence to execute the project as expected or assumed.
- **Leadership Consistency:** When a party is in a relationship, the degree of trust implicit therein can be attributed to the consistency associated in the relationship. As argued by Robbins (2008), consistency in leadership trust relates to an individual leader's

predictability, reliability, and good judgement in handling situations. As a result, when a leader is inconsistent between his words and actions, such decrease or reduces the level of perceived trust, reliability and explicit character. The foregoing assertion is made clear from the explanations of Nanus (2000), when he expressed that, “nothing is notified more quickly ... than a discrepancy between what executives preach and what they expect their associations to practice”. So, consistency enhances the level of trust in leadership as well as the perceived expectation of what the leader wants the people to believe and rely upon.

- **Leadership Loyalty:** This relates to the situation whereby both the leader and subordinates have to exhibit the willingness to reciprocate loyalty to each other as to sustain the perceived trust that ought to be embedded in the relationship. This also implies that the subordinate that trusts the leader expects protection and safety from him as to reciprocate the trust they have on the leader.
- **Leadership Openness:** This relates to the extent in which one has the perception and transparency in the relationship trust in each other. In the relationship, relevant information should be communicated to each other accordingly without limitation and doubt of the reliability of the holder. Absolute transparency in the relationship should be maintained and sustained.

### **Leadership Accountability**

Leadership accountability is a construct that may not have a single and universal definition because many acceptable definitions abound in literature. The acceptability of each definition depends on the circumstances or situation in time and space. Leadership accountability is very vital in the leadership implementation in strategic management processes both in private and public policies and programmes. Leadership accountability is critical and strategic to delivering government obligations to the citizens and at the fundamental level includes, the maintenance of law and order, social justice and security of lives and property, economic sustainability, employment generation and provision, and overall national development and sustainability. Leadership accountability in the present study is seen as how responsible those placed in position of authority are, in relation to the governance of organizations and society in general, as well as how they have explored and utilized the resources and authority bestowed on them by reference to a defined benchmark, as relatedly suggested by Tripathi (2016) and Chikwe and Biriowu, (2019a). Leadership accountability is a strategic element of organizational effectiveness, as well as a critical national development issue in Nigeria (Chikwe and Biriowu, 2019a). As similarly argued by Cordery, Sim and Zijil (2017), leadership accountability and transparency are critically required from authorities, organizations and individuals with mandate to serve public interest. Leadership accountability was found to be a critical business and national development issue as reported (71%), in a global survey of corporate executives (Molinaro, 2018). Omona (2010), posited that accountability is important to good governance; and that, good governance seeks to improve



the capacity of the state, encompassing a variety of strategies to increase efficiency and effectiveness of individual and government performance.

As suggested by Vance, Lowry and Egget (2013), accountability has two components:

- One representing the quality or virtue of accountability, the positive virtue of willingness to accept responsibility.
- The other representing mechanism of accountability, the process of accounting for actions and decisions to another party.

### **Factors Accounting for Differences in Leadership Accountability**

Learner and Tetlock (1999) and Vance, Lowry and Egget (2015) relatedly suggested four factors and these are:

- Identifiability: This relates to the awareness that the actions taken would be traceable to him or her.
- Expectation of evaluation: This pertains to the understanding that the output or performance will be assessed by another party against an established standard, and with implied consequences.
- Awareness of monitoring: This concerns the recognition that the actions taken are being monitored.
- Social presence: This relates to the awareness that there are other operators in the system.

### **The Concept of National Development**

The underlying or fundamental strategic measures of national development in this study are in consonant or concomitant as contained in Chapter 11, Section 14, Subsection 2(b) of the Nigerian nation 1999 Constitution (amended). This succinctly deals with the Fundamental Objectives and Directive Principles of State Policy relating to security and welfare of the citizens. As stipulated in such section, the security (i.e. insecurity minimization) and welfare of people (i.e. poverty minimization) shall be primary focus of government in order to enhance sustainable national development in Nigeria.

Igbogo (2015) relates national development with overall quality improvements in the various sectors of our national life such as, the political, socio-economic, socio-cultural, psychological, infrastructural, environmental and other relevant resources and spheres of national existence and sustainability, which could be combined to define and assure quality and productive existence for the citizens of a country. The crucial and strategic element in national development is the ability and sustainable joint efforts of the citizenry to harness and effectively manage the human and material resources endowed by force of nature for the all-ramifications benefits of mankind in general. In a related vein, national development as opined by Ebun (2016), implies a society and people that are positive and conscious in societal

transformation, as well as having the perception and belief of relating development to conscious positive change that is manifestable to group and individual citizenry livelihood. The high crime rate observable in the nation's environment is an indicator of underdevelopment in Nigeria, as similarly argued by Nwanegbo and Odigbo (2013). It is important to remark that some major factors that undermine the national development of any nation include, high rate of poverty, insecurity, corruption, unemployment, mismanagement of nation's resources, ethnic favouritism and appointments as currently in Nigeria today, among others. These strategic elements out rightly manifest via actions or inactions of the leadership. Unemployment leads to large scale poverty and insecurity and is noted to be one of the major socio-and macro-economic challenges bedeviling Nigerian nation and development in this 21<sup>st</sup> Century (Chikwe and Biriowu, 2019a). As relatedly opined by Omitogun and Longe (2017), and Chikwe and Biriowu (2019a) unemployment in Nigeria emanates from lack of proper leadership accountability and mismanagement of national resources, and it is a situation whereby citizens or people of a country who are physically and potentially fit, capable, qualified and ready to work at any time and space, but are staying or living without the perceived or requisite jobs. As a result and similarly expressed by Udabah (1999), the main cause of unemployment and associated poverty, insecurity and low standard of living in Nigeria that are hindering national development are the management of resources, relative inadequate and insufficient utilization of abundant relevant and resourceful labour force, occasioned by lack of transparent leadership, trust and proper leadership accountability. These indicants show that sustainable national development can hardly be achieved in the face of predominant leadership transparency, trust and accountability challenges prevalent in Nigeria.

### **Poverty Minimization**

One of the greatest challenges hindering national development in Nigeria today is poverty (Chikwe and Biriowu, 2019b). This issue according to them has brought strategic problems (arising from lack of transparent leadership, poor leadership accountability, ethnic-based sentiments, appointments and developmental projects locations, corruption, mismanagement of national material and human resources, and so on) to households and organizations alike in Nigeria, hence the urgent need to minimize it (poverty). Poverty as defined by UNESCO, (2013, 2014) is the state of not having enough resources to meet basic needs. The World Bank described poverty as the periods of hunger, lack of shelter, inability to access good roads, and lack of access to good medical care (USAID, 2015). In relationship to these, WHO (2017) similarly came up with the assertion that, poverty results into the state of ill-health because, those living in poverty are forced to live in dirty and unpleasant places. This is in line with the statement by World Bank in 2012 that 89 million people were living below 1.90 US dollar per day, as reported by Centre for the study of Social Policy (CSSP, 2014). The Central Bank of Nigeria (CBN) in 1999 described poverty as a state where individuals or

households are not able to cater adequately for their basic needs of food, clothing and shelter, and unable to meet social and economic obligations, lack of gainful employment, portable water and sanitation; and consequently, have limited chances of advancing their welfares to the unit of their capability (Chikwe and Biriowu, 2019b). This straight forward description of poverty by the Central Bank of Nigeria is more comprehensive since it involved poverty antecedents. One common thing about poverty is hunger and good shelter (Chikwe and Biriowu, 2019b). Relatedly, Ezekiel (2003), and Chikwe and Biriowu (2019b), argued that poverty is simply, the lack of all the resources that directly lead to hunger and physical deprivation. According to Ezekiel, poverty manifests itself to the state of lack of voice, power and independence, subjecting the affected persons to exploitation. He further advanced that poverty makes people to be vulnerable to rudeness, humiliation, and inhuman treatment and insecurity alike by both private and public agents of the state from whom help is asked for; in addition to where he/she sees poverty as the period of insufficiency, of total lack of basic necessities and facilities, such as food, housing, medical care, education, social and environmental services, consumer goods, recreational opportunities, neighbourhood amenities, transport facilities, and so on.

Consequent upon these poverty menace and attendant situations, our present study suggests that poverty in Nigeria results from lack of leadership transparency, poor leadership accountability and trust, as well as mismanagement of national endowed resources. As a result, this needed national development in Nigeria will be achieved through proper leadership transparency, and leadership accountability and trust, which will enhance poverty minimization and insecurity minimization. In view of these, it therefore, becomes imperative to any meaningful leader and government alike to imbibe and adopt leadership transparency, proper accountability and management of national resources that will lead to poverty and insecurity minimization and overall national development enhancement.

### **Insecurity Minimization**

Security can be conceptualized as the condition of feeling safe from harm or danger of any sort, the defence, protection and preservation of values, and the absence of threats to acquire values (Terrif, 1991). Similarly, Fayeye (2011), asserts that security focuses on the maturation of the structures and processes that can engender and guarantee socio-political and economic space, and sufficient conditions of among other things, personal, group or national aspirations.

In view of these therefore, insecurity can also be viewed as absence of freedom in terms of threats of any sort to an individual, an organization or a nation.

However, the concept, or word insecurity is a general term and may mean different things to different people. For the purposes of this paper, the term insecurity will be proxy with the myriad of security challenges currently confronting the Nigerian nation and hindering her desirable development such as, pipeline vandalization, kidnapping, large scale corruption and poverty, judicial malfunctioning and injustice, Boko Haram and Fulani herdsman attacks,

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political violence and assassinations, rape, job insecurity, ethnic and religious issues, tribalism and many others. In a related view, Igbogo (2015) argued that two major factors can easily undermine the security of any nation, and these are, corruption and injustice. These strategic elements that may disrupt the pace of national development as further advanced may manifest outrightly in the actions or inactions of the leadership in the various arms of government, as relatedly opined by Isacc (2015). These elements in their capacity generate devastating ripple effects that produce fertile ground for national development decay, as well as hindering effective national development in Nigeria.

Insecurity can also be described as a state of fear or anxiety, stemming from a concrete or alleged lack of protection (Kings, 2016). This description fundamentally refers to lack of or inadequate freedom from danger and accordingly encapsulates physical insecurity alongside with economic security and social security, being deprived the citizenry of a nation. In spite of the hydra-headed issues of Boko Haram and Fulani Herdsmen, other strategic insecurity issues that have threatened and challenged national security and associated development as similarly stressed by Kings (2016) include, large scale unemployment and poverty, unpatriotic politics and power game, lack of institutional positioning and tribalism, large scale corruption and mismanagement of public funds, infrastructural decay and breakdown, loss of socio-cultural and communal values, ethno-religious sentiments and conflicts, social irresponsibilities of corporate organizations, and so on.

According to Pasieczny (2017), the state of development of any nation can sometimes be simulated to be pathological, and pathology here is understood to be an extended presence of organizational dysfunction which impacts negatively on some defined social systems, and these ultimately lead to interference in the efficient functioning of the organizations. The worst pathologies that can lead to insecurity in any organization include, unjustified excessive spending on external manifestation of power (i.e. luxury), official misconduct or misuse of public function and resources for personal gain (i.e. corruption), multiplication or duplication of organizational entities and functions, arrogance of power, ethnic interests and sentiments, and so on (Pasieczny, 2017). The security calculus of Nigeria has failed as a result of the inability of the leadership to be transparent and accountable as well as the sustainability of previous socio-economic and infrastructural facilities that will enhance overall national development sustainability.

Otto and Ukpere (2012) succinctly argued that, the Nigerian nation is getting more insecure on daily basis, as many of the youths are getting more involved on various crimes since the inception of the democratic rule in Nigeria. In view of these, minimization of poverty and insecurity of lives and properties via leadership trust and accountability are fundamental and strategic to national development in Nigeria.

**Panacea to National Development Challenges in Nigeria**

Development as a concept or construct has myriad of definitions, depending on the focus and need for such definition. In this paper and as related to the view of Ebum (2016),

development can be briefly defined as the positive and conscious transformation of a society and its people, and the belief that development must be related to positive change in society, and this change must not only be positive, but also a conscious one. In view of this and to solve national development challenges relating to leadership issues, the following suggestions are therefore proffered:

- Socio-political and economic re-orientation to restore national value systems.
- Conscientious electoral and politico-democratic reforms.
- Revamping and development of committed and effective agricultural sectors.
- Enthronement of effective human capacity, resources and institutional building.
- Development-oriented mindset of the citizenry. This is related to what Olukayode (2015) asserted that, literature on development stresses the axiom that, it is the people who develop and that unless there are large numbers of suitably qualified people effective development cannot take place.
- Maintenance and sustainability of leadership transparency, probity and proper accountability.
- Poverty and insecurity minimization.
- Unemployment minimization sustainability.
- Nation-wide restructuring and devolution of power

### Methodology

The study employed cross sectional survey, e-mail Likert 5-point scale measure in the design of the questionnaire and purposive sampling techniques, involving both public, private and public office holders, including the police force, military, academia, businessmen, and political class who we perceived are knowledgeable in Leadership and national development issues in Nigeria. Trochim (2006) and Chikwe (2012) relatedly asserted that, through questionnaire and interview, survey research helps to measure what a person knows (knowledge/information), what a person likes and dislikes (values and preferences), and what a person thinks (attitudes and beliefs). In support of the use of purposive sampling, Haslam and McGarty (1998), and Chikwe (2012) relatedly assert that, such sampling technique enables the researcher to select appropriately, those members of a population who have a definable characteristic and indepth knowledge of the situation under study. In relation to the foregoing, a total of 110 persons statistical constituted the sample size of the study. After data cleaning, 102 copies of the research questionnaire were found fit for use in the analysis. The Pearson's Product Moment Correlation and Multiple regression techniques at 0.05 level of significance were adopted for the data analysis, with the aid of Statistical Package for Social Sciences (SPSS) software.

### Data Analysis, Findings and Discussions

**Table 1: Results of Hypotheses Tests on Leadership Transparency dimensions and Measures of National Development in Nigeria**

#### Correlations

|  |                         |                            |
|--|-------------------------|----------------------------|
|  | Poverty<br>Minimization | Insecurity<br>Minimization |
|--|-------------------------|----------------------------|

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|------------------------------|----------------------------|----------------|----------------|
| Leadership Trust             | Pearson correlation<br>(r) | .857**<br>.000 | .824**<br>.000 |
|                              | Sig. (2-tailed)            | 102            | 102            |
|                              | N                          |                |                |
| Leadership<br>Accountability | Pearson correlation<br>(r) | .871**<br>.000 | .890**<br>.000 |
|                              | Sig. (2-tailed)            | 102            | 102            |
|                              | N                          |                |                |

\*\*Correlation is significant at the 0.05 level (2-tailed);  $P < 0.05$

**Source:** Research Data and SPSS Output

As shown in table 1 above, the product of the analysis on the dimensions of leadership transparency and measures of National development in Nigeria indicate that the leadership trust and poverty minimization have a correlation coefficient (r) value of 0.857 and corresponding p-value of 0.000. The  $p < 0.05$  and r value of 0.857, implies that a statistical significant and strong positive relationship exist, indicating that the maintenance and sustenance of leadership trust will significantly and strategically enhance poverty minimization in Nigeria and consequently, national development. In a related vein, the relationship between leadership trust dimension of leadership transparency and insecurity minimization indicate a correlation (r) value of 0.824, with associated p-value of 0.000 (i.e.  $p < 0.05$ ). This shows that a statistical significant and strong positive relationship exist between the variables, implying that maintenance and sustainability of leadership trust will enhance insecurity minimization and national development in Nigeria.

Similarly, in table 1 above, the relationship between leadership accountability and poverty minimization in Nigeria indicate a correlation (r) value of 0.871, with an associated p-value of 0.000 (i.e.  $p < 0.05$ ). This implies that a statistical significant and strong positive relationship exist between the study variables in question. The understanding in this relationship is that, proper leadership accountability will enhance poverty minimization in Nigeria. The result of this analysis is related to that of Gbervbie Shodipo and Ovasogie (2013) study on leadership and accountability and that of Chikwe and Biriowu (2019a) study on Accountability Imperatives and Nation Building: Evidence from Nigeria. In a related development, the relationship between leadership accountability and insecurity minimization in Nigeria indicate a correlation coefficient (r) value of 0.890, and a corresponding p-value of 0.000 (i.e.  $p < 0.05$ ). This relationship shows that a statistical significant and strong positive association exist between the stated study variables. This also implies that proper leadership

accountability will enhance insecurity minimization in Nigeria, and this will consequently enhance national development in Nigeria. The results of this study analysis are also related to what Ogwuche, Abdul and Haruna (2018) found in their study of leadership failure and insecurity in Nigeria, as well as that of Effiong, Usoro, Effiong and Ingang (2018) study on Nigeria's Leadership Security and National Development.

**Table 2: Regression Analysis and Statistical values of Leadership Trust and Leadership Accountability impact on Poverty Minimization aspect of National Development**

**Coefficients<sup>a</sup>**

| Model                     | Unstandardized Coefficients |           | Standardized Coefficient |       |      |
|---------------------------|-----------------------------|-----------|--------------------------|-------|------|
|                           | B                           | Std Error | Beta                     | t     | Sig. |
| 1 (Constant)              | .434                        | .108      |                          | 4.034 | .000 |
| Leadership Trust          | .650                        | .069      | .750                     | 9.446 | .000 |
| Leadership Accountability | .620                        | .115      | .560                     | 5.391 | .000 |

a. Dependent Variable: Poverty Minimization aspect of National Development

**Source:** Research Data and SPSS Output

**Ho<sub>1</sub>:** There is no significant relationship between leadership trust and poverty minimization in Nigeria

**Ho<sub>2</sub>:** There is no significant impact of leadership trust on insecurity minimization in Nigeria.

Table 2 above indicates that leadership trust had a calculated t-value of 9.446 and an associating significant/probability value of 0.000. Statistically, since calculate t-value (9.446) > tabulated value of 1.96 at 0.05 level of significance, we therefore reject the null hypothesis and accept the alternative. It therefore implies that a statistical significant and positive relationship exist between leadership trust and poverty minimization in Nigeria. This sums up to indicate that where leadership trust is maintained and sustained, such will help in minimizing poverty in Nigeria. This also indicates that when leadership in organizations in Nigeria maintain trust vested on them, poverty will be highly minimized to usher in desired national development in Nigeria. Table 2 above also shat that leadership accountability had a calculated t-value of 5.391 with a corresponding p-value of 0.000. The tabulated value is 1.96 which is less than t-calculated.

By statistical convention and rule, we reject the null hypothesis and accept the alternative. It therefore implies that a statistical positive and significant relationship exist between leadership accountability and poverty minimization in Nigeria.

**Table 3: Regression Analysis and Statistical values of Leadership Trust and Leadership Accountability impact on Insecurity Minimization in Nigeria**

**Coefficients<sup>a</sup>**

| Model | Unstandardized Coefficients |           | Standardized Coefficient |   |      |
|-------|-----------------------------|-----------|--------------------------|---|------|
|       | B                           | Std Error | Beta                     | t | Sig. |

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|                           |       |      |      |       |      |
|---------------------------|-------|------|------|-------|------|
| 1 (Constant)              | 1.777 | .432 |      | 4135  | .000 |
| Leadership Trust          | .562  | .276 | .493 | 2.041 | .000 |
| Leadership Accountability | .621  | .116 | .560 | 5.394 | .000 |

a. Dependent Variable: Insecurity Minimization aspect of National Development

**Source:** Research Data and SPSS Output

**Ho<sub>3</sub>:** There is no significant influence of leadership trust on insecurity minimization in Nigeria.

**Ho<sub>4</sub>:** There is no significant relationship between leadership accountability and insecurity minimization in Nigeria.

In table 3 above, leadership trust had a calculated t-value of 2.041 and a corresponding significant/probability value of 0.000. The tabulated t-value is statistically 1.96. Conventionally, since calculated t-value of 2.041 > t-tab (1.96), we reject the null hypothesis and statistically assert that positive and significant relationship exist between the predictor and criterion variables. This implies that leadership trust influences insecurity minimization in Nigeria, and that when leadership maintains trust, insecurity will be minimized and such will enhance national development in Nigeria. Similarly, the calculated t-value of leadership accountability in table 3 above is 5.394 with a corresponding p-value of 0.000. The statistical tabulated t-value is 1.96, which is less than the t-calculated value. By statistical convention we therefore reject the null hypothesis and accept the alternative, which asserts that a significant relationship exist between the predictor and criterion variable. This implies that the maintenance of leadership accountability as a dimension of leadership transparency, will enhance the achievement of insecurity minimization in Nigeria. This will no doubt, and accordingly enhance National development in Nigeria.

**Table 4: Summary of the Statistical values of the relationship between dimensions of Leadership Transparency and measures of National Development in Nigeria**

|   | r-value | t-value | p-value | Remarks                  |
|---|---------|---------|---------|--------------------------|
| Leadership trust and poverty minimization             | 0.857   | 9.446   | .000    | Significant relationship |
| Leadership trust and insecurity minimization          | 0.824   | 2.041   | .000    | Significant relationship |
| Leadership accountability and poverty minimization    | 0.871   | 5.391   | .000    | Significant relationship |
| Leadership accountability and insecurity minimization | 0.890   | 5.394   | .000    | Significant relationship |

**Conclusions**

Based on the findings of our study we conclude that there is a strong positive and significant relationships between leadership transparency and national development in Nigeria.



The perception of people is that, there is a perceived breach of leadership transparency, leadership trust and leadership accountability across the national divide, and leaders holding public and political offices to a great extent, have betrayed the trust and lacked proper accountability. The leaders show little regard to expected national developmental value systems maintenance and sustainability of the Nigerian nation. The study further concludes that, leadership integrity in patriotism and high degree exhibition of characteristic greed and leadership insensibility to the general welfare of the citizenry, which have culminated to perceived widespread poverty, insecurity and deviant behaviour bedeviling national development in Nigeria.

### Recommendations

The study recommends the implementation and maintenance of federal character positioning, restructuring of National Assembly and other political office holders' salaries, emoluments and entitlements to align with Federal government civil service salaries structure in Nigeria. This will greatly enhance the needed national development in Nigeria. We also recommend the adoption of leadership that is transparent and accountable in characteristic that will permeate good governance and visionary in architecture.

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