



The Nexus of Leadership, Insecurity and Development in Nigeria

Eleazar Chibuzor Gbandi & George Amisah

University of Benin, Benin City, Nigeria

Abstract

Good leadership in any society or country is necessary for the economic growth and development. A good leadership will also ensure that the level of insecurity in the society is reduced to the barest minimum. Nigeria is saddled with numerous insecurity problems. This coupled with leadership that has not lived up to expectation has negatively impacted the infrastructural, socio-economic and political development of Nigeria. The paper focuses on the concept of leadership, Nigeria's insecurity and the connection between leadership, insecurity and development in Nigeria. The paper concludes that insecurity is a threat to protection of lives and property. The leadership should focus on the elimination of crimes that threaten the peace and safety of its citizens, provide habitable environment for all and this will ensure growth and development

Keywords: Leadership, Insecurity, Development, Security, Nigeria

Paper Type: Viewpoint

JEL Classification Code: M19

Introduction and Background to the Study

Any organization, society or indeed a nation will require a focused leader to provide the required leadership if the goals of the organization or nation are to be achieved. The leader must be able to influence the followers to believe in his vision. Nigeria as a nation has many challenges. Some of these challenges include focused leadership, insecurity and lack of sustainable development.

In the last two decades, Nigeria has witnessed unprecedented insecurity. Consequently, security is now given the required attention and gets huge allocation in yearly national budget (Achumba, Ighomereho & Akpor-Robaro, 2013). Insecurity will not provide the enabling environment for political, infrastructural and social development in any nation. The leadership of any country that is saddled with the problem of insecurity must be focused in fighting the insecurity. The leadership must have the political will to resolve the insecurity challenges.

Is there any relationship between security, leadership, and development in Nigeria? The review tries to answer the above question. The paper starts with concept of leadership. It goes

on to examine the concept of insecurity, followed by the concept of development. The connection between leadership and development, insecurity and development constitute the last section of this paper before it ends with a conclusion

Concept of Leadership

Leadership can be conceptualized as the ability of a leader to influence others to accomplish set goals. The influence is such that the influenced person or group will willingly contribute efforts toward the achievement of the objectives. Leadership can be about a leader (the person influencing others) and followers (the persons being influenced). Leadership is about people. With good leadership, the followers will be motivated to effectively as well as efficiently participate in achieving organizational set objectives of the group. The essence of leadership is followership (Igbinomwanhia, 2011).

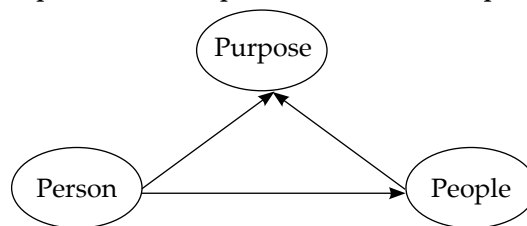
Four factors of leadership have been identified as leader, follower, communication and situation. The leader establishes a clear vision which he shares with the followers. The followers willingly follow the leader. The leader provides the skills, knowledge and other things needed to actualize the vision. Some key leadership characteristics include individuality, which is the ability to stand out from the rest, inclusive leadership (showing that the leader is like the rest).

Different scholars have defined leadership from different perspectives and it is difficult to come up with a single working definition. Hicks and Gullet (1981) defined leadership from the perspective of influencing the way others behave. From the social perspective, Kreitner and Kinicki (2004) avers that leadership is a social process that enables the leader to get the workers to voluntarily partake in all the efforts to reach the goals of the organization while Robbins and Judge (2009) define leadership as having the characteristic needed to get a group to accomplish set vision. (usually a shared vision) or a set of goals.

Concept of a Leader

A leader is a person who is committed to a process and influences people to achieve that purpose. Leadership is about people and therefore a leader is one who influences his followers to share and accomplish his vision and shared goals (purpose) Leader can be conceptualized from the perspective of the person, people and purpose (3Ps).

Figure I: Concept of Leadership from the Three Perspective of the 3Ps



A conception of a leader from the perspective of the three Ps, person, people, and purpose

Figure I. illustrates the relationship between the 3Ps (person, people and purpose). Here the person is the leader, the people are the followers or the group of people that is influenced by the leader while the purpose represents the goals or objectives of the organization or society that the leader (person) is committed to and the people (followers) want to achieve.

In any society or organization, a leader will generally among other things do the following;

- i. Initiates action
- ii. Motivates the followers or people
- iii. Provides guidance to the followers
- iv. Creates confidence by explaining clearly to the followers their roles and guiding them to achieve the goals effectively
- v. Builds morale by achieving full cooperation of the followers towards their work willingly and the followers give their best towards achieving the shared vision.
- vi. Develops conducive work environment. An efficient work environment enhances productivity and provides stable organizational growth. The leader strives to provide an efficient work environment
- vii. Coordinates. A leader achieves coordination in the organization by reconciling personal interests with organizational goals (Igbinomwanhia, 2011).

Leaders influence people through motivational power. Such power is essentially the capacity to control or affect the way others behave. In organizations, leaders derive their powers from one or more of the following sources of acquiring the ability to influence people

- Legitimate source of power
- Reward source of power
- Coercive source of power
- Expert source of power
- Information power
- Referent source of power

Some other sources of influencing people include financial influence and political influence. Presidents derive their influence from political power.

Attributes of a Good Leader

A leader must have a vision which enables him or her envision the future and be able to inspire people (the followers) and influence them to believe and share in his/her vision. A leader must have some personal qualities if he/she is to envision the future and control the followers to accept and share in the collective vision. A good leader must have some characteristics or attributes. Recent surveys indicate that a good leader will often have several or all of the following characteristics (Deen, 2013).

- a. Honesty. A good leader establishes honest relationship with his/her followers. The followers will trust the leader and the trust and reliability on the leader will inspire the people he is leading to achieve the shared goals.
- b. Ability to delegate. The leader may not be available at all times. He/she must be able to delegate and know what to delegate.
- c. Ability to communicate. The leader must be able to clearly describe and explain his/her idea very clearly to the followers.
- d. Confidence. A good leader should show confidence in the face of challenges. A leaders' confidence will also inspire confidence in his/her followers. This will enable the leader as well as the followers to keep their focus on the shared objectives.
- e. Commitment. The leader should always show commitment to the work or vision.

Followers seeing their leader committed will also become committed. Followers will work better when the leader is by their side sharing both the difficulties and successes.

- f. Creativity. In difficult situations, the leader can help the followers by coming up with a solution that may require thinking out of the box. A leader should be creative.
- g. Positive attitude. A leader should always maintain positive attitude which will lead to motivation of the followers.
- h. Ability to inspire. Leader should be able to inspire the followers to share in his/her vision and work towards achieving such vision.

Some Leadership Theories

Theories are attempts by scholars to provide explanation to observed phenomenon. Management scholars have also come up with explanation of leadership as a phenomenon. Three distinct approaches, trait, behavioral and situational approaches have been used to explain leadership (Igbinomwanhia, 2011).

The trait theory views leadership from the perspective of identifying leadership qualities associated with leaders who have achieved greatness. This concept referred to as the great man approach proposes that certain leaders such as Alexander the Great, Kwame Nkrumah, Murtala Mohammed, Nnamdi Azikiwe and Nelson Mandela exhibited some traits which made them great leaders. Scholars have listed different traits associated with such great leaders. Kirkpatrick and Locke (1991) mentioned the under listed as important characteristics of leadership

- i. Desire to achieve (through self-motivation, displaying initiative, energy and innovativeness)
- ii. Self-motivation to lead others (getting others to follow his shared vision)
- iii. Integrity and honesty
- iv. Having self-confidence (being emotionally stable)
- v. Intellectual ability
- vi. An understanding of the activities or situation

The criticism of the trait theory led to the behavioral theories. The behavioral theories view leadership from the perspective of the behavior of the leader rather than a personality trait that determines leadership effectiveness. Beginning from the period of the Second World War, studies on leadership behavior were conducted. Some of these studies included the Iowa studies, the Ohio studies and the Michigan studies.

The situation approach also known as the contingency theory explains how the style of the leadership adopted relates to the prevailing situation. The prominent situational/contingency theories are Fielders' contingency model, Hersey and Blanchard (1988) situational theory and the path-goal theory.

Leadership Styles

The approach and manner leaders use in providing direction, implementing plans, motivating people and getting results is conceptualized as leadership styles. Three major leadership styles have been identified.

- Authoritarian style also known as autocratic
- Participative style or democratic style

- Delegate or free reign style

All three styles are used by good leaders and usually one of the three may be the dominant style. Good leaders will use the style that is most appropriate to the situation. However bad leaders tend to stick to one of the leadership styles.

Nigerian Leaders Pre and Post-Independence Period

Nigeria as a nation has had many leaders as Head of State and/or President from 1960 (when it attained independence from the colonial British administration) till date. Nigeria attained nationhood when the northern protectorate and the southern protectorate emerged. Sir Lord Frederick Lugard was the first Governor General between 1914 and 1919. Other colonial Governor Generals were Sir Bernard Bourdillion (1935 to 1943), Sir John Macpherson (1948 to 1955) and Sir James Roberson (1955 to 1960). Sir Roberson was the last Governor-General of the colonial administration before Nigeria became an independent nation (Nigerian leaders since 1914, 2018).

Between 1960 and 2018, Nigeria was led by different leaders either as military Head of State or elected President. Benjamin Nnamdi Azikiwe is the first President of Nigeria (from 1st October, 1960 to 15th January, 1960). Alhaji Abubakar Tafawa Balewa led the country as its Prime Minister from 30th August, 1960 to 15th January, 1966. With the military intervention in the politics of Nigeria, Johnson Thomas Umurakwe Aguiyi-Ironsi was the first military leader to head the government (January 16, 1966 to 29th July, 1966). Other heads of the military government include General Gowon who headed the government between August, 1966 and July 1975, General Mohammed who was in charge between July, 1975 and 13th February 1976. Olusegun Obasanjo (14th Feb., 1976 to 1st October, 1979), Ibrahim Babangida (27th August, 1984 to 25th Aug., 1993), Sani Abacha (17th Nov., 1993 to 8th June., 1998) and Abdulsalam Abubakar (9th June, 1998 to 29th May, 1999) (Ogbeidi, 2012).

Alhaji Shehu Usman Shagari was elected as a civilian resident between 1st October, 1979 and 31st December, 1983. Other civilian leaders are Ernest Adekunle Oladeinde Shonekan (26th Aug., 1993 to 17th Nov., 1993), Olusegun Obasanjo again was in charge this time as a civilian leader between May 29th, 1999 to May 29th, 2007. Umaru Musa Yar'Adua was the elected leader from 29th May, 2007 to 5th May, 2010. Goodluck Jonathan ruled the country from 5th of January to 25th May, 2015, and Muhammadu Buhari (29th May, 2015 to date) (Nigerian leaders since 1914, 2018).

Leadership and Development in Nigeria

Good leadership is a catalyst for sustainable development in any nation. Leadership roles include inspiration, team work, team accomplishments, coaching conflict resolution, mentoring, idea generation and many more. These roles when properly performed by a leader result in socio-economic development of a country. Good leadership will have positive impact on everyone's life as well as motivate the followers to contribute their best to the achievement of the shared goals. The question to answer is whether Nigeria in her over 67 (sixty-seven) years of nationhood had leaders that have played these roles. How well have Nigeria fared in respect of development in the different sectors of the society? What is the state of the infrastructure in the country? What about the welfare of the citizens? Are there adequate health facilities for the followers? Unfortunately, many Nigerian leaders have not played the roles expected from good leaders. Instead, Nigerian leaders display power, affluence, financial recklessness, corruption and their style of maladministration has resulted in the mismanagement of the economy (Ali, 2003). This has led to unemployment, crime, violence and insecurity in Nigeria resulting in the negative impact on the development of the country over the years.

Concept of Insecurity

Basically, insecurity can be conceptualized as the absence of security. Akin (2008) sees security as the establishment of conditions that enable provision of protection for lives and properties. With security, people feel safe to carry out their activities with the knowledge that no harm will come their way. Lack of security can be viewed as a situation of fear, uncertainty, danger and lack of protection of lives and properties. Insecurity can be viewed from the perspective of violence. Insecurity is the antithesis of security. Some of the perspectives from which security has been described include absence of safety, dangerous situation, hazardous periods, risks or uncertainty, absence of confidence (Achumba, Ighomereho & Akpor-Robaro, 2013). Insecurity has been defined as a situation where there is no protection, there is fear, lot of uncertainty and anxiety (Beland, 2005). Physical insecurity is easily noticed. This type of insecurity can lead to other types of insecurity such as anxiety, fear, economic insecurity and social political insecurity.

Insecurity in Nigeria

There are many forms of insecurity plaguing Nigeria. Armed robbery which became very rampant after the civil war ended in 1970 occurs across the country, in cities like Lagos, Port Harcourt, Ibadan, Benin City, Akure, Kano, Enugu, Kaduna, Abeokuta, Maduiguri, Onitsha, Warri, Aba, Zaria, Sokoto and so on. Travelers are robbed regularly by armed robbers on the high way as well as remote towns and roads.

Another worrisome form of insecurity in Nigeria is kidnapping for ransom. This type of insecurity began in the oil rich Delta region of the Nigeria. The expatriate oil workers of the oil companies were the targets of the kidnappers who said that was a way of drawing attention to the devastating effect of oil exploration on their community. They accused the oil companies of failing to develop the communities where they make so much money while degrading the environment to the extent that they can no longer fish from the rivers and grow their crops. The Federal government was also accused of not doing enough for the region that contributes so much to the Federal purse. So, the objective was to disrupt the exploration and production of oil in the region. While one may be tempted to say that the approach led to the Federal government paying more attention to some form of development for the region, at least in the area of human resource development of the youth (who were more vocal and benefitted from the amnesty program), kidnapping spread to other parts of the country. Now, the problem is in every part of the country and it is a serious form of insecurity in Nigeria. Both Nigerians and foreigners are now regularly kidnapped for ransom in every part of the Nigeria.

The insurgency is a serious insecurity situation facing the country. The menace of the insurgency is mainly in the north eastern states with Borno state hardest hit. Boko haram started their campaign in Borno state in 2009. Over the years, more than four thousand (4,000) persons who are Nigerians and other nationals have lost their lives (Adegbami, 2013). They have executed a lot of bombings on selected targets. Among these is the Independence Day celebration bombing, the United Nations office building, the Abuja police headquarters, yanya market as well as the Kaduna military base. They have now resorted to suicide bombing. Their activities in the northern states have resulted in the displacement of many indigenes of the states. Many internally displaced people's camps have been established in various cities in Nigeria to accommodate the displaced persons. Boko haram has also been involved in kidnapping. Over a hundred (100) school girls kidnapped from their school in 2014 are yet to be released. The Boko haram insurgency has led to serious insecurity situation in the north east with the attendant development problems not only for the north east, but for the whole nation as lot of funds have been expended

(and more will still be spent) in prosecuting the war against Boko haram. Ojo (2020), stated the Boko haram, Fulani and other militant groups are striving in the north as a result of government negligence to provide the required surveillance and a harmonized state presence in the area. This created an ungoverned space and enabling environment for all sort of criminal tendencies, warlordism, tribal self-defense forces and religious fanaticism resulting in thousands of deaths every year.

Another source of insecurity in Nigeria is the herdsman farmers' crisis. A non-governmental organization, a body concerned with conflict resolution and human rights in Nigeria asserts that more than two thousand people have lost their lives in conflicts of farmers and herdsman in Nigeria Many more have been displaced and in some cases the communities razed down. The herdsman farmers' clashes, with both sides coming up with self-defense militias have become the dominant security issues in the country (Allison, 2018).

Security and Development in Nigeria

Security has been defined by Wolfers (1962) as a situation where values are not threatened and is devoid of fear. The International Encyclopedia of the Social Sciences defines security as the ability of a nation to protect its internal values from external threats. Omede (2012) sees security from the perspective of a nation being able to ensure that its core values as well as the interests are not under threat. State security implies protection of the state from both external aggression and internal instability. It also implies the protection of its boundaries from enemies, and protecting its people politically, socially and economically. Casble (1997), asserts that maintaining the core values of a nation and protecting the citizens from grave social, political economic threats and problems is sufficient to describe what is meant by security. Every society has certain basic principles around which certain values are anchored. These basic principles will be the basis on which the society is economically, socially and politically secure. Human security has been conceptualized by the human development report as safety from danger, hunger, threats, disease and other difficulties. Furthermore, security could also be regarded as certain behaviors that guarantee the wellbeing of persons and situations as well as eliminates the threats and risks to human lives and properties.

Development focuses on the standard of living of the citizens of a country. It is not only concerned with growth in production and output, but considers the resultant improvement of individuals and the wellbeing of the people and the environment brought about by growth in production and output. Development leads to the sustainability of economic, political and technological growth (Faure, 1972). A nation's development depends on the governance of the country. Governance entails the provision of political, social and economic goods and services to its citizens who have rights of expectation of such goods and services (IIAG, 2013). Nigeria has been rated below average on governance by the 2013 African Governance index (IIAG) According to Ali (2013), development is concerned with persons and development is about the lives of people. People can be said to be developed when their lives are not secure. He further opines that when the social-economic and political wellbeing of a people are guaranteed, security for the society will have been attained.

Causes of Insecurity in Nigeria

Several excuses have been advanced for lack of security in Nigeria (Nwagboso, 2012; Omede, 2012; Adegami, 2013; Ali, 2013). Eme and Onyishi (2011) opined that inadequate funds for the police and other security agencies is responsible for the level of insecurity in Nigeria. The security agencies require funds to purchase communication equipment, up to date arms to be able to

face the criminals who go about with sophisticated arms. In addition to this the welfare of the security agencies is not taken seriously as the salaries and allowances of the workers are not paid regularly. However, Oladipupo (2005) stated that the security agents in Nigeria are more corrupt than the people they protect. This has been attributed to the type of people employed by the security agencies. The recruitment exercise is usually not credible as merit and character take back seat while bribery and favouritism determine who is employed. The result of this is that some of those employed use their uniform to commit crimes against the society. Afolabi (2019) enumerated the causes of insecurity in Nigeria to include; unemployment, bad governance, failure of law enforcement agencies to enforce the law and the inability of the Nigerian leaders both in the past and the present to rise to their responsibilities. Adofu, & Alhassan (2018) posit that insecurity in Nigeria is bread by Underdevelopment. This is manifested in the form of unemployment of youths that form a greater percentage of the Nigerian population as well as lack of infrastructural facilities. They further suggested that this could be overcome through a government policy that will be centered on human capital and massive infrastructural development.

Another reason that has been advanced for insecurity in Nigeria is the manner and attitude of politicians who see politics as a do or die affair. There have been reported cases of politicians exhibiting conducts inimical to security of the society. They disobey the laws of the land, are involved in political crisis and in fighting among themselves, the executive, legislator as well as their god fathers (Eme & Onyishi, 2011). Page (2019) stated that insecurity in Nigeria is aggravated by lack of transparency and poor oversight function on security matters by the government. He further noted that officials of all government functionary are involved in opaque budget and procurement practices which has given room to large scale corruption and the inability of the security authorities to curb the increasing surge of security in the country. In addition, the continuous increase in rate of unemployment has contributed immensely to the current level of crime and its consequences. Nigerian Bureau of Statistics (NBS) 2011 figures put unemployment at 23.9 percent. The large number of unemployed people constitute security risk as many of them engage in criminal activities. Some other factors responsible for the high level of crime in the society are poverty, illiteracy, poor infrastructures, corrupt security agents, poor societal values.

Insecurity and Socio- Economic development

Ali (2013) noted that while Nigerian leaders have failed to provide the socio-economic structure that will motivate the citizens to be patriotic and contribute to the development of the society, the politicians display ill-gotten wealth and exhibit financial corruption most of the time. The huge salaries and welfare packages they approve for themselves is an indication of their insensitivity to the problem of the socio-economic development of the society. Crime, insecurity, corruption and other vices are the consequence of the poor leadership exhibited by such leaders. He further stated that the Nigerian political class has mismanaged the economy and resources of the country resulting in unemployment, high level of poverty which in turn contributes to armed robbery and kidnapping for ransom. The insecurity situation in Nigeria will continue to be a source of worry for the citizens. They know that the leaders lack the capability to tackle the security problems. Security of lives and property is critical to the development of any country. Insecurity will negatively impact development. Insecurity has a price and the cost of insecurity may become a burden for the economy. Every business owner dread insecurity and will want to avoid the risks associated with insecurity. The leaders must therefore provide not only security for lives and property, but also provide security in virtually every area of the economy. There should be food security, information security, health security, educational security, light security, job security, infrastructural security, road security, environmental security, human rights security,

and security to life. It is only when the leadership provides the enabling environment for the actualization of security in these different areas of the economy that there will be sustainable development in the country as the citizens will be enabled and happily contribute to the economy. Herein lies the nexus between leadership, insecurity and development.

Conclusion and Recommendations

In conclusion, protection of lives and property which results in happiness, peace and wellbeing of the citizens is the essence of security. While security is about protection of lives and property, insecurity on the other hand is accompanied by crimes and unending problems.

In view of the vital insecurity issues discussed in this paper, the following recommendations are made:

1. Leaderships at all levels should ensure that programs and policy are put in place to eradicate to the barest minimum the high level of poverty by meeting the basic needs of Nigerian citizens
2. Leadership at all levels should ensure a system that guarantees the presence of peaceful environment, protection from criminal activities and rule of law. The result of such leadership will be the growth and development of the economy and the country.
3. The constitution should be reviewed to give the states some powers in the area of security control. The concentration of security powers in the federal government sometimes render the states helpless especially when the states are not being controlled by the party in power at the federal level. The federal government and the state government should jointly provide the needed logistics to the various security agencies. Where necessary, the states should be allowed to establish community-based vigilantes to compliment the statutory security agencies. Programs that can engage the youths in gainful activities should be available as such empowerment programs will lead to self-reliance and keep them away from criminal activities.
4. Apart from empowering the youths, the leadership should also create a conducive atmosphere for entrepreneurs to strive by providing the necessary incentives for economic activities to thrive. This will encourage young entrepreneur to be more innovative and creative.
5. There is the need to increase the number of the security agencies. This can be done by establishing additional agencies as well as increasing the number of the personnel in the various agencies. The neighborhood watch or the community policing policy can also be helpful in trying to provide adequate security for the system.
6. The citizens should give timely information to the security agencies. Being security conscious by the citizens will also go a long way in helping the security agencies provide the needed security. Citizens should not hesitate to share information with the security personnel. They should join the security agencies to prevent crime as prevention is much easier and better than control.

References

- Achumba, I. C., Ighomereho, O. S. & Akpor-Rbaro, M. O. M. (2013). Security challenges in Nigeria and the implications for business activities and sustainable development. *Journal of Economics and Sustainable Development*, 4(2), 79-99

- Adegbami, A. (2013). Insecurity: A threat to human existence and economic development in Nigeria. *Public Policy and Administration Research*, 3(6), 8-13
- Adofu, I., & Alhassan, A. (2018). Insecurity and economic development in Nigeria. *Journal of Economics and Sustainable Development*, 9(18), 101-111
- Afolabi, S. A. (2019). Statistical analysis of insecurity and criminal cases in Ibadan, Oyo State Nigeria. *International Journal of Research and Scientific Innovation*, 6(12), 10-18
- Akin, I. (2008). The utility of close circuit television (CCTV) in intelligence gathering by security operatives in Nigeria. Proceedings of conference on intelligent security. Lagos.
- Ali, A. D. (2013). Security and economic development in Nigeria since 1960. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 2(6), 1-7
- Allison, S. (2018). Herdsmen crisis underscores Nigerians' complex security threats. Reports from institute of security studies. Retrieved from <https://reliefweb.int/herdsmencrisis>.
- Beland, D. (2005). The political construction of collective insecurity: From moral panic to blame avoidance and organized irresponsibility. *Centre for European studies*. Working paper series. 126
- Casble, A. (1997). Transnational organized crime and international security, Institute of International Relations, Working Paper No. 19, Nov 1997.
- Deen, A. (2013). 10 must-have characteristics of a good leader. Retrieved from <https://www.workitdaily.com/goo-leader-characteristics>.
- Eme, O. I. & Onyishi, A. (2011). The challenges of insecurity in Nigeria: A thematic exposition. *Interdisciplinary Journal of Contemporary Research in Business*, 3(8), 172-175
- Faure, E. (1972). *Learning to be: The world of education today and tomorrow*, Report by the International Commission on the Development of Education, UNESCO, Paris 1972.
- Hersey, P., & Blanchard, K. (1988). *Management of organizational behavior*. Englewood cliff NJ. Prentice Hall.
- Hicks, H. G. & Gullet, C. R. (1981). *Management (4th edition)*. New York: McGraw-Hill
- Ibrahim Index of African Governance (IIAG) (2013). World rating on governance. Retrieved from <https://mo.ibrahim.foundation>
- Igbinomwanhia, O. R. (2011). *Organizations behavior and processes*. Benin City: Broadgate publishers.
- Kirkpatrick, S. A., & Locke, E. A. (1991). Leadership: Do traits matter? *Academy of Management, Executive*, 5(2), 48-60
- Kreitner, S. A., & Kinicki, A. (2004). *Organizational behavior (6th edition)*. New York: McGraw-Hill/Irwin.
- Nigerian leaders since 1914 (2018). Retrieved from <https://www.onlinenigeria.com/leadership>
- Nwagboso, C. I. (2012). Security challenges and economy of the Nigerian State (2007- 2011). *American International Journal of Contemporary Research*, 2(6), 244-258.
- Ojo, J. S. (2020). Governing ungoverned spaces in the foliage of conspiracy: Toward (re)ordering terrorism, from Boko haram insurgency, Fulani militancy to banditry in Northern Nigeria. *African Security*, 13(1). Retrieved from <https://www.tandfonline.com/doi/full/10.1080/19392206.2020.1731109>
- Ogbeidi, M. M. (2012). Political leadership and corruption in Nigeria since 1960: A socio-economic analysis. *Journal of Nigeria Studies*, 1(2), 1-25

- Oladipupo, S. (2005). Police as public enemy. *Nigerian Newsworld*, 11(25), 12-16.
- Omede, A. J. (2012). Nigeria: Analysing the security challenges of the Goodluck Jonathan Administration. *Canadian Social Science*, 7(5), 90-102.
- Page, M. T. (2019). Nigeria struggles with security sector reform. Retrieve from <https://chathamhouse.org/expert/comment/Nigeria-struggles-security-sector-reform>
- Robbins, S. P. & Judge, T. A. (2009). *Organizational behavior*(13th edition). New Jersey: Pearson education. Prentice Hill.
- Wolfers, A. (1962). *Discord and collaborations*. Baltimore: Johns Hopkins University Press.

Author's Profile

Eleazar Chibuzor Gbandi was formerly a senior marketing manager with government own Nigerian Telecommunication Limited (NITEL) before joining the academia. He is currently a senior lecturer at the Department of Business Administration, University of Benin, Benin City, Nigeria. He is also an adjunct senior lecturer at Benson Idahosa University (BIU). Benin City, Nigeria. His areas of interest are marketing, entrepreneurship development and general management.

George Amisah lectures in the Department of Business Administration, University of Benin, Benin city. Before joining the University of Benin, he lectured at Wellspring University, Benin city. His working career includes a twenty (20) year stint in the banking industry. He withdrew his service from the bank in 2005 to study for a PhD degree. He is an adjunct lecturer with the Benson Idahosa University, Benin city. He is also a part time lecturer at Igbinedion University, Okada. His areas of interest include marketing, service marketing and entrepreneurship.
