

CONCEPTUALIZATION OF LEADERSHIP MODELS FOR NATIONAL DEVELOPMENT

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Abstract

The paper intends to explore the impact of leadership on National Development with a focus on Nigeria. The method adopted was a review of ideas developed and drawn from evaluating relevant publications. Leadership is influence-oriented and the style is contingent on the nature of leadership. National development consists of changes in the growth of social, cultural, political and economic factors that can improve and sustain the ever changing and increasing welfare of the citizen. The study noted lack of transparency and corruption in handling public funds, flagrant abuse of constitution among others as factors affecting progress improvements of leaders to nationally develop the country. The study recommends leadership style that appreciates innovative and creative strengths-based, backed with the political will to serve the country selflessly. The contribution of the analysis lies in its identification of appropriate leadership style responsible for poor leadership structure that is affecting national development in Nigeria and the recommendations that can redirect the attention of leaders to think development.

Keywords: *Conceptualization, Leadership Models, National Development*



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Introduction

In all aspects of human endeavor, leadership remained a major instrument for national development. It is important to the development of human resources, impartation of appropriate skills, knowledge and attitude. It is a means to achieving culture of peace, gender equality, national transformation and development, reduction of poverty with ensured peace and unity. A crucial aspect of management process is organizing, directing and coordinating and uniting their forces to attain the stated objectives. This entails the process of leadership and the choice of suitable behavior and actions. The central focus and feature of performance is leadership. Given the role of leadership in human activities, it becomes imperative that its relationship with national development is explored in this paper. Leadership is an integral part of management and its function in managerial operations cannot be ignored. Behavior of leaders to subordinates in any setting should be a source of concern to the top echelon if expected outcomes are to be celebrated.

National Development involves all aspects of a country's development such as social, political, economic, institutional etc. It is both quantitative and qualitative and particularly intended to revolutionize any nation's development forces. According to Luno (2018) "National Development is the effect of all citizens, forces and addition to stock of physical, human resources, knowledge and skills". It is changes in the growth of social, cultural, political and economic factors that can improve and sustain the social and economic welfare of the people.

Conceptual Framework

Leadership

The definition of leadership is as many as the number of authors who have written on the subject. It is a dynamic field of study that people tend to define based on the experience, knowledge, skill, social background, capability and level of education. Northouse (2007) submits that leadership is a situation whereby the power holder (leader) influences others to achieve a common goal. It is influence-oriented and the style of influence is contingent upon the nature of leadership. In military parlance, it is explained as a process by which an individual exercises control on others to accomplish a mission (U.S. Army, 1983). It is a process that involves inspiring others (subordinates) to pursue a shared target and vision within the established framework to obtain success either as a team or individual (Clark, 2012). Leadership is a dynamic process of establishing a vision, motivating followers to act and providing support and inspiration to attain mutually beneficial and negotiated targets (Andrew, 2008). It is a relationship between the leader and the followers hence considered interactive in nature. It is a social influence that optimizes the efforts of others for the sole purpose of success (Kruse, 2013). One unique feature of all these definitions is the common belief that the process entails influence and not application of power to others (subordinates) and the existence of a target (objective). These processes are effectively carried out not due to the innate qualities alone, but in addition to training, skills, experience, education and accommodative behavior of the leader.

Good leaders are made and not born because they develop out of will-power and desire to be first among equal. Jago (1982) reports that good leaders become effective through the process of self-study, experience, training and education and to that, they are generally studious working tirelessly to improve their leadership skills.

Leadership Models

A model is not the real world but simply a human construct for better understanding of the real world systems that contains information input, information processor and output of expected results. Conceptual models are qualitative in nature that highlights vital connections in the real world systems and processes. In it is a simplified assumption with the established conditions and range of applicability. Leadership model is therefore a guide that suggests specific leadership behavior applicable in a specific environment or situation (Blake and Mouton, 1985).

The STAR Leadership Model

This model clarifies what is expected of leaders to perform optimally. It gives leaders practical tips that can help them focus on their activity. The features of the model include:

- **Strength.** The model advises leaders to apply strength-based thinking. Strength-based thinking is anchored on the belief that people perform better and adjust more quickly in familiar and outstanding areas. To improve operations therefore, leaders should recognize individual strengths in a manner that adds to the team's efforts and the entire organizational/national objectives.
- **Teamwork.** This aspect of STAR model admonishes leaders to combine the strength of others to complement each other, appreciate the spirit of oneness and emphasize on achieving more as a team rather than individual to hasten team development. Individual strength and teamwork must be aligned with the goals and expected results required of the team.
- **Alignment.** Key elements (strength, teamwork and result) must be harmonized or aligned with the vision and mission of the organization with other teams for effective coordination of activities.
- **Results.** The leader is required to clarify expectations and monitor the operations to ensure conformity.
- **Other Factors.** This the process of adapting and aligning to the host environment so that factors outside the team's control do not impact on their operations negatively. A good example is the activities of Niger Delta Militants against oil prospecting companies within their region. The hostilities against oil companies are linked to non-alignment with the demands of host communities concerning environmental debasement.

In summary, the model only emphasizes and captures what a leader must do to get the team performing; it does not provide the leader with the desired style for the different stages of team development.

Style and Focus Leadership Model

This model is linked to the skill of leaders in adopting the most suitable leadership style. At the stage of creating a new team, the model highlights more appropriate leadership style of 'steering' in order to get the team perform while the leader focuses on results. Once a team is created, the leader needs 'supportive' style with a focus on teamwork for the team to perform. At the stage of performing and achieving results with a team, the ideal leadership style is 'stimulating' with a focus on the strength of individuals. The leader needs to motivate and encourage the team to apply their individual strength in arriving at better out-comes. The last stage of this model is sustaining team performance. Leadership style here is 'synergic' in nature while aligning various interests to sustain team performance.

The 5 'S' Uncommon Leadership Model

This model helps leaders reason differently by using less common practice built around five leadership themes:

- **Seeing** – leading with a vision and establishing a solution to envisaged challenges
- **Shaping** – the leaders directs with actions which include imbibing the culture and systems capable of actualizing the vision
- **Showing** – this seeks to provide purposeful leadership that focuses on action by demonstrating the imagined organization or structure to be established
- **Serving** – This invokes the principle of service to others, your colleagues, customers, suppliers, stakeholders and the host community. The priority of the leader in this strategy is fostering a robust concept that sees leaders as servants.
- **Sharing** – In this context, the leader needs the application of coaching, monitoring, developing others, delegating and collaborating with others to assume the position of responsibility. It calls for motivating others to lead and build leadership capabilities.

Traits Approach to Leadership

Boateng (2012) notes that initial researchers on leadership assumed that leaders are born and not made because of the availability of inherited characteristics. The study was based on subjecting certain qualities such as intelligence, communication skill, self-confidence, socio-economic status, physical appearance for investigation and conclusion. The inability of this

model to explain behavior patterns that gave right to leadership led to the emergence of behavior model of leadership (Mendex-Morse, 1992).

Behavioral Leadership Model

The model labored on identifying the effects of leadership pattern on group out-comes; and two aspects of leadership were identified – consideration and initiating structure. Consideration emphasized on two-way communication, participation and human relations approach to leadership while initiating structure as noted by Fleishman (1974) was concerned on adoptable measures to attain organization goals. The former reflects on recognizing organization members as colleagues that should be trusted, respected, supported and warmly/socially related with for work satisfaction and self-esteem while the latter, initiating structure, proposed that structuring or organizing group activities are key factors in attaining organizational goals. With this model, high performance was found to be linked to desirable leadership behavior since both task and people-oriented behavior are concerned with task and human elements of the enterprise. Lavazzoli (2001) submits that one of the challenges of leadership behavior was the difficulty in establishing the behavior pattern that produced effective leadership and this led to the study of Situational Approach to Leadership Model (Hoy and Miskel, 1987).

Situational Leadership Model

Grimm (2010) informs that situational leadership model commonly referred to as having contingency style attaches situation to the model of leadership. Blanchard (1985) notes that in situation-based leadership model, leadership provides the correct amount of supervision (directing behavior) and arousal (supportive behavior) that in turn offers suitable learning and developmental environment. The model argues that it is the emerging situation in any setting that determines the type of leadership not necessarily only the individual traits or behavioral pattern but a combination of the two leadership structures. The short-comings of this model (situational approach) triggered the investigative instinct of academics for further research on the synergic roles of personality traits, behavior, characteristics of leaders, key situations and group facilitation that gave people edge to lead organization to excellence (Boageng, 2012). The model developed four strategies and consequent upon the situation, the leader can invoke any strategy depending on the performance and disposition of followers and how well they are motivated to perform. The four strategies are:

- **Directing.** In this context, the leader directs by guiding the learner in performing with little support.
- **Coaching.** This strategy decreases the level of direction with the aim of allowing the learner opportunity of trying, making mistakes and effecting corrections while the leader increase emotional support to accommodate failures/errors.
- **Supporting.** This option decreases direction to give learners opportunity of self-supporting.
- **Delegating.** This provides direction and support as the need arises. Subordinates are assigned responsibilities backed with appropriate authorities to act on behalf of the superior.

The model was criticized for its inability to situate leadership on interactive scale between followers and leaders (Parry and Bryman, 2006).

Fielder's Contingency Leadership Model

This model investigated conditions under which certain traits and behaviors can provide excellent performance (Northouse, 2001). Findings of the study indicate that leader's effectiveness is a function of personality and situation.

Path-Goal Leadership Model

This leadership structure believes that individual's motivation is built on expectations and rewards. When managers (leaders) substantially satisfy the expectations of subordinates, performance is likely to increase; attributing this model to a leadership style of motivating influence that is anchored on the following leadership behavior – directive, supportive, participative and achievement-oriented leadership.

However, the presence of traits, behavior and situation affect/contribute to leaders' effectiveness since leadership is critical to success attainment in any organization/setting. A leader must be visionary and appreciate the individual attributes of organization members.

Autocratic Leadership

This leadership model is fashioned towards commands, exercise of power and compliance (Weiskittel, 1999). They share less, interact less and exhibit less empathetic with the followers rather they apply force, threat, punishment, intimidation and harassment to accomplish tasks while maintaining considerable social distance from the followers/citizenry (Roosevelt and Gustainis, 2004).

Democratic Leadership

Democratic leadership structure is designed to be participatory but in Africa, especially in Nigeria, the enormous power of the political leaders has gradually and steadily eroded the participatory principle and replaced it with autocratic style. All the basic tenets of democratic systems are no longer respected; individual rights and privileges are tempered with while flagrant abuse of constitution has become the normal system of administration. All these undermine cohesion required to project national development.

Laissez – faire Leadership

This style encourages autonomy, mutual respect and independence of the followers (Weiskittel, 1999). Individuals and groups are allowed to set goals, establish agreed and suitable strategies to mobilize resources for the realization of the pre-determined goals. In the context of national development, each zones, states or regions are granted semi-autonomy that empowers them to apply suitable strategies in harnessing resources within their locations while the centre (Abuja) supports with operational guidelines, assistance by way of facilitating access to information, links between states, addressing challenges of boundaries and other unifying national issues as they emerge.

Transactional Leadership

Global competition and the demand for effective use of human resource led to the study on how leaders can transform organizations. Transactional leadership focuses on the defined structure of authority in the organization. The style appeals to self-interests of employees – clarify the vision, work-task and outcomes and the accompanying punishments and rewards (Burns, 1978). It is an expressed exchange process defining the mutual relationship and expectations from each party.

In contrast, transformational leadership causes higher degrees of motivation and commitment among the employees. In this scenario, the leader generates an organizational vision and solicits higher order needs and values from the employees by enthroning an atmosphere of justice, trust and loyalty. It all entails the process of transforming the performance of an organization by encouraging behavior that seemingly conforms accordingly in the best interest of the organization rather than selfish-interest (Bass, 1997). Avolio, Bass and Jung (1999) agree that when organization members act in line with the rules, procedures and directives of the leaders, the organization continues to exist and grow, job satisfaction and good rewards are enhanced.

National Development

There are obviously significant divergences in the degree of national development process of countries as the rate and experience are not the same (Kabashiki, 2014). Perkins, Shirley and Wint, (2008) agree that from researches conducted leadership styles are responsible for those divergences. The concept of National Development is broad and Vaizey (2018) summaries it as “the total effect of all citizens, forces and addition to stock of physical, human resources, knowledge and skills”. It implies that development occurs when there are changes in social, cultural and economic status of a nation. The following are the indicators of National Development:

- Equal living standard for all
- Equal share of all in profit
- Equitable distribution of income and capital
- Expansion in education, health, shelter and social welfare
- Preservation of environment

National Development connotes not just business and economic development, but also political and sociological developments. It has become a factor for policy makers since it concerns the welfare of the masses. It must be broadly seen as being capable of raising standard of living if the leaders expect it to meet the yawning and aspirations of the citizenry. The principal objectives of development are the steady realization of individual talents, abilities and creative ideas for self-fulfillment, satisfaction, ego and community/national enhancement. This is the guiding principle/concept of National Development strategy. IICA and IFAD (1994) submit that realization of individual talents and community/national enhancement form the pre-condition for the attainment of elevated standard of living. These objectives as highlighted below provide direction for the formulation of National Development Strategy.

- Rapid growth of incomes of the population
- Poverty reduction
- Satisfaction of basic social and economic needs and
- Sustenance of a democratic and fully participatory society.

Given the significance of economic growth to National Development, increase in income is a useful strategy and critical to potential realization. Rapid economic growth is the hall-mark of collective necessities in employment creation and subsequent increase in real wage earnings.

Of particular significance is a strategy that raises the earnings of the poor class especially if the growth strategy is not all embracing. This option lends credence to the objective of attaining equitable growth of the national economy.

Economic needs with regards to the poor can be obtained in two ways; subsidize basic amenities and create friendly environments that permit them to enjoy those necessities through their own efforts. By this, those income generating capacities of the poor is increased and consequently, it strengthens employment creation, self-reliance and self-fulfillment rather than temporary remedy in form of subsidies. Attaining National Development does not only depend on increasing real wage earnings, particularly of the poor, provision of temporary measures (subsidies) or conducive environment but also requires provision of certain infrastructures that can be enjoyed by the generally of the people. These basic needs include education, health services, potable water and roads among others which expansion of income may not guarantee reasonable and wider access.

On the sustenance of participatory democratic value, the strategies involve open political process devoid of intimidation and harassment and economic restructuring/devolution of ownership of national resources. Through this step, (private ownership) investment is stimulated for rapid growth (Mimiko, 1997). The primary objective according to Mimiko (1997) is to evolve an option of reforming the nation for stronger developmental roles being witnessed in East Asia. Such strategy also empowers local authorities (governments), financial institutions and equally accommodates the opinions of wider stakeholders as against centralized decision-making that breeds monopolies, corruption and selective beneficiaries.

Leadership and National Development

Leadership generally in Africa and clearly demonstrated in Nigeria is seen as a call to personally favor family members, close associates such as school mates, religious members, social club/union membership, ethnic affiliation among others. To this category of leaders, national development agenda needed to foster unity and economic growth meant nothing. Salawu (2012) in Kabashiki (2014) notes that, one of the greatest challenges of development in Africa was poor leadership; that most African leaders are not nationalists who should see leadership beyond power but loyal, committed and faithfully servants to their nations.

National Development Policies: Basic Principles

These basic conditions connote sustainability of the process of development in all ramifications to promote continuity and they include:

- 1. Environmental sustainability.** Embarking on comprehensive programs to protect the environment provides meaningful development leverage. Our health, livelihood and well-being, prosperity of future generations and economic activities are all tied to how our environment is managed. Environmental management goes beyond protection against debasement/degradation but deliberate strategies and actions that guarantee renewable natural resources in sustainable manner to save 'Mother Earth' from total extinction.
- 2. Fiscal Sustainability.** Yet another pre-condition for achieving national development is the stability of fiscal and monetary policies. In this regard, government programs are geared towards self-sustaining to reduce fiscal deficit. In situations where subsidies are necessary, it should be justified and directed to specific interests such as poor households, provision of basic social services, transition subsidies meant to eliminate long-run subsidies, subsidies to compensate environmental externalities (Ishmael, 2000).
- 3. Institutional Sustainability.** The first objective of this idea is institutional viability that sustains sources of funding for certain sectors of the economy. For instance, oil was discovered in commercial quantity in Nigeria 63 years ago (1956) and up till now, over 80 percent of the technical personnel of most oil prospecting companies are still expatriates. Poor salary and decaying infrastructure have caused Nigerian unspecified and unimaginable exodus of skilled and semi-skilled personnel in what is popularly known today as 'brain-drain'.

STAR Leadership Model and National Development

The concept of strength in the model is drawn-out of performance ideology that enhances and fosters team cohesion. Leadership entails building, supporting and motivating individuals to improve performance in areas where they are much familiar with and experienced. National development and economic growth in developing economies particularly Nigeria depends on the sensitivity of leaders in recognizing individual, states, zones or regions with innovative and creative mind-set/skills that align with the strength-based philosophy where unique talents are supported and encouraged. A scenario where a trained Medical Doctor serves/coordinates Labor and Productivity Ministry as a Minister leaves much to be desired and negates the principle of strength-based thinking needed to promote economic growth and National Development.

The 5'S' Uncommon Leadership Model and National Development

One of the leadership themes in this model is service, which in this context connotes service to your country for National Development and economic emancipation. The model provides a wider perspective and sense of purpose to leadership role. Drawing from this concept, expansion of the earning capacity of the very poor class forms the ideal objective of national development and economic growth.

No country develops if the political leaders' roles fall-short of expectations. The position has bestowed in them responsibility of ultimate service realizing that the people and law will one day hold them accountable. Don Silas (2018) reports that according to Emir of Kano, AlhajiSanusiLamido, a Nigerian Senator earns N36 million monthly; and that half of the amount, N18 million can provide 200 jobs for the unemployed youths at a monthly salary of N90,000. Nigeria has 109 Senators, implying that about 21,800 jobs could be generated on just half salaries of 109 Nigerian Senators.

Similarly, a member of the House of Representative receives a monthly salary of N25 million and half of that sum, N12.5 million can engage 135 unemployed Nigerians on a monthly salary of N92,500. With 360 members of the House of Representatives, just half of their salaries translate to 48,600 jobs. Cumulatively, half salaries of 469 members of the National Assembly has the capacity of offering Nigerians 70,400 jobs on a monthly salary ranging from N90,000 to N92,500. National development and economic growth may not be realizable under this gross misplacement of priorities and mischievous policies that negate the principle of service to others most especially a country where a greater percentage of the populace is unemployed. The multiplier effect of such amount of jobs by way of wealth creation cuts-across all sectors of the economy. It enhances the standard of living, provides better health care services, shelter, environment preservation, generation of individual talents and above all, sustenance of democratic institutions devoid of thugs and act of hooliganism

Factors impinging on National Development

Bello and Lamidi (2009) summarize lack of accountability and transparency in handling public funds and decision making as major impediments to national development. Nigeria ranked 144th most corrupt nation in the world in 2013 and this is a dent on the leadership of the country whose policy trust is fighting corruption. Agu (2013) adds that poverty (hunger, absence of shelter, unemployment) etc affect national development while Aganga, (2010) attributes poor state of national development to lack of sustainability of projects and programs initiated by previous administrations and heavy debt burden.

Leadership Effectiveness and Implications on National Development

Leadership is built on respect and mutual trust between the leaders and the led (Bach and Ellis, 2011) with the parties exhibiting honest behavior. Leadership involves service to followers/individuals and the society for the pursuit and attainment of common targets and broader moral principles in the public interest (Kabashiki, 2014). In this context, moral principle includes “justice, fairness, transparency, less corruption, equity, protection of individual rights and respect for human dignity (Ehrich, Cranston and Kimber, 2004).

For close to two decades, Nigeria has practiced a political structure known as democracy but in reality, lacks the basic requirements of Western Democracy. To this end, our democracy has been characterized by social, religious and political-oriented tensions; scaring away valuable investors and innovators needed for national development. National development is contingent on evolving nationalistic vision breed of leaders that are committed, capable, clear obligations and ever willing to serve the public and national interests by translating vision into reality. Effective leadership as noted by Weiskittel (1999) is not supported to be neither “one-man, one-religion, one-zone nor one-ethnic show or religious-show”.

Recommendations

For National Development, Nigeria needs leadership style that recognizes endowed innovative and creative strengths and service. Such leader must also focus on economic prosperity and political stability while promoting social welfare and culture of the citizenry. Such leaders must be of ethical and moral standards capable of understanding the global economic requirements. Leadership is critical to national development because it is the tripod upon which individual well-being, economic emancipation national prosperity rests.

Conclusion

Obviously, there are divergences in nation’s development and this is traceable to the style of leadership. Nations with respected defined leadership models tend to develop nationally. In Nigeria, leadership is dominated by older generations who are limited in so many ways.

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