(Research/Review)

Office Of The Accountant General Of The Federation (OAGF) Examines The Effects Of Effective Leadership And Strategies In Nigeria

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Abstract. The research paper Examining the leadership of the Office of the Accountant General of the Federation (OAGF), it is evident that the country is in trouble and need a leader capable of bringing out the best in Nigerian supporters and guiding the country toward stability. The next logical step after gathering data is research analysis. Both the main data gathered from the in-person interviews and the data already available from public sources spanning the 50-year study period were analyzed using the constant comparative approach (Merriam, 2019). This clarified the qualitative case study technique utilized in the research design, which examined the influence of leadership on the governance of infrastructure development in Nigeria between 1960 and 2020. This leader needs to be dependable, emotionally knowledgeable, firm, prepared to endure hardships for the country, committed to bridging ethnic divides, and able to instill hope in the populace. leader must be able to process a variety of information and find effective solutions to challenging issues. This essay embraces the idea that leadership entails a leader or leaders, followers, and a social influence process. This viewpoint is influenced by clinical psychology socio-emotional intelligence and social psychology concepts of social influence; as a result, leadership for Nigeria will be examined from these angles.

Keywords: stability, ethnicity, Nigeria, nation, and leadership Classification of EL.

1. Overview

For many years, efforts have been made to comprehend leadership and its elements. Studies in the 1980s concentrated on examining and understanding the implementation of leadership structures in various situations as well as the analysis of contingency models. In the 1990s, there was a change in perspective regarding the components of leadership, including charisma, transformational qualities, vision, leadership ethics, and drive. There was a shift in the late 1990s toward the study of followership principles and team, strategic, and global leadership. Twenty years later, with a wealth of leadership research, we have a greater knowledge of what leadership is, how to assess it, what constitutes ethical and immoral behavior, contextual factors, and how people perceive leadership in a variety of settings. Diverse academics have voiced different opinions regarding leadership. "A social influence process that can occur at the individual, dyadic, group, or strategic level, where it can be shared within a top management team," is how Sulaiman (2017) defines leadership. Katz and Kahn (2018) supported a definition of leadership that includes incremental influence above and beyond what is necessary to be consistent with the norm. an organization's directive. In a summary of earlier definitions of leadership, Bryman (2019) proposed that social influence—the ability to inspire or encourage others in a group to achieve particular goals and objectives—is the defining characteristic of leadership. According to a different definition, leadership is the idea that is achieved through a process in which one or more people are able to effectively define or frame the reality of other people. Sulaiman (2023).

This essay embraces the idea that leadership entails a leader or leaders, followers, and a social influence process. Social psychology's social influence and clinical psychology's socio-emotional intelligence have an impact on this viewpoint. It is important to realize that a leader needs to be able to use their influence to inspire others to fulfill the particular objectives of the organization Ajiteru (2023).

2. Context

At the core of public sector governance is leadership, which is essential to both the welfare of the populace and the general advancement of a country. Lawal and Tobi (2016) assert that a nation's rate of development is influenced by the caliber of its leadership. According to Sulaiman (2017), Africa lacks the leadership abilities needed for efficient public governance, while Ojo (2017) drew attention to Nigeria's political instability and leadership crises. Ngowi (2019) conducted research on the impact of political leadership on Tanzania's economic development and came to the conclusion that leadership is the key element that influenced the character and trajectory of that nation's economic growth. Ineffective leadership and the widespread the slow rate of progress in important areas of the Nigerian economy, particularly the infrastructure sector, has been attributed to bureaucratic corruption, which has defined public sector governance since independence in 1960 (Sulaiman, 2017). A shift in Nigeria's infrastructure development governance in the correct direction could foster social stability and economic expansion. According to Achebe (2018), Nigerians are not inherently flawed, aside from their consistent shortcomings as leaders. According to Burns (2018), leadership is a moral requirement, and the attributes of liberty, equality, fairness, opportunity, and the pursuit of happiness are the best indicators of its manifestation and success. These, in my opinion, are compelling arguments for Nigerian infrastructure development (Abalaka, 2023).

There is government fulfill public requirements, and good governance exists to guarantee that those demands are met in a fair, effective, and efficient manner (Deloitte Global Series, 2018). This indicates that the exercise of authority in institutions and the customs of government, including the establishment of government and its accountability, are major factors in governance (Davis, 2019). According to the United Nations (2017), governance is the process by which society establishes and oversees the laws that direct the formulation and application of policies. Public governance, according to Toikka (2017), is the behavior of governments at all levels to maximize the advantages for their constituents. Thus, depending on the style and method of governance, it can be either excellent or negative (Rotberg 2015). According to Lawal and Tobi (2016), good administration should prioritize the well-being of the populace and be oriented toward the establishment of quality infrastructure that would increase citizens' satisfaction. Oyedele (2017) proposed that the degree and type of infrastructure development undertaken by a leader or government, as well as how effectively it satisfies the desires of the people in democratic governance, determines whether the leader or government succeeds or fails. Economic growth, social cohesion, and poverty reduction are all aided by strong and efficient public governance. Ajiteru (2023).

Various facets of governance have been suggested by researchers. Three primary forms of governance were distinguished by Sulaiman (2023). They are social governance, economic governance, and political or public governance. The three forms of government are interconnected and intertwined, especially when considering Nigeria. It is challenging to (a) differentiate the influence that leadership has on the various forms of governance and (b) separate out its impacts. Actually, leadership should have an impact on every facet of governance at the same time, with outcomes evident in every area of development. Abalaka (2023).

According to Ado-Kurawa (2015), Nigeria's political history during this time can be separated into two main periods: (a) the military dictatorship era and (b) the civilian party politics and democracy era. This study examined the impact of political leadership on Nigeria's infrastructure development governance from 1960. a thorough explanation of Nigeria's political leadership will be given from 1960, when Alhaji Abubakar Tafawa Balewa and Dr. Nnamdi Azikiwe served as leaders in the post-independence period, through the roughly 30-year-long military regimes that followed, until 2010, when President Umaru Musa Yar"Adua assumed the political helm. Significant reforms were implemented by each political administration with the goal of revolutionizing Nigerian public governance. Between 1960 and 2010, many political leaders in Nigeria started and carried out a number of social, political, and economic reforms. The advancements and difficulties of Nigeria's economic reforms were documented by Okonjo-Iweala and Osafo-Kwaako (2017). Ado-Kurawa (2015) focused on Nigerian national political reforms, Afeikhena (2017) explored public enterprise reform from a telecommunications viewpoint, and Ajiteru (2023) studied public sector procurement reforms. All of these changes will be covered in more detail.

This study's primary focus is on how leadership—or lack thereof—has affected Nigeria's control of infrastructure development since gaining independence in 1960. Before gaining independence from Britain in 1960, Nigeria had a strong transportation system that supported economic expansion. Between 1896 and 1932, as part of British colonial policy, railway transportation links were constructed between the Northern commercial city of Kano and the Western seaport of Lagos, covering a distance of roughly 1,000 kilometers. Additionally, a railway line was constructed to connect the Northern city of Maiduguri with the Southern seaport of Port Harcourt, covering a distance of approximately 1,500 kilometers (Mbanefo, 2020). Recently, Nigerian leadership has neglected infrastructure development for many years, which has caused social and economic issues in the nation. In Nigeria, poor infrastructure poses a serious threat to human survival, claims Akinwale (2020). Over the previous 50 years, both electrical projects and highways have advanced very slowly. Economic growth and a culture of sound governance would be stimulated by well-built infrastructure. Abalaka (2023) considers this study in light of this backdrop.

One of the main issues facing Nigerian society has been corruption. Lawal and Tobi (2016) state that various Nigerian political leaders have attempted, but failed, to implement anticorruption measures at some point. It is impossible to have good administration in a political system that is persistently corrupt. leadership structure because, according to Lawal and Tobi's theory, corruption betrays public confidence and departs from moral principles in favor of monetary and personal benefits at the expense of the general welfare. For people to achieve their goal of happiness, good governance must be supported by decent infrastructure. Nigeria's inability to create jobs, end poverty, build infrastructure, and establish sound public governance has been attributed to corruption, which has erected a significant obstacle in the country's progress toward individual rights to liberty, equality, justice, and national development. Abalaka (2023). The past development plans in Nigeria failed in part due to corruption, a lack of political will, and a lack of accountability, openness, and probity (Achebe, 2018). Notably, transparency and accountability are essential components of good government (United Nations, 2017), which fosters public trust and advances infrastructure (Transparency International, 2016).

3. Statement of the Problem

Nigeria has a leadership issue (Achebe, 2018; Mustafa, 2014). Madueke (2018) concluded that Nigeria urgently needs to change and recommended that more research be done on the role of leadership in national development based on Nigeria's experience. The infrastructure sector in Nigeria's public sector is the one where the need for change is most evident. Abalaka (2023) Millions of Nigerians' dreams have been crushed since successive political leaders have repeatedly failed to establish excellent administration in the country's public sector, which is necessary to create long-lasting infrastructure for the creative industries. participation of the populace and foster national growth (Ogwu, 2018). Excellent infrastructure acts as a stimulant for economic expansion and offers the foundation for the country's sociopolitical change (Ajiteru, 2019). Nigeria has had a persistent leadership issue for more than 50 years since gaining political independence, which has led to inadequate infrastructure and a decline in public confidence in the country's leadership (Abalaka, 2023).

It is impossible to overstate the significance of infrastructure development in Nigeria. It is central to both public welfare and good government. The entire growth of the Nigerian economy, which affects the level of life for all Nigerians, depends heavily on the country's infrastructure. This study looked at the influence of leadership on the creation and execution of public policies in the infrastructure sector as well as the governance of infrastructure development in Nigeria.

4. Study Nature

The primary question this study sought to address was: How does leadership affect Nigerian infrastructure development governance? The goal of this qualitative case study was to gather information from many sources across a 50-year span in Nigeria's political history, from 1960 to 2020, and then use an empirical method to assess the information. According to Creswell (2017), the researcher thoroughly examines an event or a process throughout time in a qualitative case study. The exploratory nature of this investigation depended on In order to obtain answers to the study objectives, a wide range of information collection techniques were used, including structured interviews, secondary data, documentary information, government gazettes, archival records, and other pertinent data (Abalaka, 2023).

5. Questions for Research

This study's primary research topic examined the impact of leadership on Nigeria's infrastructure development. I primarily aimed to respond to the following research inquiries:

1. What impact has leadership had on the creation and application of policies in Nigeria's infrastructure sector?
2. What impact has performance had on public confidence in Nigeria's infrastructure sector governance?
3. What impact has bureaucratic corruption had on Nigeria's infrastructure sector's performance?
4. What impact have the successive political eras' reforms had on Nigeria's infrastructure development?
5. What kind of leadership would be more effective in meeting Nigerians' future infrastructure needs?

6. The Study's Objective

Examining the influence of leadership on the governance of infrastructure development in Nigeria during the previous 50 years was the aim of this qualitative case study. Gaining a thorough grasp of how the successive political leaderships influenced Nigeria's infrastructure development governance was the major objective. To determine the degree to which previous leadership has impacted the efficacy of the bureaucratic institutions of the various military and civilian political eras, bureaucracy. Sulaiman (2023) looked into how the public sector reforms and the different leaders of those 50 years affected the growth of infrastructure.

The geographical boundaries of Nigeria were the site of this investigation. In order to better understand the policies and programs of the various eras that shaped the governance of infrastructure development, personal interviews with a few former Nigerian leaders and important stakeholders (former senior bureaucrats, heads of consulting and construction companies) who took part in infrastructure development in Nigeria between 1960 and 2020 were conducted. It is intended that this study will yield a thorough suggestion on how Nigerian leadership can be enhanced and redirected to bring about public sector creation of quality infrastructure that promotes social change and transformation (Abalaka, 2023).

7. Conceptual Structure

The two main factors in this study were infrastructure governance and leadership. The study's theoretical framework was derived from the most comprehensive theories of leadership and governance, which were modified to fit the unique conditions of Nigeria. The idea of leadership has given rise to a variety of theories, including the relational theories, behavioral theories, situational theories, trait theories, and contingency theories (Burns, 2018). According to Bass (2020, 2021), the relationship theories are categorized as transformational leadership theories. Likewise, a number of governance theories have been developed. These comprise the theories of system transition and change, network theory, political economy theory, and democratic and legal theory (Toikka, 2017). These A thorough assessment of leadership and governance theories was conducted. The theories of transformation and transition in governance (Sulaiman, 2017) and transformational leadership (Bass, 2020; Burns, 2018) were chosen as the best conceptual frameworks for this study. According to Burns (2018), transformational leadership is a process in which followers and leaders work together to elevate one another's moral and motivational standards. To foster cooperation and group achievement, the transformational leader

selflessly appeals to the followers' higher ideas and beliefs. According to Bass (2020), transformational leadership is the process by which a leader changes their followers. Three methods that leaders do this are as follows:

1. Raising their understanding of the significance and worth of the task.

2. Getting them to concentrate foremost on the objectives of the team or company, not their personal interests.

3. Triggering their higher-order requirements.

The transitional and transformational theories of governance have been utilized to comprehend the governance issues associated with such shifts and to explain the transition from one type of regime to another, such as from authoritarianism to democracy and vice versa (Davis, 2019). Essentially, transformational governance fosters a culture of shared vision that motivates followers to put the needs of the group ahead of their own (Bass, 2020). Therefore, the transformational theory of governance is highly applicable to the explanation of Nigeria's 50-year political leadership transition from military dictatorship to civilian democratic governments. The role that successive Nigerian administrations have played as leaders was unable to embody the traits of transformational leadership. I thoroughly examined this theoretical viewpoint in this paper (Sulaiman, 2017).

8. Design of Research

There are three primary strategies or techniques for carrying out research studies:

combined, qualitative, and quantitative approaches (Creswell, 2019). One component of the qualitative technique is the case study. The qualitative case study is appropriate for gathering open-ended data from participants in a cooperative way that makes data interpretation meaningful, as Creswell (2017) pointed out. In order to investigate and evaluate information from in-person interviews and available documentation regarding the manner in which leadership has impacted the governance of infrastructure development in Nigeria, a qualitative case study design was utilized. Data from the in-person interviews was gathered using qualitative data collection methods. numerous publicly available data sources, records, papers, and peer-reviewed academic articles (Yin, 2019). Existing data from public records and peer-reviewed publications spanning the research period of 50 years were also gathered and analyzed using the constant comparative approach (Merriam, 2019).

To better understand the policies and programs of the various political eras that influenced the development of infrastructure in Nigeria, personal interviews with a few former leaders and top bureaucrats involved in the government's infrastructure development efforts during the study period of 1960 to 2020 were undertaken. Data triangulation was used to sort the data that covered the 50-year study period. The research challenge guided the selection of relevant data sources (Patton, 2018). The study used five different methods for analyzing and interpreting the data. Among these were description, naturalistic generalization, patterns, categorical aggregation, and direct interpretation (Patton, 2017). To make sure the information gathered made sense and was simple to grasp, it was reviewed, evaluated, translated, interpreted, and illustrated in Word and Excel documents. Abalaka (2023).

In order to answer the research objectives, the data gathered for this study were examined to identify recurring themes, coded, and pattern matched. To address the findings, the themes that emerged were examined within the framework of each research topic. Ajiteru (2023).

10. Importance of the Research

The effect of leadership on Nigerian infrastructure development has not been extensively studied. Madueke (2018) investigated the function of leadership in Nigerian governance more generally. This was the first investigation of the function of leadership in Nigerian infrastructure development government. In addition, there is a paucity of research on the relationship between leadership and infrastructure development in Nigeria and throughout Africa. Therefore, by addressing this gap, this study may contribute to the body of knowledge on infrastructure development and leadership.

I investigated how leadership affected Nigerian infrastructure development because I was curious about the causes of the country's subpar public sector governance, especially with regard to infrastructure development. The goal of this is to help Nigerian public institutions reinvent themselves by pointing out the shortcomings of the last fifty years and laying

out a new course that will enhance infrastructure development governance and provide Nigeria's economy the support it needs to prosper (Sulaiman, 2023).

This study included a social change component. The study's conclusions offer a framework for enhancing leadership and the infrastructure sector in Nigeria generally in a way that raises the standard of living for the populace by empowering citizens to engage in profitable endeavors that will raise Nigeria's GDP. Ultimately, this study would yield some helpful conclusions about how Nigeria could develop into a transformational leadership that It could take the place of the bad administration of the previous fifty years and show up as well-built infrastructure that will result in positive social transformation in Nigeria (Abalaka, 2023).

11 Review of Literature
11.1 Definition of Leadership and Leaders

There are various definitions for the term "leadership." According to Northhouse (2019), leadership is the process by which one person persuades a group of people to pursue a single objective. "Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent," according to Riggio and Murphy (2016). According to these definitions, leadership is a process in which a person with some degree of authority uses that influence to bring about the achievement or satisfaction of specific goals Ajiteru (2023).

Different definitions of a leader have been offered by researchers. A leader is a "person who is elected or appointed or who has emerged from the group to direct and coordinate the group members' efforts toward some given goal," according to Fiedler and Garcia (2017). In general, the leader establishes and sustains enough motivation and unity among the group members to keep them together as a functional unit and plans, coordinates, guides, and oversees the actions of the members. To put it simply, a leader inspires and motivates others to turn an idea into a reality. Ajiteru (2019) offered maybe the most thorough definition of a leader.

A leader is a person or group who chooses, prepares, mentors, and influences one or more followers with a range of talents, skills, and abilities, and directs them toward the goals and missions of the organization, inspiring them to voluntarily and enthusiastically invest their physical, mental, and spiritual energies in a coordinated, coordinated effort to accomplish the goals and missions of the organization.

Although this definition covers every aspect of leadership, Bass and Bass (2018) offered a definition that is highly pertinent to the study's conceptual framework: "transformational leaders inspire their followers to go beyond what they initially planned and believed was possible." The leader raises the bar for performance and sets ambitious goals (Sulaiman, 2023).

Although they are not the same thing, leadership and leaders are comparable. Although it is required of leaders to lead Leaders sway their followers; leadership is the process of persuading others to pursue a specific objective.

11.2 Leadership Theories and Concepts

Over time, theories of leadership have changed. The "great man" theories, trait theories, contingency theories, situational theories, behavioral theories, participatory theories, management theories, and relationship theories are among the eight leadership theories that Kendra (2016) emphasized. There are several groups of leadership theories. The following leadership theories were introduced by Wolinski (2020): the transformational theory, the transactional theory, the path-goal theory, the situational theory, the skills theory, the path-goal theory, the situational theory, the contingency theory, the servant leadership theory, and the trait theory. It is thought that each of these leadership ideas is based on one or more of the three viewpoints listed below: The process of leadership or connection, leadership as a set of qualities or personality traits, or leadership as a gauge of certain actions or abilities (Avolio, 2015).

11.3 Theory of Traits

The characteristic theory of leadership holds that people are either born with the traits that make them more likely to succeed in a leadership role or they do not. Abalaka (2023). Individuals are more equipped for leadership roles because of specific inherited characteristics. To be a leader, a person needs to inherit the leadership genes; leaders are not created. The great man theory, which holds that the ability to lead is innate, is similar to the trait theory of leadership in this respect (Kendra, 2018). Early leadership research concentrated on determining the characteristics of leaders and what set one leader apart from the other. Many of the early research were intended to identify universal characteristics including a leader's IQ, social skills, emotional state, and physical makeup (Filley and House, 2019). Two different scientific investigations on the qualities of a leader were carried out by Stogdill (2014) and Ajiteru (2023).

An average person in a leadership role differed from an average group member in

(a) intelligence,

(b) alertness,

(c) insight,

(d) responsibility,

(e) initiative,

(f) persistence,

(g) self-confidence, and

(h) sociability,

According to Stogdill's (2014) first study that surveyed a group of leadership traits. Stogdill (2014) enumerated ten traits of a leader at the conclusion of the second study, including:

(a) a strong desire to take accountability and finish tasks,

(b) energy and perseverance in the pursuit of goals,

(c) boldness and creativity in solving problems,

(d) the desire to take the initiative in social settings,

(e) self-assurance and a sense of self, (f) the readiness to accept the consequences of decisions and actions,

(g) the readiness to absorb interpersonal stress,

(h) the willingness to tolerate frustration and delay,

(i) the ability to influence other people's behavior, and

(j) the ability to structure social interaction systems to the task at hand. While Stogdill (2014) shown that certain personality qualities were linked to effective leadership in certain contexts, Stogdill did not explicitly indicate that there were several of these attributes that set successful leaders apart from unsuccessful ones. Abalaka (2023).

Some characteristics are inherited by leaders. Kirkpatrick and Locke (2017) found six characteristics that set leaders apart from nonleaders:

(a) motivation,

(b) a desire to take charge,

(c) integrity and honesty,

(d) self-assurance,

(e) mental capacity, and

(f) expertise.

Although Stogdill (2014) and Kirkpatrick and Locke noted that certain personality qualities set leaders apart from non-leaders, Wright (2016) contended that other researches did not find any distinction between followers and leaders in terms of these features. It is improbable that the qualities needed for leadership are widely dispersed among the general population since certain attributes are needed for every circumstance and must change depending on the circumstances, as noted by Filey and House (2019). Therefore, having these qualities won't set leaders apart from nonreaders until the qualities are paired with the right circumstances. According to Filey and House, leadership transcends a leader's personal traits, He maintained that the way a leader interacts with the group members and how the group members view the leader's

actions as promoting their own wellbeing determine how effective the leader is. Sulaiman, I believe that leadership is a learned quality. (2017).

11.4 Styles of Leadership

Diverse disciplines have seen the emergence of diverse leadership models and approaches over time. Lewin (2019) cited Kendra (2017), who distinguished three leadership philosophies. Among them are:

a. Autocratic or authoritarian management style.

b. Democratic or participatory leadership.

c. Laissez-Faire or delegative leadership.

d. A wider variety of leadership styles was proposed by Zerva and Lassiter (2015). They are:

e. Coercive management.

f. Leadership that is focused on tasks.

g. Leadership that is authoritative or authoritarian.

h. Leadership in the bureaucracy.

i. Affiliative management.

j. laissez-faire management.

k. Empowering the leadership.

L. Participatory or democratic leadership.

m. charismatic or pacesetter leadership; and

o. mentoring.

Goleman (2020) expanded this extensive list of leadership philosophies to include visionary and authoritative leadership. Even if the list may seem long, the many leadership philosophies are connected and typically employed concurrently during the governance process (Dereli, 2020), while there are some situations in which the leadership philosophies of men and women may diverge. Abalaka (2023).

Clear guidelines for what must be done, when it must be done, and how it must be done are provided by the authoritarian leader. This approach is taken when leaders, without consulting their followers, dictate to them what they want done and how they want it done. With little to no involvement from the group, authoritarian leaders make decisions on their own (Kendra, 2017). In numerous In certain respects, the bureaucratic and forceful leadership philosophies are autocratic. "Control of people and jobs is the fundamental element of the coercive leadership style," according to Zervas and Lassiter (2015). "Results are obtained by demanding compliance from followers and giving clear, direct instructions on expectations." In a similar vein, bureaucratic leadership mandates that followers of the rules and procedures follow them. The political leadership in Nigeria during the military era is classified as authoritarian; this will be examined in more detail later in the assessment by Ajiteru (2023).

According to Goleman (2020) and Northouse (2018), the democratic or participative leadership style depends on the success of a team or group to reach consensus through participation. Group consensus leads to decisions, and subordinates participate in the process. While encouraging group participation, participatory leaders maintain ultimate control over the decision-making process (Kendra, 2017).

Members of the group are more driven and imaginative because they feel involved in the process. According to Zervas and Lassiter (2015), the approach tends to encourage accountability, adaptability, and positive morale. Additionally, because employees are involved in the planning and decision-making process, they are more likely to be realistic about what is and is not feasible. According to Lewin (2019), the democratic or participatory leadership style is typically the most successful since the democratic leader provides direction and invites group members to participate in the leadership process. The civilian democratic political party system in Nigeria should embody the principles of the democratic or participatory leadership approach. This, in my judgment, has been true of Nigeria's several democratic administrations (Abalaka, 2023).

Group members or followers receive little to no direction from delegative or laissez-faire leadership, which lets them make their own decisions (Kendra, 2017). With minimal intervention in the leadership process, the leader lets the followers make the decisions. Because of a purposeful strategy against influencing subordinates, they have a significant

deal of autonomy and power. According to Zervas and Lassiter (2015), the laissez-faire leadership style is only likely to work in extremely specific situations where team members possess a high level of ability and understanding in a certain field, and where the organization's objectives are met. are acceptable to both the leader and the following and are expressed clearly. But according to Sulaiman (2023), this leadership approach may result in positions that are not clearly defined and demotivate followers, groups, and subordinates.

Several authors have recognized additional leadership philosophies. This leadership style falls firmly within the category of authoritarian leadership since the dominating leader expects instant obedience from followers (Goleman, 2020). By identifying each subordinate's unique skills, strengths, and limitations and connecting them to individual career goals, the coaching leader builds future-ready individuals and focuses more attention on the subordinates' development and capabilities. The coaching leadership style entails assigning work, developing abilities, and evaluating results. A visionary approach to leadership inspires mobilization of people toward the achievement of a vision, where the affiliative leader fosters harmony and forges emotional ties, while the pacesetting leader sets high expectations for performance from subordinates (Goleman). In the end, a good leader is one who utilizes any or a mix of the leadership styles in a way that gives direction and inspires others to accomplish desired goals. Different leadership styles may yield different outcomes or results (Ekaterini, 2017; Howard, 2015).

11.5 Design of Research

This study's goal was to investigate how leadership affects the governance of infrastructure development in Nigeria and utilize the findings to provide solutions aimed at closing the infrastructure gap in the nation by supplying top-notch infrastructure in Nigeria. This study's primary research topic examined the impact of leadership on Nigerian infrastructure development (Ajiteru, 2023).

From 1960 to 2020, secondary data on governance concerns related to infrastructure development and leadership in Nigeria was examined from a variety of sources. To better understand the policies and programs of the various political eras that shaped the development of infrastructure in Nigeria, as well as the challenges faced during the period, 13 participants—including some former presidents, top bureaucrats, and infrastructure development experts—who served or participated in infrastructure development in Nigeria during the study period (1960-2020) were interviewed in-person. To sort the data over the 50-year study period, data triangulation was used (Sulaiman, 2023).

When conducting a qualitative study, researchers must choose suitable research designs. In its most basic form, the design is the logical flow that links the empirical data to the original research questions and, eventually, to the study's conclusions, according to Yin (2019).

11.6 Information Gathering

The study made use of qualitative data collection methods. Government gazettes, official reports, nongovernmental documents, annual reports from multilateral development agencies, public records, project reports, and peer-reviewed journal articles on leadership and infrastructure development in Nigeria were among the many secondary sources from which archival data were gathered.

Thirteen subject area experts, including three former Nigerian heads of state, four heads of service and directors, and four former cabinet members, were also personally interviewed to gather data. In order to better understand the policies and programs of the various political eras that influenced the development of infrastructure in Nigeria, two private sector infrastructure experts and ministers were chosen through deliberate sampling (Abalaka, 2023).

A tape recorder was used to capture the in-person interviews. In order to identify a common thread that unites the issues and counter issues of past and present events, participants in the personal interviews will advocate for them (Leedy and Ormrod, 2015). The study was further enhanced by the utilization of one-on-one interviews with participants who experienced the different events that influenced Nigeria's infrastructure development over the study period. To make sure that pertinent topics were covered throughout the interview sessions, an interview guide was utilized. The interview guide aids in making sure the interviewer concentrates on pertinent aspects of the study problem under investigation, claims Patton (2020). In order to obtain further information from the participants during the interview sessions, follow-up questions were used. According to Creswell (2017), conducting interviews consists of the following steps: selecting

interview subjects using purposive sampling, figuring out the kind of interview that will yield the most valuable data to address research questions, and implementing suitable recording techniques during interview sessions. Ajiteru (2023).

A deeper comprehension of the research phenomenon, a more thorough comprehension of the case study, and the ability to address a wider range of historical, attitudinal, and behavioral issues were all made possible by the utilization of different data gathering methodologies in this study. As The ability to employ a variety of evidence sources is one of the main advantages of collecting data for qualitative case studies, as noted by Yin (2019).

11.7 Analysis of Data

The next logical step after gathering data is research analysis. In order to better understand the policies and programs of the various eras that shaped public governance of the infrastructure sector, the constant comparative method (Merriam, 2019) was used to analyze the data that was already available from public records covering the study period of 50 years. Additionally, the primary data collected from the in-person interviews of former presidents, top bureaucrats, and experts in infrastructure development was also analyzed. Creswell (2018) recommended analyzing data from several sources to find evidence for each stage of the case review process. Abalaka (2023).

The information gathered for this study was directed toward the research questions. Yin (2019) asserts that research data has to be connected to the study's research questions. In order to establish themes and connect data analysis to the research findings, this study used pattern matching and the constant comparative approach. According to Yin (2018), one method of connecting data to a proposition in a case study is pattern matching. To identify recurring themes associated with each of the research topics, the data gathered for this study was coded and examined. Ajiteru (2023).

12. Leadership Concerns

In this era of information and communication technology, some questions that people, groups, and organizations have continued to raise include those about the effect of distance on how the organization's vision is expressed and carried out. Is it still feasible for the leader or leaders to inspire other members of the organization to meet the company's goals when the workplace is a virtual environment (such as the internet) or when members are geographically separated? Is unit cohesion still a crucial component of the organization, and if so, how does technology and virtual space impact organizational cohesion?

These days, global positioning is emphasized by both corporate and public entities, including educational institutions and professional associations. Cultural diversity is predicted to rise as an organization expands internationally. Diversity is viewed as a beneficial element, but it presents a number of difficulties related to cultural disparities. How should those in positions of leadership handle the difficulties brought on by workplace diversity?

Research has demonstrated that morality, trustworthiness, and prosocial motivations are crucial factors in determining whether a leader develops an ethical or unethical leadership style. Research on charismatic leaders, for instance, has clarified the distinction between leaders who are destructive (unethical) and those who are constructive (ethical). It has been discovered that prosocial behaviors such as empathy, dependability, selflessness, consideration, and a focus on group goals are exhibited by constructive leaders. Conversely, destructive leaders are often exploitative, controlling, manipulative, self-centered, and self-aggrandizing, and they utilize terror to get followers to comply. Abalaka (2023).

13. Models of Leadership

Reflecting on ethical vs. unethical leadership from studies conducted in western countries indicating that ethical leaders who exhibit empathy, trustworthiness, selfless attitude, and focus on collective mission tend to maintain optimal leader-follower relationships, one wonders whether A nation like Nigeria will see comparable outcomes. Given the qualities of an ethical leader (Bass & Steidlmeier, 2019; O'Connor, Mumford, Clifton, Gessner & Connelly, 2015), it is anticipated that followers of such a leader will be more likely to internalize the organization's vision as perceived by the leader and accomplish the group's objectives due to intrinsic motivation. Having spent the last three years working in an educational institution in Nigeria, I find it hard to accept that the typical Nigerian worker's cultural environment or mindset appears to be more focused on individual than team objectives. It almost seems like a lot of followers view a thoughtful, selfless,

and sympathetic attitude as weakness. Consider collaborating with a follower who looks for authorization for a three-day leave of absence to attend to 60 personal health needs. Four hours or a day after granting the request, you receive a report from other employees stating that the follower is occupied with selling items and transporting people by bus, keke, taxi, or motorbike. You call the follower to account for such questionable behavior out of empathy, yet the employee keeps requesting and receiving additional work days off with flimsy or false justifications. Death and health issues are grave concerns, yet many followers frequently fail to consider the consequences of deceiving their leaders about them in order to gain a few days off (Ajiteru, 2023).

The most difficult kind of behavior at work that exploits the prosocial leader (Bass & Steidlmeier, 2019) is what I have seen in people who apply for jobs. These people give the boss the impression that they are knowledgeable about their jobs and can help the company achieve its objectives, but as soon as they accept an offer of employment, they start to show their incapacity. Some employees "just" sit about doing nothing from the start of the workday until the conclusion of it, but they still get paid at the end of each month. Self-aggrandizement is another offensive behavior of some Nigerian followers. You anticipate that followers of an empathic, selfless leader would also exhibit selflessness. But as my experience in Nigeria has demonstrated, despite the Despite the leader's actions, many followers still look for methods to "fill their pockets," rather than improving their organization. According to Abalaka (2023), I see a situation where a lot of people are trying to get a piece of the "national cake" by any means possible, including extorting money from the less fortunate, selling organizational resources, inflating the prices of goods, and using organizational resources for personal affairs.

As I consider my experience to date, I am deeply concerned about Nigeria's future and how leaders are expected to use social influence to persuade followers to support organizational or group objectives. I wonder how the kinds of followers mentioned above will advance the growth of the country. A charismatic leader, in my opinion, is required in Nigeria. Numerous people have recognized that the country is in distress and has been for a long time. The country should have emerged from its crisis situation if there had been a charismatic leader, if the literature on the development of charismatic leaders in times of crisis is applicable to Nigeria. However, considering that prosocial behavior seems to have little value for the typical Nigerian worker, it seems that a mix of transactional and charismatic leadership could benefit the country more. Alternatively, the application of different leadership models proposed by Goleman et al. (2017) for particular circumstances might be more suitable for Nigeria, according to Abalaka (2023).

Essentially, Nigeria's progress will require the capacity to control followers' thoughts and exert the right kind of influence over them. Furthermore, leaders will need to exhibit emotional and cultural intelligence that will enable them to be tolerant, sympathetic, and cooperative in light of the evolving workplace, growing diversity, technological advancements, internet generation individuals, environmental challenges, and global competition. Leaders need to be able to process a variety of information and solve complicated issues quickly and effectively. It is critical to have a leader who can break the cycle of economic, social, and moral anguish and propose and carry out solutions to Nigeria's numerous problems. Nigeria need a leader who can alter the country's structure and people's mentality. Perhaps someone who possesses the traits of Ghanaian leader Jerry Rawlings transformed his country's environment by being resolute, dependable, and trustworthy. The leader would also need to have Ghandi's disposition so that he could fast, pray, and endure hardship in order to rescue the country. It might also be crucial for this leader to be a Julius Nyerere to Nigeria and inspire the populace to prioritize community well-being over individual advancement. The leader must also exhibit the traits of Nelson Mandela, who insisted on fostering reconciliation between individuals of European and African heritage in order to keep the nation united and rejected the "an eye for an eye" philosophy. Mandela witnessed and felt the negative effects of racism, yet he refused to abide by an ethnic division program. Such a leader is needed in Nigeria, one who will instill a sense of self-awareness and unity among the populace. Martin Luther King Jr. favored the idea of cooperating for social justice and worked to eradicate hatred in all of its manifestations during his lifetime. His actions and well-known "I Have a Dream" speech did a great deal to end racial segregation and give Americans hope. Nigeria needs a leader who will focus on stabilizing the nation, unsettling ethnic divide and enthusing hope and unity among the people of Nigeria Ajiteru, (2023).

14. Nigerian leadership

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15. Summary

This explained the research design employed for the study which is a qualitative case study methodology used to explore the impact of leadership on the governance of infrastructure development in Nigeria from 1960 to 2020. I gave an explanation of the research methodology used for the study, including the research design, data collection from secondary sources and in-person interviews, and data analysis. It is noteworthy that there have been accounts of followers in Nigeria who continue to conduct themselves ethically, whether or not they have ethical leaders. I have had the chance to witness people who are genuinely diligent, accountable, and responsible; they tend to their work because they are driven to do it well, and occasionally I have heard people ask these workers why they have chosen to be exceptional in carrying out their duties. completing their assignments. These encounters have strengthened my belief that a single leadership approach might not be sufficient to lift Nigeria out of its predicament. A leader who is leading a diverse group of followers some of whom are responsible, some of whom are task-oriented, and some of whom are self-centered must be ready to manage each group in a way that will motivate them to produce results for their company. It is clear from examining all of the leadership philosophies put out by Sulaiman (2023) that none of them are entirely constructive. Each has advantages and disadvantages. While some are more suited for stable organizational climates, others are more appropriate for crisis situations. Returning to my analysis of the Nigerian context, it may be concluded that a charismatic and dialectical leadership style is appropriate. to the country. If the leader employs a variety of styles that align with the values of various follower groups and the organization's environment, they would be more equipped to extract the best performance from Nigerian followers (Abalaka, 2023).

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