

# Comparative Analysis of Economic and Leadership Styles in Nigeria: Goodluck Jonathan and Mohamadu Buhari Administrations

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## 1.1 Introduction

In the current environment, marked by constant change and fierce competition, effective leadership is essential for the success and performance of organizations. Leadership plays a crucial role in shaping various organizational processes, including employee well-being, behaviors, attitudes, and overall performance. It is important to note that while the terms "leadership" and "management" are often used interchangeably, there are key distinctions between the two. Both leadership and management share the common elements of influence and collaboration with individuals to achieve specific objectives. Although many managerial functions align with the principles of leadership, the concept of leadership has ancient roots that can be traced back to Aristotle, whereas management arose in the early 20th century as a strategy to address organizational disorder and improve efficiency (Northouse, 2022).

Leadership and management are parts of any organization. From experience, leadership and management work together in every team. Lucia (2020) noted that people want management and good leadership at the same time. Leadership as a role therefore means that a leader does only the work that the staff cannot do as well. The leader has special traits as a manager and he uses those traits in a way that is different from the staff. Every management task gives a chance, for leadership. Every leadership act helps management. According to Northouse (2022), there are instances where certain managers do not engage in leadership, while some leaders do not partake in management at all. Nonetheless, he posits that a fundamental role of management lies in creating order and consistency within organizations, whereas the primary purpose of leadership is to initiate

change and progress. Consequently, while management emphasizes maintaining order and stability, leadership prioritizes the promotion of adaptive and constructive change; both leadership and management play critical roles in the development of organizations.

In governance, leadership means guiding a nation through its institutions, culture, technology, traditions and commerce. Leadership tries to keep the citizenry safe and healthy. We can see that effective leadership in governance is key, for development and stability. Leadership shapes the economy, social progress and political calm; it does not use authority, but builds trust, follows standards and works for public interest. Governments are instituted to address the needs of the populace; thus, good governance aims to meet these needs in efficient, effective, and equitable manner (Goleman, Boyatzis & McKee, 2013).

Riggio (2020) recognized that governance shows how authority works in the institutions and how the government runs. Governance includes the steps that set up the government and keep the government accountable. He believed that a leader shows success by the amount of infrastructure he or his government builds. The leader and the government must also meet the needs and hopes of the citizenry in a framework. On these matters, the United Nations Development Programme (UNDP 2023) stated that good governance makes democracy stronger, helps the economy grow, helps people stay together and reduce poverty. Governance matters: Many scholars and leaders think that democracy is the base for a country's development. Even though Nigeria has had 26 years of democracy from 1999, to 2025, Nigeria still has not witnessed any

meaningful development. This paper aims to compare the leadership styles of Goodluck Jonathan, who served as Nigeria's President from May 6, 2010, to May 29, 2015, to that of Muhammadu Buhari, who held office from May 29, 2015, to May 29, 2023.

## 1.2 Problem Analysis

In leadership crises, such as the case of Nigeria, inconsistent policies and the abrupt changes are the bane of Nigerian economy, and by extension, other developing nations. Nigeria's successive administrations had introduced policies, political reforms and constitutional amendments. These policies, reforms constitutional amendments try to solve leadership crises, and to boost development and through effective governance. Political leadership and leadership styles shape governance. While good governance lifts living standards, good governance brings prosperity for all citizens. This paper offers a comparative analysis of political leadership styles and their effects on economic growth during Nigeria's Fourth Republic, specifically examining the administrations of former President Goodluck Jonathan and President Muhammadu Buhari. The primary aim is to critically assess the impact of political leadership on Nigeria's economic growth.

The principal objective of this study is to juxtapose leadership theories, analyzing their strengths, weaknesses, and relevance in varying organizational contexts across two governing regimes in Nigeria. Leadership is a crucial component in the success of any organization, affecting various facets such as employeesatisfaction,productivity,organization al culture, and overall performance. Gaining a deeper understanding of these leadership theories not only sharpens our comprehension of leadership dynamics but also prepares both current and prospective leaders to achieve peak performance.

## 2.1 Theoretical Reviews

Political leadership matters when the country makes and carries out its policies. Okorie, Bitrus and Ukata (2020) say that political leadership must be able to design and enforce security plans promote good governance and build national unity to protect the welfare of the people. In Nigeria scholars study leadership by looking at how political leaders manage these duties and what those actions

mean for the country's welfare. I have watched the Fourth Republic bring in political leaders. Each political leader has a style, a different strategy, a different idea, for the nation. The political leaders have faced security challenges in different regions. The security challenges have affected farming output. The Fourth Republic still works through those challenges.

### 2.2.1 Concept of Good Governance

The idea of governance is not new; the idea of governance has been around since the societies. In the way governance means the steps that people use to decide and to act on those decisions. I have seen governance work in places. The places include governance, international governance, national governance and local governance. I think an analysis of governance looks at the actors and the informal actors who take part in decision making processes. I also think an analysis of governance looks at the structures and the informal structures that help the making of decisions and the implementation of decisions. Government is an actor in the area of governance. I see that other participants in governance change with the level of government being looked at. At the level the media the lobbyists, the international donors and the multinational corporations each play different roles, in shaping decisions and influencing the process. All participants, except the government and the military make up society. I have noticed that in some nations organized crime syndicates exert influence, over the decision making processes. Organized crime syndicates do this in the urban settings. Organized crime syndicates also try to shape decisions at the level.

I have seen that the formal governmental structures make decisions and carry out decisions. The formal governmental structures work at the level. At the level the informal decision-making frameworks exist. The informal decision-making frameworks include kitchen cabinets and informal advisors. In settings the organized crime groups such, as the Land Mafia push on decision-making processes. In rural regions the dominant local families shape decisions. This type of informal decision-making frequently arises from or contributes to corrupt practices. Recently, the concepts of "governance" and "good governance" have gained traction in

development literature, with deteriorating governance increasingly recognized as a fundamental cause of various societal issues. Consequently, major donors and international financial agencies are increasingly linking their financial support to the implementation of reforms aimed at ensuring "good governance."

### 2.2.2 Concept Of Leadership

Leadership, in any nation is tied to governance. I think leadership matters. Leadership is a part of keeping the social order helping the society grow and moving the economy forward. Leadership means guiding and motivating people or groups toward the goals. Good governance matters. Good governance is the ways the rules and the habits that the government uses to run the country (Muahmmed, 2020). Good governance includes the methods, the institutions and the traditions that the authority follows in the country. Leadership is characterized as the capacity to influence and inspire others to pursue shared goals, often entailing the establishment of direction, the motivation of action, and the facilitation of collaboration. Conger and Kanungo (2020) define a leader as an individual who orchestrates, integrates, and coordinates various production factors to achieve predetermined objectives within an organization, society, or system.

Achebe (1994) identified the most pressing challenge confronting Nigeria and other developing nations as being related to leadership style. He emphasized that efficient leadership is vital for the establishment and preservation of good governance, ensuring that institutions operate effectively and cater to the populace's needs. Various leadership styles exist, each exhibiting distinct influences on a nation's economic growth and development. Some styles exert stronger effects on particular dimensions of economic progress and enhance long-term prosperity compared to others. Muahmmed (2020) identified the following styles:

**i) Autocratic Leadership:** Autocratic Leadership relies on control little input from subordinates and central decision making. People see Autocratic Leadership as the effective way in crisis handling because quick decisions matter and strict enforcement is needed. Autocratic Leadership works well when time is short. The downside of

Autocratic Leadership is that Autocratic Leadership holds, back growth and progress limits ideas stops new ideas and lowers employee motivation over time. In the run Autocratic Leadership can hurt the team. This form of leadership is frequently observed among military leaders engaged in political endeavors or assuming command during wartime, as well as in organizations confronting financial crises requiring prompt decision-making.

**ii) Democratic/Participatory Leadership:** This approach involves team members in the decision-making process, promoting collaboration, encouraging contributions from subordinates, and valuing a range of perspectives. This style nurtures an engaged and motivated workforce, fosters innovation, and enhances productivity. However, a potential disadvantage is that it may prolong the decision-making process. Such leadership is typical of leaders who seek feedback and participation, integral to strategic planning.

**iii) Transformational Leadership:** Leaders employing this style inspire and motivate teams to achieve a collective vision, often emphasizing change and growth. This approach drives significant positive transformations, encourages innovation, and can result in considerable economic growth, particularly in dynamic and competitive markets. Transformational leaders inspire employees to adopt new technologies and develop innovative products

**iv) Transactional Leadership:** This leadership style prioritizes task completion and employs a system of rewards and sanctions to motivate team members. It underscores the importance of efficiency and performance by establishing goals, defining clear performance metrics, and providing incentives for their attainment. This approach can enhance efficiency, stimulate innovation, and boost productivity in environments that are process-oriented. However, it tends to be less effective in promoting innovation or adapting to change.

**v) Laissez-faire Leadership:** This leadership style is characterized by minimal intervention, granting significant autonomy to team members. The leader adopts a hands-off approach, allowing employees to operate with limited guidance. While this can be beneficial in settings where staff members are highly skilled and intrinsically motivated, it may also

result in issues related to direction and coordination if not properly managed.

Leadership is defined as the capacity to influence and motivate others to work towards collective goals. It can be exercised by individuals or groups and typically involves providing direction, inspiring action, and facilitating collaboration.

### **2.3relationship Between Leadership and Good Governance In Nigeria**

From my experience leadership matters for governance. Strong leaders help build and keep the institutions and processes that make governance work. Good governance in turn gives a structure for leadership. When institutions work well and give power to citizens leaders can reach the goals set by leaders easily. Leadership and governance both drive development. Leadership and governance bring growth, social progress and political stability. Numerous countries, particularly those in the developing world, face ongoing challenges in both leadership and governance. These challenges often manifest as corruption, insufficient accountability, and restricted citizen participation.

To attain sustainable development, it is imperative to strengthen both leadership and governance, which necessitates investing in leadership development, advocating good governance practices, and empowering citizens to hold their leaders accountable. Governance refers to the processes of policy formulation and implementation, which determine the state of development or underdevelopment in Nigeria, depending on the leadership style employed by leaders throughout their respective administrations.

I look at the numbers. I see that Nigerias population now exceeds 200 million according to the National Bureau of Statistics (UNDP 2025). The nation is the largest crude oil producer in the world as of 2022. 89 Percent of Nigerias citizens live in poverty. 72 Percent of Nigerias citizens experience poverty. 61.2 Percent of Nigerias citizens survive on, than one dollar a day (UNDP, 2023). These distressing statistics can be largely attributed to the leadership styles adopted by its leaders, which have significantly influenced governance in Nigeria.

I have seen the country face development challenges that come from the leadership styles of the past leaders of the country.

Renowned leadership expert John C. Maxwell states, "Everything rises and falls on leadership." This means that governance and development, in any society depend on the prevailing leadership style. Many people accept that the persistent problems that plague Nigeria are linked to the leadership styles of the leaders of Nigeria and the leadership styles have led to governance. Poor leadership and inadequate governance are significant contributors to substandard service delivery and the ongoing underdevelopment witnessed in Nigeria.

A clear demonstration of this phenomenon can be seen in the inclination of leadership across various levels to govern without an understanding of governance as a social contract. This social contract is inherently linked to the mandate granted by citizens during elections to achieve sustainable socio-economic and political development (Dappa & Omale, 2016).

Notably, the quality-of-service delivery and accountability in managing public affairs in Nigeria has consistently declined since the country's independence. This ongoing decline persists despite the establishment of various legal and political frameworks, reforms, watchdogs, and institutions intended to regulate and oversee the ethical conduct of public officials. Central to this analysis is the argument that the pattern of power consolidation adopted by previous leaders in Nigeria has significantly contributed to the erosion of ethical standards within the public service sector (Enejo, 2008: 9).

I read that Ebeh (2015) says governance must be the use of power by levels of government, in a way that is working well fair, clear and answerable. I also read that Ebeh says governance must stop abuse must keep people answerable and must protect the rule of law. Nevertheless, past leaders have exemplified the contrary, resulting in widespread issues such as embezzlement of public funds, ostentatious displays of materialism, mismanagement of the national economy, corruption, and a lack of accountability—factors that have contributed to the developmental challenges faced by Nigeria. Former leaders, including Presidents Olusegun Obasanjo, Musa Yar'Adua, Goodluck Jonathan, and Muhammadu Buhari, despite having significant human and material resources at their disposal, were unable to

elevate the living standards of the average Nigerian citizen (Hersey, Blanchard, and Johnson, 2018). Although no singular leadership style guarantees success, it is crucial to comprehend the strengths and weaknesses of diverse approaches and to tailor leadership strategies to the unique requirements of specific circumstances, which is vital for promoting sustainable economic development (Riggio, 2020).

#### **2.4 Leadership and Economic Growth in Nigeria**

This section evaluates the leadership styles of former Presidents Goodluck Jonathan and Muhammadu Buhari, aiming to illuminate the intricate relationship between political leadership and economic growth in Nigeria. The term political leadership encompasses a broad spectrum, extending beyond the traditional elected and appointed public officials typically recognized as political leaders within society. This consideration is particularly pertinent given the current political landscape, where members of the political class who oppose, the ruling party are inclined to politicize issues surrounding economic growth, prioritizing political expediency over national interests. Aransi (2009) posits that there are variations among political leaders regarding their ability to meet public expectations and the factors influencing such performance. He notes that “the disparity between two former leaders in the same role is significantly less about differences in policy direction and more about other behaviors, which can be categorized as Leadership Styles.”

In the Nigerian context, distinctions in policy directions are ambiguous, as no specific programs can be exclusively associated with any particular political party or administration. Elected officials at both the national and state levels, along with other political leaders, adopt leadership styles they believe will resonate with the electorate. This phenomenon is particularly relevant in Nigeria, where ideological differences among registered political parties are virtually nonexistent. Consequently, this environment has facilitated frequent shifts among politicians between parties, often motivated by ambitions for public office.

In evaluating the influence of leadership on development and effective governance, Prof.

Eme Awa emphasized that regardless of whether leadership styles are situational, traditional, or charismatic, there is a consensus among scholars and researchers regarding the vital role of good leadership in ensuring the survival, growth, and advancement of any society. Prof. Attahiru M. Jega further asserted that for leaders and their constituents to achieve good governance, it is imperative that public officials demonstrate transparency and accountability in their responsibilities. According to Prof. Jega, who is a distinguished political scientist, “the gradual evolution of a democratic political culture serves as the foundation for sustainable good governance processes in democratic nations, including Nigeria” (Jega, 2007).

#### **2.5 Leadership and Economic Growth and Development**

The exploration of leadership is essential to understanding the intricate processes through which leaders impact and direct their followers. Within the plethora of theories that seek to define effective leadership, four prominent approaches—Transformational Leadership, Servant Leadership, Situational Leadership, and Skills Theory—are noteworthy for their unique methodologies and extensive applicability. Effective leadership is foundational for strategic decision-making, team motivation, and the cultivation of a work environment conducive to employee satisfaction and organizational performance. The array of strategies and techniques employed by leaders to influence and inspire their teams is inclusively termed leadership styles (Loang & Ahmad, 2022). The literature identifies various leadership philosophies, including autocratic, democratic, transformational, and transactional styles, each characterized by distinct traits and varying impacts on organizational outcomes (Irving & Longbotham, 2017). Consequently, for organizations and leaders aiming to enhance performance and create a positive work atmosphere, it is imperative to comprehend the implications of diverse leadership styles.

The present issue pertains to the necessity of investigating and assessing the effects of differing leadership philosophies on business performance and employee satisfaction (Okorie, Bitrus, & Ukata, 2020). Although previous research has explored this connection, a comprehensive understanding of

the nuances and distinctions between various leadership styles and their resultant outcomes remains elusive. Contextual factors, including organizational culture, market dynamics, and employee attributes, can significantly influence the relationship between leadership styles and outcomes (Elçi & Ener, 2019).

To achieve a deeper comprehension of the underlying dynamics, it is essential to examine the moderating effects of these contextual factors. The primary objective of this study is to juxtapose various leadership philosophies to ascertain their respective impacts on organizational performance and employee satisfaction. This focus intends to provide insights into the effective application of leadership styles to achieve desired outcomes across different organizational contexts while enhancing our understanding of the contingent nature of leadership styles and investigating the moderating influences of contextual factors (Vecchio, Justin, & Pearce, 2010).

This research carries substantial theoretical and practical implications. Through a comprehensive examination of how different leadership styles impact organizational performance and employee satisfaction, the results will contribute to the existing literature on leadership effectiveness (Matzler & Renzl, 2022). Consequently, this paper aims to enhance our understanding of how leaders can effectively leverage specific styles to attain desired outcomes by illuminating the similarities and distinctions between various leadership philosophies. Furthermore, investigating contextual factors as potential moderators will provide insight into the adaptability of leadership styles (Yaghoubi & Abdollahi, 2021).

### **3.1 President Goodluck Jonathan (2010-2015)**

An in-depth examination of Goodluck Jonathan's administration reveals insights into his leadership approach beginning with his inaugural address in May 2011, where he introduced a policy framework known as "The Transformation Agenda." This agenda comprises a range of crucial policies, programs, and projects designed to catalyze positive change within the Nigerian economy. While the notion of transformation may not have a universally accepted definition, scholars' interpretations can be categorized into ethical and structural perspectives. The

ethical view pertains to fundamental changes and shifts in the "orientations" and "behaviors" of individuals, organizations, and societies, enabling them to perceive the world through new lenses and generate favorable outcomes (Alao and Alao, 2013). This transformative vision is encapsulated in the concepts of "Due Process" and "attitudinal changes" advocated by Nigerian governments.

Goodluck Jonathan's adoption of The Transformation Agenda defined the trajectory of his administration from the outset. Building on the 7-Point Agenda of his predecessor, the late Musa Yar'adua, this initiative was structured as a five-year development plan for the period 2011-2015, coinciding with the duration of his tenure. This strategy emerged from the necessity to reposition Nigeria's developmental drive in critical economic areas underpinned by the rule of law, promoting equality, peace, and justice (Obiagbunam, 2012). The execution of this plan relied on a dynamic team of esteemed technocrats assembled at the onset of Jonathan's presidency, known as the Economic Management Team, tasked with steering the implementation process towards a successful conclusion. The Economic Management Team consisted of 28 members, with the President serving as Chairman, the Vice President as Vice Chairman, and Dr. Ngozi Okonjo-Iweala, the Minister of Finance, serving as Coordinator. The appointment of a distinguished economist to the role of Finance Minister underscores the paramount importance of the economy in actualizing the goals of the Transformation Agenda.

This strategic initiative is fundamentally aimed at achieving collective national objectives and aspirations to elevate Nigeria to among the world's 20 largest economies by 2020. Itah (2012) argues that Jonathan's Transformation Agenda represents a policy framework intended to realign the economy by tackling challenges related to poverty, unemployment, and insecurity, with a particular emphasis on diversifying the economy away from an overreliance on oil to a more balanced non-oil economy. Similarly, Olusegun Aganga, the Minister of Trade and Investment, characterized the Transformation Agenda as a policy that focuses on good governance, power, security, and the development of non-oil sectors, including manufacturing, solid minerals, infrastructure investment, education,

and anti-corruption efforts (Telecom Digest, 2012).

The Transformation Agenda initiated by Goodluck Jonathan was designed to encompass a broad range of socio-economic and political facets impacting the populace. However, specific key domains were prioritized as foundational elements of the overall initiative. As summarized in the National Planning Commission blueprint (NPC 2011), the principal areas of emphasis were identified as follows:

- i) **Job Creation:** The strategy aimed to implement policies that promote youth employment initiatives in both the public and private sectors. This encompassed the introduction of conditional cash transfers and vocational training, the development of industrial clusters, a review of university curricula to align with industry job demands, and the advancement of apprenticeship and work experience programs as well as joint ventures. Additionally, it advocated for the enforcement of mandatory subcontracting and partnerships with local entities by foreign construction firms, while facilitating skill transfer to Nigerians by foreign-owned businesses.
- ii) **Education:** This agenda prioritizes the education of Nigerians as a fundamental means to secure the nation's development. The Transformation Agenda seeks to promote primary school enrollment for all Nigerian children of school age, irrespective of their parents' financial status. It aims to enhance infrastructure such as classrooms at all educational levels to alleviate overcrowding, improve accessibility, and decrease the pupil-to-teacher ratio. Furthermore, it focuses on bolstering the effectiveness, resourcefulness, and competence of educators and educational staff through comprehensive and functioning training, capacity building, and motivational strategies.
- iii) **Health:** Significant investments were made in the health sector to address issues related to infant and maternal mortality. The health policy is oriented toward achieving the human capital development objectives outlined in the Vision 20:2020 strategy, encapsulated within the National Strategic Health Development Plan (NSHDP). The NSHDP serves as an operational framework for action across all tiers of the healthcare

delivery system and seeks to facilitate the attainment of the Millennium Development Goals (MDGs) alongside other national and international commitments. It was anticipated that by the conclusion of 2015, Nigeria would possess a robust healthcare system capable of reducing childhood and maternal mortality rates.

- iv) **Power:** Under this policy, the government proposed an investment of N1.896 trillion to enhance power generation, transmission, distribution, and alternative energy solutions. The objective is to deliver adequate and sustainable energy, intensify rural electrification to mitigate rural-urban migration, and achieve an optimal energy mix through the use of suitable technologies. Additionally, the power policy aims to deregulate the sector to stimulate both foreign and local investments and foster competition. It also incorporates a tariff regime designed to promote transparency, ensure investment security, and provide a reasonable return on investments, while also improving transmission capacity and mitigating transmission losses, thereby enhancing grid security.
- v) **Transportation:** During the period from 2011 to 2015, governmental projections indicated that total investment in the transportation sector would reach approximately N4.465 billion. This funding was intended to encompass the development of roads, railways, inland waterways, ports, and airports. The primary policy aimed to establish an integrated, multimodal, and sustainable transportation system, with a particular emphasis on enhancing rail and inland waterway transport. To foster this transformation, an environment conducive to public-private partnerships (PPP) was being cultivated through the formulation of new policies, legislative measures, and institutional frameworks. The strategy included the procurement and installation of a modern transportation system, which comprised an updated rail system and the revitalization of the inland waterways. Furthermore, the anticipated dredging of the Niger River was expected to conclude, thereby providing alternative transportation options for communities, especially those residing in riverine and coastal areas.
- vi) **Niger Delta:** The Niger Delta region has emerged as a significant concern both

nationally and internationally, primarily due to its status as the economic powerhouse of the nation. This region presents a paradox, possessing abundant natural resources while simultaneously grappling with profound poverty and underdevelopment. The resulting socioeconomic conditions have fostered youth unrest and violence, which in turn have led to diminished economic productivity and heightened insecurity. In response to these challenges, the government, through its transformation agenda, proposed an investment of N333.05 billion for the Niger Delta during the specified period. The central tenet of this policy was to establish peace and stability, thereby facilitating socio-economic development and addressing issues related to regional poverty, high unemployment rates, and insecurity.

- vii) Labour and Productivity:** The overarching agenda aimed to implement the National Action on Employment Creation (NAPEC), which targeted the generation of five million new jobs annually over the next three years, while also establishing additional skills acquisition centers. The agenda emphasized the execution of a local content policy across all sectors, particularly in the oil and gas industry, to enhance job creation nationwide. Within the manufacturing sector, the transformation agenda sought to stimulate private sector investment by creating an environment conducive to substantial improvements in efficiency, productivity, and profitability. It aimed to increase local manufacturing, facilitate local content, and establish linkages with other sectors of the economy, thereby ensuring global competitiveness for manufactured products, positioning Nigerian goods as significant foreign exchange earners, and achieving rapid and sustained economic growth by broadening the nation's productive base. In the oil and gas sector, the agenda concentrated on encouraging private sector investment in both upstream and downstream activities. This included the deregulation of the industry, the promotion of environmentally sustainable exploration and exploitation methods, and the strengthening of capacity-building programs, particularly in key technical areas. Additionally, the provision of funding mechanisms for pre-bidding geoscience surveys of deepwater offshore

regions and initiatives aimed at reducing gas flaring to mitigate pollution and enhance domestic supply for energy generation and local content development were prioritized.

- viii) Foreign Policy and Economic Diplomacy:** The administration will set up Nigerias diplomatic missions with clear direction and enough money to match the countrys foreign policy goals. The administration will simplify Nigerias missions. The administration will name consuls to handle consular work in places where Nigerian interests are not strong as other countries do. Furthermore, the policy seeks to ensure that Nigerian expatriates are treated with dignity and respect, asserting that any unlawful or unjust loss of Nigerian life will be addressed by the respective host country's government. Additionally, the initiative aims to elevate Nigeria's standing on the global stage by promoting effective leadership both within Africa and internationally. The focal point of Nigeria's foreign policy continues to be its engagement with the African continent.
- ix) Legislature:** I believe the Legislature should be open and accountable. The policy plan for the period calls for a Legislature that is strong, effective and responsive to the public. The Legislature must lead on Legislatures lawmaking duties. Must keep in mind Legislatures constitutional partnership with the Executive and Judicial branches. The plan adds audits of Legislature activities. The plan also requires the Legislature to publish reports for both national and state Legislatures. These steps aim to make the use of money more transparent and accountable. Transparency matters for the Legislature. The plan asks the public to take part in watching the Legislature. The plan also wants the public to join discussion, about the Legislature. I saw that the government gave a lot of attention to policies, programs and projects that focus on human capital development in order to achieve the goals. The government believes that investment, in capacity is important.
- x) Governance:** I see that Nigeria faces challenges. Poverty, unemployment, the security problems and the bad infrastructure keep the country struggling. I see that those challenges made the Transformation Agenda write governance policies. Governance includes governance, economic governance, corporate governance and the efficiency of institutions. Throughout this administration's

tenure, policies and programs aimed at confronting governance challenges were directed at public services, security, law and order, the legislature; anti-corruption initiatives; the judiciary; and fostering economic coordination and private investment support.

The main aim of the governance policy was to give citizens the benefit. The governance policy tried to give citizens the benefit by using public resources more effectively and efficiently by managing money well and by being careful, with spending. The governance policy also focused on law and order. The governance policy made sure that people and property were safe. The governance policy tried to create a place where people could feel happiness and good health.

xi) Judiciary and Justice Delivery: The judicial and justice sector policies aim to make the judiciary more independent. The policies raise funding for the judiciary improve capital resources for the judiciary and increase efficiency in the judiciary’s service delivery. Efforts target eliminating corruption in the justice administration in Nigeria. Efforts strengthen the justice ministry’s capacity to oversee prosecutions. Efforts raise professionalism in practice so the judiciary can improve service outcomes. The restructuring makes the judiciary serve as the recourse for the common citizen. The restructuring keeps the judiciary free, from interference. The principle of process guided the whole administration. The principle of process stayed in place throughout the administration. Because of that people expect a reformed system for adjudication and justice delivery in Nigeria. The reformed system, for adjudication and justice delivery should be run by adjudicators. The impartial adjudicators will bring fairness to the process.

xii) Public Expenditure Management: I see that the government is worried about the spending pattern of the Federal Government of Nigeria since 1999. I see that the government keeps spending on daily costs than on new projects and that this has made the poor state of roads, schools and hospitals even worse. Public Expenditure Management aims to shift the budget so that capital spending's higher, than recurrent spending. I see that the government hopes this will fix the budget problems.

xiii) Information and Communication Technology (ICT): The ICT allocation for the ICT sector from 2011 to 2015 was N22.2 billion. The ICT agenda aimed to develop a Knowledge Based Economy (KBE) through a ten-year strategy that emphasizes continuous human capacity development, in ICT. Additionally, it aimed to establish a conducive investment climate characterized by transparency in tax systems, enforcement of anti-trust regulations, provision of incentives, and formulation of trade policies designed to stimulate both local and foreign investments in ICT.

In addition, the agenda highlighted the importance of developing infrastructure, particularly in enhancing global connectivity, which is deemed essential for maximizing the advantages of the global economy, thereby improving domestic productivity and attracting foreign investments. Other key strategies included fostering a supportive environment through the implementation of suitable policies, legal, regulatory, and institutional frameworks, as well as strengthening Public-Private Partnerships (PPP) for project funding, financing, and management.

Investment Size: 5-Year Transformation Agenda Overview (In Trillions of Naira)

| Sector    | 2011 | 2012 | 2013 | 2014 | 2015  | Total |  |
|-----------|------|------|------|------|-------|-------|--|
| Private   | 1.55 | 2.16 | 2.95 | 3.71 | 4.66  | 15.23 |  |
| Public    | 2.63 | 3.24 | 3.76 | 4.72 | 5.93  | 20.28 |  |
| **Total** | 4.39 | 5.40 | 6.71 | 8.43 | 10.58 | 35.51 |  |

Source: National Planning Commission (NPC) The Honourable Minister of National Planning said the Transformation Agenda shows an investment of N35.51 trillion over five years.

The table above shows the numbers. The government will provide 57.10 percent of the total, about N20.28 trillion. The private sector will provide 42.90 percent of the total about

N15.23 trillion. When the regime ended I saw that the Office of the Special Adviser to the President, on Research, Documentation and Strategy presented the progress report of the Transformation Agenda (Sure & Steady Transformation 2012). The progress report listed important achievements:

i) Job Creation: Job Creation is part of the government policy framework, in the Transformation Agenda and Job Creation set a goal to create five million jobs each year. Job Creation includes the youth employment safety support program that provides conditional cash transfers and vocational training. Job Creation also set up the clusters. Job Creation reviewed the university curricula to match the industry job market needs. Job Creation promoted the apprenticeship and work experience programs (Gyong, 2012). To facilitate better employment policies and planning, the government established a committee tasked with creating a database for unemployed Nigerian youths, aimed at gathering accurate statistics and establishing an electronic database for licensed Private Employment Agencies (PEAs).

I have read that the government ran 75,640 business skills training programs for graduates of education institutions and artisans (Alao and Alao 2013). I also have read that about 139,371 unemployed individuals took part in skills training programs, in technical and agricultural trades (Alao and Alao 2013). Nonetheless, the prevailing unemployment rate, as stated by the Minister of Labour and Productivity, stood at 23.9%, raising concerns regarding Nigeria's ambition to emerge as one of the 20 largest economies by 2020 (Alao and Alao, 2013).

The National Bureau of Statistics (2010) said that the unemployment rate went up to 19.7 percent compared with 2009. The unemployment rate for people aged 15-24 was 41.6 percent. The unemployment numbers show a job problem. I see these numbers. I worry about the future. The rise in unemployment makes it hard for the government to carry out development plans. The rise, in unemployment also threatens stability and human dignity. This trend suggests that poverty alleviation programs, skills acquisition initiatives, as well as vocational, technical, and agricultural training have not substantially fulfilled their intended goals (Alao and Alao, 2013).

From my view in education the transformation agenda tries to boost school enrollment for every child of school age no matter what the parents earn. The transformation agenda works to fix school buildings open doors, for children cut the pupil-to-teacher ratio and raise the effectiveness, skill and ability of teachers and school staff by giving them training building their capacity and offering incentives (Alao and Alao 2013). The Progress Report (2012) indicated that the government instituted the Almajiri Education Program in Sokoto and launched the Girls' Education Program in several states, including Adamawa, Yobe, Zamfara, Nasarawa, Ebonyi, Ekiti, Delta, and Akwa Ibom.

The authorities authorized nine private universities and established Federal Universities to expand access to higher education. The authorities funded the construction of 105 classroom blocks two examination halls, four community libraries, four generator houses, nine computer centers, three boreholes and 15 toilet facilities. I have seen the new classroom blocks and community libraries being built in my area. The authorities funded the equipping of the facilities across 15 states through the Millennium Development Goals initiative. The authorities gave licenses to 135 innovation and vocational enterprise institutions to promote vocational education and training. The authorities approved scholarship opportunities, for students. I saw that the program assigned teachers to the primary schools, in thirty-four states. I also saw that the program set aside money for teachers training in all thirty-six states.

I saw the government print the standard documents for basic education. I saw the government hand the documents out to every school. I saw the government give four million nine hundred forty-four thousand library resources to junior schools across the nation. I saw the government revise the undergraduate Basic Minimum Academic Standards, for universities, polytechnics and colleges of education (Alao and Alao 2013). A total allocation of 58 billion naira was reportedly disbursed in three phases to universities, polytechnics, and colleges of education throughout the nation, promoting their growth as centers of excellence (Alao and Alao, 2013). Furthermore, curricula were updated in alignment with national development objectives, and entrepreneurship centers were

established within select tertiary institutions to bridge the gap between education and employment while enhancing the entrepreneurial capabilities of graduates.

With the small efforts the decline in educational standards is sad. The decline in standards pushes more Nigerian graduates into being seen as unemployable. The fact that no Nigerian university appears in the world's five hundred institutions proves the decline in educational standards. The democracy depends on the work of different people. The work grows when there is thoughtful and new talk, about things that matter to the public. Therefore, democratic values are cultivated in an environment enriched by foundational education—an education that is functional, well-focused, and appropriately scoped (Marzano et al., 1988).

**2. Health Sector:** The health sector in Nigeria faces problems. The health sector deals with malaria the impact of HIV, a growing population that needs better birth control, high infant and mother death rates polio, fake medicines and other health crises. The health sector shows how weak the health conditions, in the nation are. Accordingly, the agenda aimed to make substantial investments in health to alleviate the prevailing high rates of ill-health. This framework informed the design of the health policy, aligning with the human capital development objectives articulated in the Vision 20:2020 strategy, as highlighted in the National Strategic Health Development Plan (NSHDP) (Alao and Alao, 2013).

During Jonathan's administration, concerns regarding the Boko Haram insurgency in the northeastern region presented a complex interplay between national security demands and the necessity of maintaining regional stability alongside human rights considerations. This period was marked by the abduction of the Chibok schoolgirls, an event that attracted international scrutiny towards Nigeria's security dilemmas and emphasized the intricacies involved in responding to such crises (Soetan, 2017).

### **3.2 President Muhammadu Buhari (2015-2023)**

President Muhammadu Buhari took office in a time of problems, with security, the economy and foreign relations (Niworu, 2018). The challenges were many. I think President Muhammadu Buhari's administration tried to

bring in reforms that looked inside the country. President Muhammadu Buhari's administration also tried to work with the world to help Nigeria grow in a way. Critics said President Muhammadu Buhari's reforms did not make a change. Awotokun (2020) noted that concerns surrounding the presidential system were exacerbated by perceptions of insecurity and hegemonic tendencies, particularly due to the association of President Buhari's Fulani ethnic group with an alleged expansionist objective aimed at Islamizing and displacing other ethnic communities. Incidents such as the violent suppression of protestors by military personnel and the rise of separatist factions, notably the Indigenous People of Biafra, further intensified domestic tensions. Despite these challenges, President Buhari's administration recorded both commendable achievements and significant obstacles during its time in office.

The provision of bailout funds to state governments was an achievement. The provision of bailout funds mattered. The provision of bailout funds showed Buhari's focus, on the welfare of Nigeria. When the COVID-19 pandemic started, the pandemic disrupted economic activities hard. Many states then faced a financial collapse (Oyewole and Bakare 2021). I saw that the provision of bailout funds eased the pressure. I saw that the provision of bailout funds let state governments meet their payroll obligations. Oyewole and Bakare (2021) underscored that this initiative illustrated the President's dedication to bolstering the nation's economic stability and safeguarding the welfare of Nigerian workers. This intervention exemplified a proactive leadership approach aimed at stabilizing Nigeria's economic landscape and workforce, potentially laying a robust foundation for future economic policy development.

The administration affirmed the administrations commitment to finish infrastructure projects. The administration highlighted the importance of continuity in governance and careful resource management (Ramakrishnan, 2021). Former President Goodluck Jonathan started the Kaduna Light Rail project. The administration completed the Kaduna Light Rail project successfully. The Kaduna Light Rail project shows continuity, in infrastructure development. The Kaduna Light

Rail project shows President Buhari's resolve to finish projects already underway.

I see that local governments have a role in the structure of local governance. Local governments have been given the authority to carry out tasks and responsibilities about grassroots development, local democratic practices and service provision. President Buhari signed the government autonomy bill. The signing of the government autonomy bill by President Buhari recognized the grassroots level, as the base of governance. The local government autonomy bill gave authorities the power to make decisions that fit the unique needs of their communities. Local authorities can now make decisions that fit the needs of their communities. Authorities' decisions help good governance and improve citizen engagement (Egware et al. 2021). Ogunnubi, 2022; Onuigbo, 2015). The autonomy of governments matters a lot. The autonomy of governments lets local officials carry out governance tasks at the community level. The autonomy of governments stays free from interference by higher government bodies. When the autonomy of governments is protected local officials can focus on the needs of their own neighborhoods without being pulled in different directions, by the state.

The Buhari Administration made improving the power sector in Nigeria a goal. The Buhari Administration wanted the power sector to help the economy grow (Gamawa, 2018; Sule et al., 2011). The Buhari Administration started projects. One project gave state governments the power to generate electricity. The power sector then became more self-sufficient. The power sector also reduced reliance on the grid. The power sector changes helped the region grow economically (Gamawa, 2018). I have seen the administration explore the energy resources such as the waste-to-energy facilities, the biomass and the wind energy to make sure Nigeria has a stable and sufficient power supply (Kolios et al. 2017; Okonkwo et al. 2021). The administration wants power. I also saw the administration set up the solar power plant project with the capacity of 100 MW, in Delta State to push the energy and to help the growth of Nigeria's micro, small and medium-sized enterprises (Okonkwo et al., 2021). Notably, two coal power projects currently contribute 20% of operational electricity generation in Nigeria, underscoring the

potential for coal power generation within the nation (Ohimain, 2014). Additionally, resistivity-sounding techniques were employed to evaluate the electrical characteristics of sediments in select areas of Nigeria to identify potential aquifers (Evans et al., 2010). The improvement of Nigeria's power sector is critical, as inadequate electricity supply significantly impedes the country's development and socioeconomic activities (Sule et al., 2011).

In terms of supporting small enterprises, the Buhari administration partnered with the World Bank and the Ministry of Industry to implement programs such as the GEM initiative and the Market Money Scheme, aimed at advancing economic empowerment, fostering entrepreneurship, and providing financial assistance to individuals lacking sufficient resources (Garba, 2020). I saw that the administration tried to raise Nigeria's role in world affairs. The administration aimed to get observer status for Nigeria in groups such as the European Union, NATO and the Shanghai Cooperation Organization. The administration thought that would help the administration deal with the reality of an economy and the need for countries to depend on each other (Gamawa, 2018). Despite those attempts the administration still faced a security challenge. Security was a problem. The administration announced that the administration had a defeat of Boko Haram, in 2015 (Riquier et al., 2022). The administration additionally advanced inclusive governance by promoting electoral participation among candidates with the backing of the corporate sector (Innocent and Eikojonwa, 2019). The Economic Recovery and Growth Plan (ERGP) was enacted as a strategy to diversify Nigeria's economy and mitigate vulnerabilities within it (Kalagbor et al., 2021).

I have seen that not enough capital is a problem for small-scale farmers. Small-scale farmers make most of the food and the export in Nigeria's sector. The Nigerian government answered by creating institutions. The Nigerian government created the Nigeria Agricultural Cooperative and Rural Development Bank (NACRDB). The Nigerian government created the Nigerian Agricultural Credit Guarantee Scheme Fund (ACGSF). The Nigerian government created the Community Banks (C.B.). The Nigerian government also promoted societies to make credit easier, for

agriculture (Anyiro and Oriaku 2011). Cautiously, Nigeria entered the African Continental Free Trade Area (AfCFTA) agreement in 2019, anticipating potential advantages (Onuka and Oroboghae, 2020). Nevertheless, non-adherence to corporate governance standards within the Nigerian banking sector has impeded banking performance and hampered operational efficiency (Osuaquwu, 2013).

The GEM programme lifts the youth in Nigeria. The GEM programme pushes the youth to start businesses. Adds new kinds of work in Nigeria (Omeje et al., 2020). The administration focuses on youth empowerment. The administration uses technology to help the youth. The administration shows focus through partnerships, with Microsoft and Google. The partnerships give the youth chances to learn and work. The partnerships create a place for the youth to try ideas and start businesses (Ohwadia and Akanji 2023). Additionally, it is crucial to note that the Buhari administration engaged various institutions, including the ICPC, EFCC, TSA, and the Integrated Personnel and Payroll Information System (IPPIS), to combat corruption and advance good governance in the nation. Oxford Analytica (2015) pointed out that President Buhari's cabinet selections were expected to adopt a more technocratic orientation, influenced by recent appointments of leaders in key federal agencies. Nonetheless, personnel selections have predominantly favored the northern region, inciting domestic concerns regarding regional favoritism.

In their analysis, Adeyemo and Oyewole (2021) identified numerous challenges faced by Nigeria during Buhari's presidency, including:

**i)Delayed Ministerial Appointments:** The extended six-month delay in ministerial appointments diminished the administration's operational effectiveness and postponed policy implementation, highlighting the necessity for a more prompt and efficient transition process in the future.

**ii)Widespread Insecurity:** The escalation of banditry, car theft, and kidnapping reached critical proportions during President Buhari's administration. A holistic and coordinated strategy was essential to restore peace and security across the nation.

**iii)Unregulated Herders' Activities:** The prevalence of open grazing in urban areas became a significant concern during this administration, necessitating intervention to prevent conflicts, maintain communal harmony, and safeguard the agricultural sector's advancement.

**iv)Currency Redesign Challenge:** Ongoing complications related to the redesign of the Naira raised apprehensions about the stability and credibility of the nation's currency. A timely resolution was imperative to regain public trust in the financial system.

**v)Economic Challenges:** Issues such as fuel shortages, brain drain precipitated by limited economic opportunities, persistent strikes by university lecturers, medical professionals, and aviation workers, alongside elevated inflation rates, presented formidable challenges. A comprehensive economic strategy should prioritize addressing these matters to promote sustainable development.

#### 4.1 Empirical Review

In their research, Ighoshemu and Ogidiagba (2022) investigated the effects of inadequate governance and widespread unemployment as primary drivers of brain drain during the Buhari administration (2015-2020). The objective of the study was to pinpoint the factors influencing the enhanced emigration rates of Nigerian professionals to foreign nations. Utilizing a mixed-methods methodology, the research encompassed a survey of 220 Nigerian professionals alongside semi-structured interviews with key informants.

The findings revealed that inadequate governance and significant unemployment constituted critical factors contributing to Nigeria's brain drain during the Buhari administration. Survey results indicated that a majority of respondents recognized poor governance and inadequate job prospects as the main motivations for their migration. The interviews highlighted that the administration's inability to foster a supportive environment for professional development, characterized by insufficient infrastructure and a lack of suitable policies to bolster industrial growth, played a significant role in the exodus of skilled professionals.

The study gave advice. Recommendations, from the study suggested that the government should create jobs improve infrastructure and

make an environment that helps career success. The study emphasized that the government must put in place measures that promote governance remove corruption and keep the system transparent and accountable. Overall the brain drain, driven by governance and high unemployment showed the big hurdles that Nigeria faces in development. Addressing these issues through prioritizing relevant policies is essential for retaining skilled professionals, attracting new talent, and fostering a sustainable economic growth trajectory for the nation.

Adebowale et al. (2021) Explored the challenges of insecurity in Nigeria during the administration. I think the study examined how the government responded to the challenges of insecurity. The paper says the administration's strategy for dealing with security challenges needs a change. The paper notes that the situation became worse over the years of the administration. The paper also says the government's reliance on security forces makes things worse. The paper says the government's reliance on security forces pushes the rise of control, in society and leads to human rights violations. The authors advocated for a comprehensive security strategy that includes community-based policing, investment in security infrastructure, and addressing the fundamental causes of insecurity.

In addition Oluwatosin (2020) examined the Buhari administration's measures against corruption in Nigeria. When I read the paper I saw an overview of the administration's corruption policies and the administration's attempts to prosecute corrupt individuals. The paper said the administration's initiatives to fight corruption were good. The paper also found several major gaps. The paper pointed out a lack of transparency and accountability in the administration. The paper pointed out prosecution, by the administration. The paper pointed out that the administration did not focus enough on corruption. Recommendations included that the government embrace a more holistic approach to tackling corruption, encompassing legislative and institutional reforms, enhanced transparency and accountability, coupled with the engagement of civil society and media.

Adeleke et al. (2021) Did a literature review of Nigeria as a state. I read the study. I saw that the study examined the causes and possible

fixes for the country's governance problems. The study found instability, corruption, security problems and ethnic and religious tensions as major drivers of the governance crisis. The study also listed barriers to Nigeria's development. The study called for reforms, in governance, security and the economy. Such reforms should prioritize the cultivation of a culture that emphasizes transparency and accountability, the enhancement of infrastructure, and the diversification of the economic landscape.

The ban of Twitter in Nigeria showed another side of Buhari's government. In his 2021 analysis David studied the Nigerian government choice to stop Twitter. Using existing data the research looked at the issues that came up after the Twitter ban and the effects on Nigeria's political and economic life. The study found that the Twitter ban had an effect, on freedom to speak in Nigeria. I saw many people speak out and criticize the government's actions after the Twitter ban. Although users resorted to Virtual Private Networks (VPNs) to access the platform, the ban still adversely affected various sectors within the country. The article also documented the extended conflict between the Nigerian government and Twitter, which persisted for over 100 days. The study explored the issues that emerged from the suspension and suggested that these could have potentially been avoided had either party not engaged in their respective provocative actions.

## 5.1 Conclusion

I think this study gives ideas and facts for citizens, stakeholders and government bodies that want to improve the economy and boost growth in Nigeria (Ullah & Al Mamun, 2018). Leaders who want to find the leadership style, for a leader's own context should think about the organization culture, employee preferences and the type of tasks. To support leadership organizations can build a culture that values employee involvement and participation (Efridah, 2019). To fulfill the research objectives, a systematic literature review was conducted, entailing a comprehensive search and assessment of relevant academic journals, articles, and other sources that investigated the relationship between leadership philosophies and business performance, as well as worker satisfaction.

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