Abstract: The objective of this study is to determine the extent to which leadership in Nigerian organizations has enhanced sustainable development despite the overwhelming bottlenecks and challenges. The case study in question was Power Holding Company of Nigeria (PHCN). The data for this survey were obtained using both primary and secondary sources. Five point Likert scale rating questionnaires were used in obtaining the data from the respondents. (i.e. Strongly Agree – 5, Agree – 4, undecided – 3, Disagree – 2 and Strongly Disagree – 1). Two hypotheses were formulated and tested with the aid of simple percentages in which the critical value was put at 50% for analytical simplicity. This was so due to the fact that, the data are non-parametric and nominal in nature.

The findings revealed that inefficient leadership has characterized the performance of organizations in Nigeria in general and in PHCN in particular over the years. The company’s performance on the aggregate showed that there has been gross absence of visionary and progressive leadership in place, since there is a gross absence of discipline. Precisely indiscipline cases are seen to be rampant as exemplified by frequent cases of bribery, corruption, fraud, nepotism and the like. The study recommends that premium must be placed on overt and relevant leadership with vision and dreams that can most significantly turn the tides in favor of these organizations in radical ways. Additionally, strategic planning must be emphasized as well as its consequent implementation to the core. Furthermore, there should be concerted effort on the governance of these organizations to standardize operations, schemes, strategies and habits in Power Holding Company of Nigeria (PHCN).

JEL Classifications: M14, G18, P41, O15

Keywords: Sustainability, Leadership, Development, Organizations
1. Introduction

Leadership is an essential element and ingredient of effective management. Without developing the necessary leadership attitudes and skills, it is impossible to manage subordinates effectively. As observed by Saulawa (2002) to start a journey of self-sustained development in any endeavour of human life, whether in groups, organizations or nations, correct, charismatic and visionary leaders are envisaged and required. The great nation of the world assumed their position of greatness mainly because they have effective leaders that can maintain, support, and liberate their followers from the shackles of unnecessary domination, indolence, poverty and other social ills that artificially bedevil a society.

From the managerial point of view, leadership is the process of influencing others towards the accomplishment of objectives. Through good leadership, employees can be induced in a less threatening and acceptable way to contribute their optimum to the achievement of organizational goals. Nwachukwu (2007) noted that leadership is simply the art of influencing others to direct their will, abilities and efforts to the achievement of a leader’s goal. In the context of organizations, leadership lies in influencing individual and group effort toward the optimum achievement of organizational objectives. Leadership focuses on the “people” aspect of management and is based on the assumption that organizational effectiveness depends on their motivation, efforts and abilities.

A leader is the most influential person in an organization who provides direction, guides group activities and ensures that group objectives are attained. The function of leadership is critical to all organizations. A good leader therefore is one who is capable of persuading others to move enthusiastically towards the achievement of group goals. Alan and Robert (1969) maintain that a leader is a person with power over others who exercises the powers for the purpose of influencing their behaviors. It is safe to say that:

a. All leaders have influence
b. They provide direction
c. They help in the achievement of group goals.

It is pertinent to stress that leaders set strategy, motivate, create a mission and inculcate organizational culture.

Ghiselli (1971), Griffins (1997), Jones & George (2006) and Daft (2008) emphasized that for a focused leadership aimed at achieving organizational effectiveness the under listed competences must be at play:

1. Physical characteristics:
   a. Energy
   b. Physical stamina

2. Intellectual ability or capability:
   a. Intelligence, cognitive ability
   b. Knowledge or native wisdom
   c. Judgment, decisiveness

3. Personality characteristics such as:
   i. Self-confidence
   ii. Honesty and integrity
   iii. Enthusiasm
   iv. Desire to lead
   v. Independence

~ 86 ~
vi. Supervisory ability
vii. Self-assurance
viii. Initiative
ix. Maturity.

4. Social characteristics such as:
   i. Sociability, interpersonal skills.
   ii. Cooperativeness
   iii. Ability to enlist cooperation
   iv. Tact, diplomacy.

5. Work Related characteristics such as,
   a. Achievement, drive, desire to excel
   b. Conscientiousness in pursuit of goals.
   c. Persistence against obstacles, tenacity.

6. Social Background:
   a. Education
   b. Mobility.

This is in line with the position of Bass (1990), Kirkpatrick and Locke (1991). They all agree that meaningful leaders possess the above physical, personality and work related characteristics to enable them function and operate effectively but that they appropriation of a trait or set of traits depends on the leadership situation. The same traits do not apply to every organization or situation.

Effective leaders transform their nations and make everyone to be committed to the goals of the nation so that the needs and wants of the followers are satisfied. Over the years the inept practices that pervade the corridors of Nigerian leadership have given rise of corporate or organizational failures.

Recently, due to poor leadership, most Nigerian banks were in distress and some eventually faced liquidation. This is as a result of inability of our leaders to manage the vision for desired results. Visions of the organization provide the direction to business strategy and helps managers to evaluate management practices and make decisions. The challenge this pose to Nigerian organizations is that, they are not firm enough to define the vision and adhere to it. This is the more reason why 25 Nigerian banks were capitalized with a vision to be competitive globally but in no time due to lack of visionary leadership they got distressed. For example Chief Executive Officers/Managing Director of Oceanic Bank, Finbank, Intercontinental Bank, Afribank, Bank PHB, Spring Bank were charged for fraudulently giving loans without collateralisation and inability to observe prudential guidelines causing a major monetary loss to a tune of N740 billion to the Nigerian economy. This was a clear case of visionless leadership. Which in the present time have caused most banks to become distressed and insolvent posing a greater challenge to reengineer the process, procedures, work methods and techniques by the Executive Management. Again, the only government Airline known as Nigerian Airways had tottered to a brink of disintegration and eventually collapsed. One cannot authoritatively state whether the Federal government privatized the Airlines to benefit the investors who had financial muscles, management known-how and technical capabilities.

By and large, one can emphatically stress that the problem of Nigerian leadership lies in the unwillingness or inability of leaders to rise to their responsibility which is the hallmark of true leadership (Saulawa, 2002).
Therefore, the study holds the view that for any meaningful development, to be made in any pursuit, true leadership that is committed to national goal as well as yearnings and aspiration of its followers is desirable.

1.1 Statement of the Problem

The frequent cases of bribery, corruption, frauds or embezzlement of funds coupled with other social ills such as nepotism, tribalism and the like are highly worrisome. These vices are very rampant and seem to portray that leadership has been myopic and unfruitful on the whole. So far, there seem to be no end in sight in the scheme of things going by the ever-rising negative trends in aggregate performance of Nigerian organizations. The case of PHCN is particularly a pathetic one, given that the leadership performance there has been out rightly, below the expectations. Could the problem of poor leadership performance be traceable to the afore-mentioned array of social vice? Why has leadership been very evasive all this while rather than face the issues or challenges headlong for better? These and related posers constitute the problem to be tackled via both theoretical and empirical research here.

1.2 Objectives of the Study

The objectives of this study are

i. To identify the basic challenges/shortcomings that lead to ineffective leadership in Nigeria organizations with a focus on the PHCN Ltd, Makurdi.

ii. To examine the role of true leadership that is committed to achieving sustainable development.

iii. To examine the influence of leadership in Nigerian organizations on sustainable development in the millennium.

iv. To determine the extent to which social vices such as bribery, corruption, fraud and the like have constituted a cog in the wheel of development in Nigerian organizations over time.

1.3 Research Questions

i. What are the basic shortcomings and challenges militating against effective leadership in Nigeria organization?

ii. What is true/visionary leadership that is committed to achieving national goal or sustainable development in Nigeria?

iii. How can sustainable development be attained in Nigeria via the instrumentality of effective leadership?

1.4 Research Hypothesis

Ho1: There are no significant challenges militating against effective leadership in Nigeria organizations.

Ho2: Visionary leadership has not significantly enhanced sustainable development in Nigeria organizations.

2. Review of Related Literature

2.1 The Concept Leadership

There exist several views on leadership based on surveys and research by scholars. Stogdill (1990) pointed out that there are almost as many different definitions of leadership as there are persons who have attempted to define the concept. Stoner et al (2000) define managerial leadership...
as the process of directing and influencing the task related activities of group-members. There are four (4) important implications of this definition.

First, leadership involves other people-employees or followers. By their willingness to accept directions from the leaders, group members help define the leader’s status and make the leadership process possible. Without people to lead, all the leadership qualities of a manager would be irrelevant.

Second, leadership involves an unequal distribution of power between leaders and group members. Group members are not powerless; they can and do shape group activities in a number of ways. Still, the leader will usually have more power. French & Raven (1968), Bateman and Snell (1999) noted that the power sources of manager comes from five sources namely; reward power, coercive power, legitimate power, referent power and expert power. They further highlights that the greater the number of these power sources available to the manager, the greater his or her potential for effective leadership. Yet it is a commonly observed fact of organization life that managers at the same level—with the same amount of legitimate power—differ widely in their ability to use reward, coercive, referent and expert powers.

Thus, a third aspect of leadership is the ability to use the different forms of power or influence. Indeed, leaders have influenced soldiers to kill and leaders have influenced employees to make personal sacrifices for the good of the company. The power of influence brings us to the further aspect of leadership.

The fourth aspect combines the first three and acknowledges that leadership is about values. Burns (1978) argues that the leader who ignored the moral components of leadership may well go down in history as a scoundrel, or worse. Moral leadership concerns values and requires that followers be given enough knowledge of alternatives to make intelligent choices when it come to a time to respond to a leader’s proposal to lead.

Further, Burns (1978) did find that intelligence, initiative levels of performance are critical to successful leadership. More to the above, they discovered in the study that, the single most important factor related to managerial level and performance was the managerial supervisory ability that is, his or her skill in using supervisory methods appropriate to the particular situation.

Most other studies (Hunt and Osborn, 2005) in this area also have found that effective leadership does not depend on a particular set of traits, but rather on how well the leader’s traits match the requirements of the situation.

To Schermerhorn, Hunt and Osborn (2005) leadership is a special case of interpersonal influence that gets an individual or group to do what the leader wants done. Leadership appears in two forms: (a) Formal leadership which is exerted by persons appointed to or elected to positions of formal authority in organizations, an (b) Informal leadership which is exerted by persons who became influential because they have special skills that meet the resume needs of others.

McShane and Glinow (2000) view leadership as the process of influencing people and providing an environment for these to achieve them or organizational objectives.

Dyck and Neubert (2009) hold a similar view and they define leadership as the process managers use to influence others so that their work efforts lead to the achievement of organizational goals.

As noted by Wright and Noe (1996) leadership is the process of inspiring and empowering others to voluntarily commit themselves to achieving the leader’s vision. They identified two types of leaders; informal leaders whose leadership activities are unrelated to his or her position in the
organization while formal leaders are those whose leadership activities are directly related to his or her position in the organization.

However, Mullins (1996) identified many variables which underlie the effectiveness of leadership in work organizations. More specifically, these include

a. The characteristics of the manager, personality, attitudes, abilities value system and the personal credibility of the manager;
b. The type of power of the manager and the basis of the leadership relation;
c. The characteristics of the subordinates; their needs and expectations; attitudes, knowledge, confidence and experience, and their motivation and commitment;
d. The relationship between the managers and the group, and among members of the groups;
e. The type and nature of the organization, and different stages in the development of the organization;
f. The nature of the tasks to be achieved, the extent to which structured or routine, the technology and methods of work organization;
g. Organization structure and systems of management;
h. The type of problem and the nature of the managers decision;
i. The nature and influence of the external environment;
j. The social structure and culture of the organization;
k. The influence of the national culture.

Deriving from the above, Krech, et al (1962) in summary identify 14 functions and responsibilities of the leader as follows:

1. The leader as executive: Top coordinator of the group activities and overseer of the execution of policies.
2. The leader as planner: Deciding the ways and means by which the group achieves its ends. This may involve both short-term and long-term planning.
3. The leader as policy maker: The establishment of group goals and policies.
4. The leader as expert: A source of readily available information and skills, although there will be some reliance on technical expertise and advice from other member of the group.
5. The leader as external group representative: The official spokesperson for the group, the representation of the group and the channel for both outgoing and incoming communications.
6. The leader as controller of internal relations determines specific aspects of the group structure.
7. The leader as purveyor of rewards and punishment: Control over group members by the power to provide rewards and apply punishments.
8. The leader as arbitrator and mediator: Controls interpersonal conflict within the group.
9. The leader as exemplar: A model of behavior for members of the group, setting an example of what is expected.
10. The leader as symbol of the group: Enhancing group unity by providing some kind of cognition focus and establishing the group as a distinct entity.
11. The leader as substitute for individual responsibility: Relieves the individual member of the group from the necessity of, and responsibility for, personal decision.
12. The leader as ideologist: Serving as the source of beliefs, values and standards of behavior for individual members of the group.
13. The leader as father figure: Serving as focus for the positive emotional feelings of individual members and the object for identification and transference.
14. The leader as scapegoat: Serving as a target for aggression and hostility of the group, accepting blame in the hostility of the group, accepting blame in the case of failure.
In view of the above, Dugguh (2005) suggests the following ideas aspiring for effective leadership in organizations:

i. **Empowerment**: This has to do with training to become skilled leaders.

ii. **Knowledge of the goals of organization**: An effective leadership should avoid goal congruency. This exists when goals of the individual and the goals of the organization are perceived to be the same.

iii. **Be a servant leader**: Human capital resources used in organizations now are high skilled and well-educated people.

iv. **Team leadership**: The leadership here indicates the principle of country of command with a consideration of high degree of participation.

v. **Know and support followers**: In this case followers are needed to be treated equally and uniquely.

vi. **Know yourself**: In leadership, a leader should know himself or herself. He or she should ask himself or herself whether he or she is capable of taking the mantle of leadership.

vii. **Delegate but do no abdicate**: Effective leadership involves effective delegation, which motivates followers and allows the leader a leverage to concentrate on other critical issues in the organization.

### 2.2 The Challenges Confronting Effective Leadership in Nigeria Organizations

#### 2.2.1 Bribery and Corruption

According to Scott (1972:4) corruption, basically involves deviation from standards of behaviour either in the society at large or in the civil service, in the performance of roles: that is behaviors which deviate from the formal duties of a public role because a private-regarding wealth or status gains, or violates rules against the exercise of certain types of private-regulating influence.

In the same vein, Enejo (2002) defines a bribe as a reward bestowed or promised with a view to pervert judgment or corrupts the conduct especially of a person in a position of trust as a public or governmental office. Bribery and corruption are intimately linked together, but they are not inseparable. A person bribed is a person corrupt, but a man may be corrupt who does not receive bribe.

Dike (1999) and Saulawa (2002) consensually observed that, hardly should you secure an appointment with, or pass your document or file for approval especially in government office to the boss without dishing out some money up the ladder as the case maybe. Corruption is a transcendent behavior that departs from established principles of leadership for personal gains which negates the general principles of leadership virtues and values of civilized societies. Virtually in Nigeria, this behavior is pandemic and it permeates all sectors of human endeavor. As observed by Yerima (2006), there is a total absence of patriotic and committed leadership in Nigeria. Most of Nigerian leaders do not have the political will, zeal and enthusiasm towards government policies and programmes. This can be seen for instance where President Olusegun Obasanjo as an initiator of the anti-corruption crusader in Nigeria is unable to curb the menace of the evil in the presidency, so much so that just of recent, Transparency International ranked Nigeria second most corrupt sovereign state in the world and the highest corrupt act occurring in the presidency after Bangladesh.

Again, after the collapse of the second republic in 1983, many civilian governors and their accomplices were sentence to various jail terms for the same offence. Today many top Government Ministers, Chief Executive Officers/Managing Directors of Banks are arraigned before Economic and Financial Crimes Commissions (EFCC) and Independent Corrupt Practices Commission (ICPC) for corruption and bribery offences. These types of mess have contributed greatly to poor
performance causing disequilibrium to most sectors of the economy and national development in general.

2.2.2 Nepotism, Ethnicity and Tribalism

Enejo (2002) maintains that nepotism as a bestowal of patronage by person of ascriptive relationship rather than merit. In other words, favouritism is shown to nephews and other relatives (as by giving them positions because of their relationship rather than on their merit). It is an established fact that, our country Nigeria is multi-ethnic, multi-tribal; multi-regional, multi-religions and one may conclude that it is complex probably to operate in such a situation. The multi-dimensional nature of the country results in creating multi-dimensional interests in its socio-political and economic spheres.

This situational context in which the country found itself had pushed it in a traumatic dilemma which we have had to grapple with. It is always “us versus them”, “community versus that; “inter and Intra tribal clashes”, Inter religions squabbles, Boko Haram Sect Operating along religious lines and so on. According to Salauwa (2002) our leaders take advantage of this and seek for and obtain sponsorship and protection through these ethnic or religious affiliations. This as of present is a common practice obtainable in corporate organizations as well. The objective of profit maximization is no longer upheld and tenable sectionalism and god-fatherism in issues of getting appointments is what is now pronounced.

2.2.3 Frauds, Embezzlement and Misappropriations

These terms above all refer to illegality in the handling of funds. Fraud according to Wikipedia the free Encyclopedia is the intentional deception made for personal gain or to damage. Embezzlement according to the same source is the act of dishonestly withholding assets for the purpose of conversion (theft) of such assets by one or more individual to whom such assets have been entrusted to be held or used for better purposes. Embezzlement is a kind of financial fraud. Misappropriation “is the intentional illegal use of the property or funds of another person for one’s own use or other unauthorized purpose, particularly by a public official. (Wikipedia 2013) According to Salauwa (2002) the scale at which the tripartite evils surrounds Nigerian leadership is unimaginable and a gory picture to conjure up indeed, apart from ten percent racketeerism, Udonn nan (2001:61) asserted that contract sums earmarked in Nigeria are three times higher than in countries with the same socio-economic and geographic zones. Moreover, contracts are supposed to be a measure of prudentiality and accountability in leadership but in a number of cases, they are surreptitiously shrouded in secrecy for fraudulent reasons (Anyebe, 2001:13).

In a sad story, which left its listeners almost in tears, President Olusegun Obajsanjo (2003) sorrowfully lamented that towards the close of his regime as a military head of state in 1979, Nigeria had a fleet of ships which numbered sixteen and the seventeenth one was purchased in order to further boost our marine transportation at the cost of U.S $2.5m but as an elected president 20 years after, (of which experts claimed that a ship lasts for over fifty years) he was to uncover that the same ship was the only one available and was sold to an individual at the price of US. &500,000. It was later repurchased by government from the individual at the cost of U.S. $1.5m. Furthermore, $1.5m was expended in refurbishing it. The government decided to abandon and forfeit the ship. To his greatest chagrin, it was released within 7 days of confiscation. The obvious conclusion one can draw here is that the possibility of defrauding the government once again is not ruled out.

That is not all, the triple evil did not stop at that, the leaders of our country have another way of perpetuating the devilish mess. To the extent that in the oil sector, their cronies loaded Nigerian petrol onto ships motored out off the Guinea Coast and then returned to port as if the fuel were
arriving from abroad and then resold it to the country at the higher international import price (Maier, 2000, Salauwa, 2002).

It is unfortunate that, the profile of past records of corrupt national leaders with the amount of money embezzled against their names both in military and civilian regimes have thrown our economy off-balance in the time past and at present. The profile of ill gotten wealth from personal accounts of past military and civilian leaders according to London Times in Body and soul, in August 3rd, 1999, page 13 is as follows:

- Rtd. Gen. Ibrahim Babangida - N2462.35 billion
- Rtd. Gen. Abdulsalami Abubakar - N1493.85 billion
- Rtd. Naval Cmdr. Mike Ahigbeh - N549.645 billion
- Rtd. Gen Jerry Useni - N805.9 billion
- Alhaji Umaru Dikko - N894.65 billion
- Late Gen Sani Abacha - N1218.137 billion
- Mr. Paul Oguwma - N35 billion
- Chief Authority Ani - N688.95 billion
- Chief Don Etiebet - N567.47 billion

Other challenges include deceit, insincerity of action. Most labor union agreement with the government of Nigeria are not honored as agreed upon until the masses will go on the streets for protest before a positive action in favor of the masses is taken by our leader this type of behavior makes people to lose faith and confidence in the leadership and the entire political system.

Excessive manipulation of power – Our present leaders are in the habit of exhibiting power above the prescription of the constitution of government. They appoint whoever they want to man sensitive responsibilities even when the person duly appointed do not possess necessary credentials and remove any of them as they wish.

3. Methodological Framework

The research design employed in this investigation was largely a quasi-experimental one in the sense that it placed the premium on simple survey. The population of the study consisted of all the senior and intermediate staff of the Power Holding Company of Nigeria (PHCH), Makurdi. Precisely, the universe in question was made of a combination of all company directors/managers, supervisors and technical staff. The determination of the sample size followed the Yamane (1964) formula. The rationale was to attract the highest level of objectivity so as to guarantee validity and reliability in the research endeavor.

Details as per data analysis including hypothesis testing can be seen immediately after the segment on sample determination procedure.

3.1 Determination of Sample Size

The researchers employed the Taro Yamane (1964) for the determination of the relevant sample size. The formula is as follows:

\[ n = \frac{N}{1 + N(e)^2} \]

\[ \sim 93 \sim \]
Where \( n \) = the number of respondents drawn from the target population; 
\( N \) = target population or universe the target population is 67; 
\( e \) = the significance level which the researchers have on the sample subject drawn.

In this research, the level of confidence is 93%, hence the significance level is 1 – 93% = 0.07.

Applying the Yamane formula above, we have:

\[
n = \frac{N}{1+Ne^2} = \frac{67}{1+(0.07)^2} = \frac{67}{1+0.0049} = 66.67 \approx 67
\]

This simply implies that the sample size and the target universe are virtually identical.

The researchers herein were able to successfully administer the research questionnaires to all these respondents. Most interestingly and rewardingly too, all the questionnaires served were neatly returned. The analysis that follows hereafter was based essentially on these returns.

### 3.2 Data Presentation and Analysis

**Table 1. Respondents Perception Concerning Inefficient Leadership arising in Power Holding Company of Nigeria (PHCN) due to rampant cases of bribery, corruption, nepotism, ethnicity, fraud, embezzlement and the like.**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Respondents Category</th>
<th>Degree of Response</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The inefficient leadership PHCN is traceable to frequent cases of bribery, corruption, nepotism, fraud and embezzlement</td>
<td>Directors/Managers</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Supervisors</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>Technical Staff</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

**Source:** Field Data, 2013.

As data is shown in table 1 above, the main problem of inefficient leadership in Power Holding Company of Nigeria (PHCN) over the years can be traced to a matrix of related variables including brazen cases of bribery, corruption, nepotism, ethnicity, embezzlement and fraud.

Fifty out of 67 respondents (or 75%) felt strongly that the main challenges to visionary leadership were the variables mentioned above. Only 5 out of 67 (or 7%) felt otherwise. Indeed, many were of the view that outright cases of corruption, fraud and embezzlements tended to dominate the ugly scene thus far.

**Table 2. Subjects Feeling Regarding the Issue of Visionary Leadership in Power Holding Company of Nigeria (PHCN), Makurdi**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Respondents Category</th>
<th>Degree of Response</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There has been gross absence of true and visionary leadership in Power Holding Company of Nigeria (PHCN) over the years.</td>
<td>Directors/Managers</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Supervisors</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Technical Staff</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>53</td>
</tr>
</tbody>
</table>

**Source:** Field Data, 2013.

The absence or virtual non-existence of true and really visionary leadership can be highly detrimental to organizational growth and development. From the data in table 2 above, the consensus view among the respondents is that there has been gross lack of true and visionary leadership in this organization. Nearly sixty percent felt so. Out of a total of 67 respondents, 59
(88%) subjects felt that the absence of true and visionary leadership in this firm constituted a huge obstacle to the development of the organization under reference. Only a highly negligible proportion or percentage (that is 20%) felt the opposite has been the case in the place.

Interestingly those subjects who felt that the main barrier to growth and development in this organization were mostly technical staff and supervisors whose populations were 25 and 23 respectively. In fact, 43 out of 53 respondents who felt strongly so were either technical staff or supervisors.

**Table 3. General Views Pertaining to the Impact of Leadership on Nigerian Organization**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Respondents Category</th>
<th>Degree of Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generally, the impact visionary leadership on organizational performance or development in Nigeria has been highly.</td>
<td>Directors/Managers</td>
<td>1 3 0 3 12 19</td>
</tr>
<tr>
<td></td>
<td>Supervisors</td>
<td>0 1 0 4 18 23</td>
</tr>
<tr>
<td></td>
<td>Technical Staff</td>
<td>0 0 0 1 24 25</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1 4 0 8 54 67</td>
</tr>
</tbody>
</table>

**Source:** Field Data, 2013.

The information indicated as per the data in table 3 above imply that the majority view among the respondent categories is that leadership has not made significant impact or effect on organizational development in the Nigerian organizational terrain. Thus out of 67 subjects 62 (representing 93%) either disagreed or strongly disagreed with the assertion or statement under reference. In facts only 5 (or 7%) of the respondents showed a different perception.

**Table 4. Respondents Opinion Regarding Management or Leadership Depth in Nigerian Organizations**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Respondents Category</th>
<th>Degree of Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership depth in Nigerian organizations including the Power Holding Company of Nigeria (PHCN) has been poor.</td>
<td>Directors/Managers</td>
<td>17 1 0 1 0 19</td>
</tr>
<tr>
<td></td>
<td>Supervisors</td>
<td>20 2 0 1 0 23</td>
</tr>
<tr>
<td></td>
<td>Technical Staff</td>
<td>22 0 1 1 1 25</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>59 3 1 3 1 67</td>
</tr>
</tbody>
</table>

**Source:** Field Data, 2013.

The absence of leadership depth portends a grave danger to the future growth and development of Power Holding Company of Nigeria (PHCN) in particular and Nigerian organizations in general. Considering these facts in the light of the data in table 4 above, over 60 respondents felt that the trends in leadership depth in this organization has a downward are much to the chagrin of the nation’s advancement. In fact, 62 out of 67 (or 93%) of the respondents felt that there was nothing tangible or promising to write about in terms of this critical variable called leadership depth, which if available in sufficient magnitude can spiral tremendous growth and development in the sector under consideration.

**Table 5. Subjects Notion Pertaining to Strategic Planning and Implementation in Nigerian Organizations**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Respondents Category</th>
<th>Degree of Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>There has been evidence of the gross lack of strategic planning and implementation in the Nigerian organizations including the Power Holding Company of Nigeria (PHCN).</td>
<td>Directors/Managers</td>
<td>16 21 0 0 1 19</td>
</tr>
<tr>
<td></td>
<td>Supervisors</td>
<td>19 1 1 1 1 23</td>
</tr>
<tr>
<td></td>
<td>Technical Staff</td>
<td>22 0 1 1 1 25</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>57 3 2 2 3 67</td>
</tr>
</tbody>
</table>

**Source:** Field Data, 2013.
There has been a unanimous view among the respondents at indicated in table 5. Fifty seven out of 67 respondents (85%) felt that there has been a gross lack strategic planning and execution in most of the organizations in this country and that Power Holding Company of Nigeria (PHCN) is not an exception in this trend. Strategic planning and implementation have not been perceived as highly needful and imperative in this firm. In fact, some 60 out of 67 (or nearly 90%) felt that the issue of strategic planning and execution has been relegated (inadvertently?) to the background by the authorities in the organization under reference.

Table 6. Respondents Feeling Concerning the Likelihood of Business Disintegration in Nigerian Organizations

<table>
<thead>
<tr>
<th>Statement</th>
<th>Respondents Category</th>
<th>Degree of Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business disintegration or failures are most likely in Nigeria due to the absence of visionary leadership.</td>
<td>Directors/Managers</td>
<td>18 1 0 0 0 19</td>
</tr>
<tr>
<td></td>
<td>Supervisors</td>
<td>21 1 1 0 0 23</td>
</tr>
<tr>
<td></td>
<td>Technical Staff</td>
<td>23 1 0 1 0 25</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>62 3 1 1 0 67</td>
</tr>
</tbody>
</table>

Source: Field Data, 2013.

For most of the respondents, business failures or disintegration events are pretty in the offing in the Nigerian organizational terrains. The reason being largely due to virtual absence of leadership vision. Myopia seems to prevail in these firms’ behaviours. As shown in table 6 above, 65 out of 67 respondents (or 97%) were of the notion that business failures were most manifest in the near future given that visionary leadership was overtly missing in the scheme of things. No respondents disagreed strongly. One subject each either was neutral or disagreed with the assertion under reference.

4. Testing of Hypothesis

Against the data presentation and analysis above, the null hypotheses formulated can now be subjected to testing. Given that the data obtained were largely nominal in nature, the researchers felt it was pertinent to apply a non-parametric tool. Precisely, the simple percentages were employed as the sample statistic in which the critical value was put at 50% for analytical simplicity in the main.

4.1 Null Hypothesis One

Ho1: There have been no significant challenges militating against effective leadership in Nigerian organizations.

Decision Criterion: Reject the null hypothesis is the computed value is greater than the critical (tabulated) value, otherwise, accept the null hypothesis.

As can be seen in table 1 above, the null hypothesis is rejected given that the computed value of the test statistic is greater than the critical value (i.e. given that 75% > 50%). We then accept the alternative hypothesis and conclude that there have been significant challenges militating against effective leadership in Nigerian organizations, most especially the Power Holding Company of Nigeria (PHCN), Makurdi.

4.2 Null Hypothesis Two

Ho2: Visionary leadership has not significantly enhanced sustainable development in Nigerian organizations.
Decision Criterion: Reject the null hypothesis if the computed value of the test statistic is greater than the critical value. Accept the null hypothesis otherwise.

In the data revealed in table 3 above, the computed value of the test statistic is 93% which is greater than the critical value of 50%. Hence, we reject the null hypothesis. We conclude that visionary leadership has significantly enhanced sustainable development in Nigerian organizations.

4.3 Discussion of Findings and Policy Implications

Intriguingly, the study has produced startling discoveries as evidenced from the data presentation and analysis above.

Firstly, it was found that inefficient and ineffective leadership has characterized the performance of organizations in Nigeria in general and in Power Holding Company of Nigeria (PHCN) in particular over the years. The company’s performance on the aggregate showed that there has been gross absence of visionary and progressive leadership in the place. This has grave consequences for the organization and the nation Nigeria itself. The leadership showed overt tendencies towards frequent bribery, corruption, frauds and embezzlements which are inimical to growth and development.

Secondly, the study found that there was lack of leadership depth. The organizations were overtly myopic in their strategic and tactical endeavors in general. There were rampant cases of poor and inadequate strategy formulation and execution with their negative resultant effects or impacts on corporate growth and performance. To wit, development was at low ebb. The Implications being the persistent poor performance which tended to dominate the affairs of the entity under reference, year in, year out!

Furthermore, the study portrayed a gross absence of discipline given that developments and forces inimical to rapid progress or tremendous breakthroughs dominated the social and business (organizational) ambience. Precisely, indiscipline cases were seen to be rampant as exemplified by frequent cases of bribery, corruption, fraud, nepotism and the like. By implication, no realistic advancements could be recorded in an atmosphere of lawlessness and behavior characterized by brazen impunity. Could there be a way out in the light of the ugly trends recorded by these organizations in terms of leadership’s poor performance? The response here can be conceived in positive terms, ceteris paribus.

5. Conclusion and Recommendations

Against the background of the aforementioned lapses and weaknesses in the performance of the organizations in general in Nigeria and the poor growth trends in the Power Holding Company of Nigeria (PHCN), the following suggestions may be considered most opportune. Firstly, premium must be placed on overt and relevant leadership with vision and dreams that can most significantly turn the tides in favor of these organizations in radical ways. Second, strategic planning must be emphasized as well as its consequent implementation to the core. No stone should be left unturned when employing or interviewing people to occupy strategic positions in the organizations. Visionary and progressive individuals should be preferred over those individuals that show a tendency to embrace the ethos of corruption, nepotism and the like.

Furthermore, there should be concerted effort on the governance of these organizations to standardize operations, schemes, strategies and habits. To be precise, the Power Hold Company of Nigeria (PHCN) whether privatized or not should install and utilize the so-called “prepaid” instruments or “metres”. Such will help to stem the ugly tide of corrupt practices such as outrageous
billing and incessant embarrassments of sudden disconnections in power supply to customers in the country.

Finally, no stone should be left unturned in making the corrupt leaders to stop their iniquitous tendencies in the interest of the nation. Let those found cheating or engaged in fraudulence practices be made to face the wrath of the law. There should be no scapegoats or sacred cows in the interest of social justice and equity.

References
APPENDIX: RESEARCH QUESTIONNAIRE

Key:  
SA = Strongly Agree  
A = Agree  
N = Neutral  
D = Disagree  
SD = Strongly Disagree

<table>
<thead>
<tr>
<th>S/No</th>
<th>Statement</th>
<th>Degree of Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The inefficient leadership in Power Holding Company of Nigeria (PHCN) is traceable to frequent cases of bribery, corruption, nepotism, fraud and embezzlement.</td>
<td>SA</td>
</tr>
<tr>
<td>2.</td>
<td>There has been gross absence of true and visionary leadership in Power Holding Company of Nigeria (PHCN) over the years.</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Generically the impact of visionary leadership on organizational performance or development in Nigeria has been high.</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Leadership depth in Nigerian organizations including the Power Holding Company of Nigeria (PHCN) has been poor.</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>There has been evidence of gross lack of strategic planning and implementation in the Nigerian organizations including the Power Holding Company of Nigeria (PHCN).</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Business or organizational disintegration or failures are most likely in the future Nigeria do to the absence of visionary leadership</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Suggest way(s) via which growth and development can be adequate, assumed and rapid in the Nigerian organizations including the Power Holding Company of Nigeria (PHCN).</td>
<td></td>
</tr>
</tbody>
</table>