

**TRANSFORMATIONAL LEADERSHIP AND GOOD GOVERNANCE AS IMPETUS FOR
SUSTAINABLE INDUSTRIAL DEVELOPMENT IN NIGERIA**

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ABSTRACT

This paper is a discourse on the interactions between transformational leadership, good governance and the quest for sustainable industrial development in Nigeria. The leadership problem in Nigeria is a major challenge to its efforts and development in all ramifications of human and national spheres, including in the area of industrialization which is the major driver of economic growth in any economy. Nigeria has problem in producing leaders who have vision and wisdom to lead as moral and transformational leaders; and this situation has led to the perennial lack of good governance which has culminated into poor economic growth and national development. The paper, basically, establishes the imperative of the synergy of transformational leadership and good governance in ensuring that Nigeria's efforts towards industrial growth is pursued more vigorously with the desired impetus that can guarantee appreciable success at sustainable industrial development within the timeframe of the sustainable development goals which targets 2030 deadline. The paper identifies the practices of transformational leadership and good governance as capable of providing the innovative ideas, policies and development plans that can adequately tackle the numerous challenges of the national industrial sector for positive turnaround. It recommends, among others, credible elections through which the Nigerian electorates should elect transformational leaders who can deliver good governance with initiatives and policies for sustainable industrial growth and development in Nigeria.

INTRODUCTION

It has been alleged in several articles and documents that there is clear indication of poor leadership and bad governance in Nigeria. The apparent absence of effective leaders and governance over many decades has stagnated development in the country (Okoli, 2012). The import of positive leadership cannot be overstated. Leadership implies critical management of critical resource endowments in a country. Africans are endowed with critical indigenous knowledge, traditional technologies and wealth (Gakuru,2005). The deficit in good leadership has continued to undermine meaningful and steady concrete development infrastructurally, socio-economically and in all facets of our national life, including the national industrial sector. Onwudiwe (2017) highlights the leadership problem in Nigeria and states that, “tens of thousand of Nigerians are dying annually because of acute starvation and chronic diseases that would have been prevented if it were not for the misguided policies of the Nigerian governing elite”. Also, Uduma (2015) observes that “leadership in Nigeria is a completely failed enterprise that has consistently kept the nation on the path of corrupt, visionless and inept governance for many decades”. The leadership problem extends to all spheres of the nation's fabrics of existence. It is manifest in the adverse social, economic and political effects of bad governance in Nigeria, particularly when perceived from the effects of corruption on the energy sector, public education, healthcare, infrastructure, security, standard of living and the law enforcement agencies.

This long standing stance of leadership in Nigeria negates all tenets of positive human and societal development. The impact of poor leadership and bad governance can be instrumental to poor or sluggish economic growth and development and therefore has significant negative implications on different aspects of the socio-economic action ties and processes including the industrial sector which propels the economic sphere in a nation (Onyema, 2012). The state of the national industrial sector can best be described as abysmally underdeveloped and the prevailing leadership challenge which seemingly breeds poor governance makes constructive industrial development a mirage in the country. Iheriohmma and Oguoma (2010) assert that “the development models that recommend structural and institutional reforms, attitudinal change, liberalization, open economies, free markets and market friendly economies point at the necessity for reforms by knowledgeable and visionary leadership”. The issue of getting the right leadership has been in the forefront of national discourse in the last decade in Nigeria. It is imperative that for Nigeria, like Singapore in the 1960's, to transform its industrial sector towards sustainable industrialization needs to develop special kind of leaders that are more than accomplished administrators and managers but particularly transformational leaders who possess true mandate, charisma and capacity to deliver pragmatic good governance that will propel national industrial revolution in the country.

This paper focuses on the practical relationship and correlations between the concepts of transformational leadership, good governance and sustainable industrial development in Nigeria. It considers transformational leadership as apt and timely for Nigeria at this point of her industrial quagmire and establishes the real and positive effects it can have on the structures and policies of governance that can effectively bring about the much alluded good governance in Nigeria. It identifies the ethics of good governance that cause innovations and structural changes that reflect positively on economic activities of people; and consequently drive industrial productivity and growth in an economy such as Nigeria. In a nutshell, the paper links transformational leadership with good governance and establishes how the two concepts if put in place, nationally, can drive progressive industrialization in Nigeria. It focuses on how innovative leaders can stir the national industrial sector to stabilize and be in a better position to pursue the sustainable development goals, particularly goal number 9 (SDG - 9): which aims to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. The SDG-9 in itself is identified in this paper as a goal that practically demands the combination of innovation and sustainable industrialization and this brings transformational leadership, good governance and sustainable industrialization into an accord that can foster economic growth and development in Nigeria.

This paper is an expository that contains information and data from secondary sources including journals, texts, newspapers and the internet. Literally, it sets out to address the following items:

1. The concepts and meaning of transformational leadership and good governance?

2. The positive nexus between transformational leadership and good governance in a polity?
3. Relationship between the contemporary state of leadership, governance and industrialization in Nigeria?
4. Transformational leadership, good governance and the quest for sustainable industrial development in Nigeria?

Concepts Of Transformational Leadership And Good Governance: The Nexus Leadership is a positive process that can be quite transformational in a society. Leadership has been perceived from different theoretical positions; and therefore easily lacks a consensus definition. However, it is a universal concept that applies to individuals, families, organizations, institutions and nations and to that extent an integral concept of human and societal development. Leadership can be defined as the process of influencing a group in a particular situation, at a point in time and in a defined set of circumstance that stimulate people to strive willingly to reach organizational objectives (Akanwa, 1998; Milton, 2004; Nexuts, 2012). In a more practical and simple terms, leadership can be seen as the ability to get a person or group to do what you want them to do, when you want it done, in the way you want it done because it is necessary to be done (Jumogu, 2011). Leadership is a fundamental attribute of all human organizations. It can be perceived as culture context specific capacity to inspire or induce individuals to give their best to achieve a desired result and to maintain effective and healthy relationships (Obinna, 2013). One peculiar form of leadership is transformational leadership.

Transformational leadership is a leadership process that is concerned with emotions, values, ethics, standards and long-term goals and includes accessing people's motives, satisfying their needs, and treating them as full human beings. It involves an exceptional form of influence that moves followers to accomplish more than what is usually expected of them. Charismatic and visionary leaders are important elements of transformational leadership (Northouse, 2004). A transformational leadership is a practically purposeful, result driven, capability building and good policy and programme implementation from of leadership. It is leadership that epitomizes effective human management and social organization for stability and development in society. Transformational leadership pursues and ensures the attainment of human capital development, organizational and social values that are core element for socio-economic and psycho-political development of a people or nation. Onwudiwe (2017) emphasizes that "a transformational leadership will afford the country the necessary leadership quality that is so central to the revitalization of Nigeria's national unity".

On the other hand, governance implies in Greek lexicon – to steer. Governance is the manner in which power is exercised in the management of a country's economic and social resources for development. It refers to the traditions and institutions by which authority in a country is exercised, the process by which governments are selected, monitored and replaced; the capacity of the government to effectively formulate and implement sound policies and the respect of citizens, the state of institutions that govern economic and social interactions among them (Worldbank, 1991). Put simply, governance is the use of institutions, structures of authority and even collaboration to allocate resources and coordinate or control activity in society or the economy (Bell, 2002).

Good governance, therefore basically implies governance that is positive and people-centered. Good governance depicts a situation where elected leaders direct, control and exerts authority concerning the affairs of the governed to stimulate and bring about positive changes in their lives. Governance is perceived to be good or positive when those elected into office work assiduously to meet their campaign promises and responsibilities expected of them to make sure that there is food on the tables of whose interest they swore to protect, provide basic amenities, adequate security of life and property, make favourable laws and constitutions that are well interpreted by the judiciary, all in order to ensure improved living standard for the governed. Good governance entails the existence of institutions of government that have the capacity to manage resources efficiently, can formulate, implement and enforce sound policies and regulations, can be

monitored and held accountable, exhibit respect for the rules and norms of economic interaction; and in which economic activity is unimpeded by corruption and other activities inconsistent with the public trust (Obi-Okogbuo, 2001). The practice and process of good governance includes essential elements such as transparency, accountability, enabling environment for socio economic activities, growth and development as well as institutional effectiveness and development.

The concept of transformational leadership has existential nexus with good governance. The basic qualities of transformational leadership are in tandem with the intrinsic principles or elements of good governance. In any nation where transformational leadership exists, it is bound to have its positive impacts on the quality of governance that obtains there. In the course of transformational leadership certain actions that are people-oriented, value driven and nationalist are paramount and sought after with determination and dexterity. Transformational leaders can initiate, develop and carry out significant changes in the country that will transform the lives of ordinary Nigerians for good (Onwudiwe, 2017). Transformational leaders empower and nurture citizens towards positive change, raise their consciousness and get them to transcend their own self-interests for the sake of others; transformational leaders act as strong role models for the country with a highly developed set of moral values and a self-determined sense of identity, confidence, competence, articulate with strong ideas and character. Transformational leadership allows for good listening and perception of issue and tolerant to opposing viewpoints, which overtime helps to build trust and confidence in the governance system in the country. Most importantly, transformational leadership possess the capacity to create a vision that is consensual which can initiate and implement new directions for the country (Osuigwe, 2014).

All these attributes of transformational leadership are in practical consonance with the ideals of good governance. The fact that good governance presupposes the running of the affairs of the government in positive and progressive manners beneficial to the governed and which delivers the public good, relates it incontrovertibly to transformational leadership. Good governance include provision of essential goods and services mostly desired by the public capable of holding for them a desired living in changing times, leadership by example, transparency, responsiveness by the government, adherence to genuine democratization, maintenance of law and order, respect of rule of laws, respect for the arms of government, respect for minority rights among other rights, and objective listening habit. Good governance generates patriotism and nationalism (Kemjika, 2012).

From the positive and progressive style of running state affairs through the delivery of goods and services for public good up to objective listening habit, among other unique and transformational qualities of good governance in a polity, it is observable that transformational leadership is synonymous with good governance in many ramifications. The two concepts are phenomena that possess the attributes and systems that impact positively on the structure of authority and governance and aim to in real terms orchestrate significant positive changes in the social, economic, political and overall standards of human and national organization and development. They consist of structures and policies that pursue positive and high quality administration of human and natural resources for human development and national advancement.

The Challenge of Leadership, Governance and Industrialization in Nigeria

Leadership is a challenge at various levels of human existence and development. It places enormous responsibilities and expectations which characterize its true essence as a human and social phenomenon with profound significance and implications. Leadership is a necessary phenomenon in every organization or polity. It is the capacity in a person or in a group of persons to inspire confidence and thereby regard for oneself or themselves to guide and govern the followers. Every political system or nation does need a leader and leaders for its normal functioning and development (Unuegbe, 1998). Leadership manifests in society in different forms: as a personal gift, a sociological phenomenon, a political skill and most outstanding as an organizational necessity. In all these ramifications, political leadership which oversees governance in any political system or democracy has in the case of Nigeria been largely a failure given the nation's state of development since its independence in 1960. Onyenwigwe (2010) states that "political leadership acts as

the commanding heights of the state apparatus and carries out a number of leadership roles. These include: representing the state on ceremonial occasions, offering policy-making leadership in relation to strategic priorities, mobilizing popular support for the government, overseeing the bureaucratic machines and taking the initiative in the event of domestic or international crisis". However, the absence of good political leadership can be said to be evident in the Nigerian political landscape and governance structures with its overwhelming extensive influence on virtually all aspects of national life. Obani (2020) observes that "the issue of getting the right leadership to propel national growth and prosperity has been in the forefront of national discourse in the last decade in Nigeria." The leadership challenge in Nigeria has long been classically identified by Professor Chinua Achebe of blessed memory as the poor leadership in the country manifests in the form of the state of the economy with increasing numbers of people living in poverty, different forms of criminality and national insecurity, unemployment and general national instability.

The quality of leadership in Nigeria is at epicenter of all its numerous and endemic problems. Nigeria as a country in recent times has experienced a lot of economic growth and stagnation. Its economic growth is always attributed to a surge in price of crude oil while a decline in price stagnates the economy. Nigeria is a country with over thirty-three strategic mineral resources for national development. In spite of these endowments, Nigeria is still plagued with a lot of development challenges. This development challenges are attributed to the leadership issues that have bedeviled Nigeria and the inability of the political leaders to diversify the economy (Olu, 2020) Historically, Nigeria could not use the wealth from the several years of oil boom to industrize its economy and this has made Nigeria a monolithic oil economy which has subjected the country to vagaries of economic downturn with its adverse impacts on nation's development. Considering the fact that political leadership significantly influence and to a large extent determine the course and quality of governance, the link between the state of poor leadership and the challenge of good governance can easily be perceived. An author once said that every country deserves the kind of leadership and governance it produces for itself. Political leaders constitute a major group that run most of the governance structures and make the laws, policies and programmes that affect and determine the quality of governance and outcomes (Onosode, 2013).

However, the apparent poor leadership has confirmed to negatively affect the kind of governance in the country culminating into the rapid deterioration of the economy because very few leaders, who are in charge of governance, if any, work to improve the living conditions of the people. In the past three decades, several reform programmes and excellent policies have been developed and undertaken, but the nation still lacks the right leadership with political will and commitment to implement effective policies to transform the economy and tackle the rising socio-political and stability problems confronting it (Ogulam, 2012). The situation amounts to bad governance and poor governance stifles and impedes development. In countries where there is corruption, poor control of public funds, lack of accountability, poor policy implementation, abuse of human right and excessive military influence, development suffers (Ohakwe, 2012). It can therefore be argued that the extent poor leadership affects the status of governance is also the extent it affects the different dimensions of human and national development which drives economic enterprise.

A cursory look at the challenges of the national industrial sector identifies a number of obstacles that are undermining industrial productivity and growth in Nigeria. These are factors that negatively affecting labour productivity and labour in a nation is controlled and influenced by the actions of the government in terms of its policies, programmes, relations with labour unions and its efforts at creating enabling socio-economic and political environment for businesses and organizations to thrive. Through poor leadership and bad governance, many of the challenges of industrial development remain perennial and ever expanding. Relative low skill and industrial experience of Nigerian workers; poor and inconstant system of wages and salary payments and character of incentives schemes; inadequacy and poor quality of supervision, management and leadership styles; conflicting relationship between the tripartite groups in the productive enterprises (the government, management and labour; poor motivation packages, reward systems, promotional factors, discipline and implementation of retirement schemes; up to poor national economic

policies, relative decline in the effectiveness of infrastructures, defective and truncated national (economic) planning; corruption and decline in national moral standards; political instability, culture of materialism, defective economic forms that do not prioritize goals; centralized management systems that constraints bureaucratic regulations and process to the lack of good governance and accountability at the national level (Iheriohanma, 2006, Moses 2002; and Popoola, 2005), the fundamental issue of poor, political leadership leading to the challenge of bad governance put together has aided the various identified factors undermining the industrial sector in Nigeria. Also, from a more current perspective Austin-Egole et al (2020) cite that poor educational programmes that do not inculcate in the recipients the appropriate functional skills requisite and comparable for working in global organizations that are witnessing new work trends such as work life balance, flexible work arrangements, Telecommuting, Tele-conferencing, compressed work week, employer and employee – driven work arrangements, out sourcing etc, as well as new technological revolution that have continually brought new ways of working and workplace organizations, insecurity and uncertainty resulting from poor security architecture in the country which threatens human security and workers' commitment and morale and the issues of down-sizing, rightsizing and optimum carrying capacity policies of government and organizations in both public and private sectors of the economy; all these are affected immensely by the posture of leadership and governance in any nation and particularly Nigeria. The quality of leadership begets the state of governance which has profound effects on the natural industrial landscape.

Injecting Transformational, Leadership for Good Governance and Sustainable Industrial Development in Nigeria.

Transformational leadership or innovative leadership, as they can be perfectly interchanged, is a form of visionary leadership that involves the development of vision which metamorphosis into positive strategies which if adapted into the culture can breed innovative thinking and actions. Conversely, when this practice of innovative thoughts pervades a polity, it can help to develop innovative/transformational leaders or allow them to emerge (Obani, 2020). The concept of transformational leadership was first introduced by Burns (1978) in his descriptive research on political leaders and for visionary leaders for a progressive and sustainable society. Black and Porter (2000) posit that “transformational leadership refers to leadership that motivates followers to ignore self-interests and work for the larger good of the organization to achieve significant accomplishments. Emphasis is on articulating a vision that will convince subordinates to make major changes”.

Leaders who are transformational in practice have profound effect on their followers or subjects belief systems and attitudes towards what the organization or nation they belong to should pursue and become. They are exemplary leaders who provide their feelings with guidance and ideas so that they are able to collectively achieve their desired goals and aspirations. For an organization or nation to be sustainable, innovative thinking, which is transformational in nature must be adopted and developed into the fabrics of the society in which the vision is based on adapting to change and not relying on some current successes that may have been recorded. Proper understanding of the ethics of transformational leadership helps to make managers, administrators and socio-political leaders to improve their competence and effectiveness. From the qualities of transformational or innovative leadership outlined above, it is critical to highlight that this form of leadership is lacking in the governance in Nigeria. The political leaders or political classes who have authority and control over the day-to-day administration and governance of the nation do not possess the identified characteristics of transformational leadership. They are mainly individuals with definite political ideology, no clear-cut vision or innovative thinking that can distinguish them from visionless and corrupt leaders (Egwuonu, 2015). The present political leaders are not able to motivate followers (Nigerians) to be patriotic and selfless because of their deep-rooted corrupt- driven governance that only exacerbates the poor living conditions of majority of the citizens (followers). They lack of visionary leadership instigates discontent and frustrations among the populace and therefore incapable of convincing and encouraging subordinates to make the much need drastic changes that can empower national commitment to meaningful development, including in the economy during industrial sector (Anugwon, 2005) The nation has leaders

who by their actions and inactions are no models or good examples as individuals, let alone leaders for the citizens to emulate and transform for the good of the nation. This is the leadership question and challenge confronting Nigeria and its pursuit of development and sustainable development as a democratic nation.

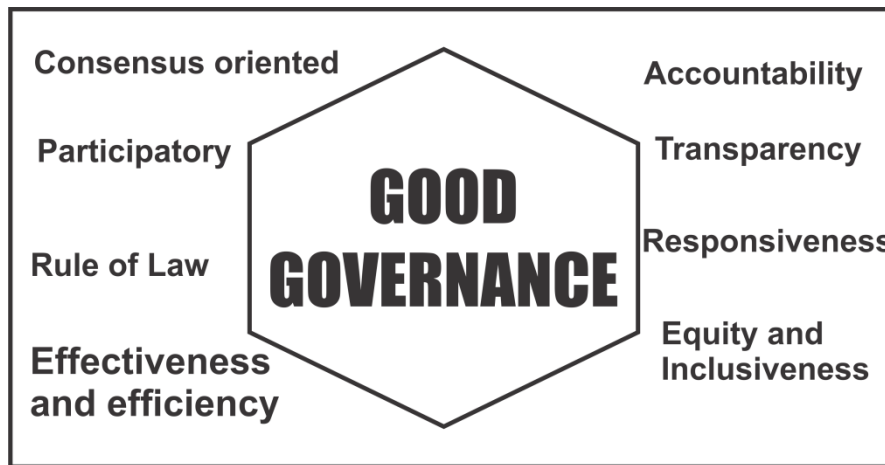
In every administrative organization, including nations, there are political leaders and administrators who derive powers based on formal organization and they have to use such powers to effect development. Leadership is a process of giving purpose (meaningful direction) to collective effort, and causing willing effort to be expanded to achieve collective purpose (Jacob and Jacque, 1990). Transformational leadership is crucial to the realization of any giant stride taken in pursuit of development anywhere in the world, Nigeria is an exception. Most Nigerians are of the view that positive leadership remains elusive in the country since the 1966 military incursion into politics to the present democratic dispensation.

Historically, Nigerians are known for doing things in common to mitigate the challenges of development and promote corporate co-existence (Osaghae, 1994), therefore, there is the need for individuals with uncommon vision that help the country drive her economy more efficiently to ensure sustainable development. And between leadership and development is the system and structure of governance which its performance reflects on level and speed of development in an economy or nation. It is therefore imperative at this point of Nigeria's industrial quagmire to seek for ways of injecting transformational leadership that can adequately transform and positively change its commitment and overall style of governance to a more effective and policy implementation driven system of governance.

Good governance is an essential precondition for sustainable development. The justification for good governance according to Ohakwe (2012), lends credence to the critical role of good governance in the pursuit of developing, including industrial development. In his views, the state is a big force for development- but it is not the only one. Sustainable human development depends in part on creating jobs that provide enough income to improve living standards. Most states now recognize that the private sector is the primary source of opportunity for productive employment. Equitable growth, gender balance, environmental preservation, expansion of the private sector and responsible and effective participation in international commerce cannot be achieved by the market alone, however, states can foster private sector development for industrial advancement that is sustainable through: creating a stable macro-economic environment; maintaining of competitive markets, ensuring that the poor (especially women) have easy access to credit, nurturing enterprises that generate the most jobs and opportunities, attracting investment and helping to transfer knowledge and technologies, particularly to those living in poverty; enforcing the rule of law; providing incentives for human resource development and protecting the environment and natural resources (Ohakwe, 2012)

Because good governance has become the irreducible criteria for assessment of government since the effects of failed administrations have to challenge our future as a nation, it is necessary to combat corruption, uphold inclusive participation and opportunities and ensure that the needs and aspirations of the majority who are the most vulnerable in society are met. Good governance, no doubt, bring about constructive development. Development is the positive and conscious transformation of a society and its people in a way that is progressive. The concise Oxford dictionary of politics (2009) views development as the: fulfillment of the necessary conditions for the realization of the potential of human personality. In a simple definition, Worldbank (1994) states that development is the act of: improving standards of living over a long time" and also stresses that the standard include better education, health, housing, transport facilities and infrastructures, industrialization and technology. All the heart of human and societal development is industrial development.

Moreover, it is good leadership (in the form of transformational leadership) that propels effective governance (good governance) to create the enabling structures and environment for industrialization to thrive and progressively develop on a sustainable basis. The characteristics of good governance portrays its unique attributes that can give muscle to industrial development in an economy. Below is a diagram showing the characteristics of good governance that engenders industrial harmony and development.



Source: Good governance and national development publication Ohakwe (2012).

The place of these elements of good governance in the positive transformation of the national industrial sector cannot be overstated. Industrial development is a phenomenon with impactful structural meanings and implications for organizations and nations, particularly developing nations like Nigeria and other African countries. Industrial development is the building and growing of industries within an economy. Industries engage in mass production, technological advances and other services. When an area or economy is industrialized, it experiences an increase in standard of living, job growth and more productivity as it sustains growth. As productivity in an area increases, there is so much more opportunity (E M Founders Group, 2018).

Okoroafor, and Iheriohanma (2020) stress that industrial development is a critical process for every economy or nation that is desirous of emerging as a competitive and sustainable economy because of its importance in various ramifications such as generation of employment opportunities, encouragement towards advancement and innovation, and the effective utilization of resources. Fundamentally, these are the socio-economic benefits that constitute elements that nations leverage on to effect solid national development. Chete et al (2014) comprehensively defined industrial development as a deliberate and sustained application and combination of suitable technology, management techniques, and other resources to move an economy from a traditional low level of production to a more efficient system of production. Industrial development is one of the best training grounds for skill development, and can increase the flexibility of the economy and reduce dependence on external forces. The huge socio-economic benefits of industrial development makes it an imperative experience for developing nation such as Nigeria but first the nation needs to incorporate

transformational leadership into its governance in order to enhance the governance structures and processes enroute to delivery of necessities for industrial development that include infrastructures, social amenities and improvement of living conditions of the citizenry; which is basically the true essence of good governance. Good governance driven by innovative leadership can only portend positive implications for industrial life and development in Nigeria. Afterall, there is the wide view that no nation can grow more than its infrastructural capacity.

The question at this juncture is what are the mechanisms inherent in the phenomenon of good governance operating with transformational leadership that makes it imperative for pursuing and achieving sustainable industrial development in developing countries, more especially Nigeria? They are the peculiar characteristics (features) of good governance; firstly, accountability is a key requirement of good governance. In the course of providing good governance, government institutions, private sector and civil society organizations must be accountable to the public and to their institutional stakeholders. In general an organization, institution or nation is accountable to those who be affected by its decisions or actions. Accountability helps to fight corruption and all forms of criminality which creates lack of public trust, industrial disharmony and conflicts, bankruptcy and general insecurity, all these are potential obstacles to any form of meaningful industrial growth and development. Accountability cannot be enforced without transparency and rule of law.

Secondly, transparency and rule of law are two important features of good governance and democracy. Transparency means that decisions made and their enforcement are achieved in a manner that follows rules and regulations. It also implies that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement; it also means that enough information is provided and that it is provided in easily understandable forms and media (Anifowose, 2004). Rule of law is all about the application of a fair legal framework that is enforced equitably and impartially. The rule of law demands the full protection of human rights, particularly those of the minorities, independent judiciary and an impartial and incorruptible law enforcement agency (Amaele, 2013). Both transparency and rule of law act as agents of polity stabilization or general trust and commitment to organization or national projects and programmes such as sustainable industrial development. They help to ensure that individuals, groups, organizations and institutions within a nation are allowed access to necessary information that can empower them to pursue their careers, business and other pursuits that can improve economic growth. Rule of law upholds equity and respect for fundamental human rights which encourage harmonious business and corporate relationship and allows for inclusive participation and contributions to national industrial and economic development (Isa, 2016).

Thirdly, effectiveness and efficiency are practical element that good brings to bear in any polity where it prevails. Good governance means that process and institutions produce results that meet the needs of society while making the best use of the resources at their disposal. The concept of efficiency in the context of good governance includes the sustainable use of natural resources and the protection of the environment, and these are components of sustainable development goals, including sustainable industrial development (Okoroafor and Iheriohanma, 2020).

Fourthly, another characteristics of good governance that stands out in relation to industrial development is its consensus-oriented dimension. Good governance allows for the involvement of several actors and consideration of varied viewpoints in a polity. It requires the mediation of the different interests in society to reach a broad consensus on what is in the interest of the whole community and how this can be achieved. It also requires a broad and long-term perspective on what is needed for sustainable human development and how to achieve such development. This can only result from an understanding of the historical, cultural and social contexts of a given society or community (Ohakwe, 2012). The challenge of conflicting relationship between the tripartite groups in the productive enterprises (the government, management and labour), and the

issue of poor motivation packages, rewards systems, promotional factors, discipline and implementation of retirement schemes can be better managed by the spirit of consensus driven interactions and resolutions.

Fifth, participation and responsiveness are the hallmark of a democracy providing good governance in a nation. The participation of both men and women is a cornerstone of good governance, whether it is done direct or through legitimate intermediate institutions or representatives. Participation opens the door for all gender inclusiveness and acquisition of information to harness opportunities and therefore requires freedom of association and expression as well as an organized society (Nkoyo, 2015). On the other hand, responsiveness is part and parcel of a well governed political system. It makes good governance a process that is time-bound because it requires that institutions and processes try to serve all stakeholders within a reasonable or targeted timeframe. In their essence, participation and responsiveness are features of good governance that can adequately cater for issues of industrial development in Nigeria such as central management systems which are constraining bureaucratic regulation and process that stifle initiative and individual control with regard to quick response to efficiency and productivity, defective and truncated national (economic) planning, poor national economic policies, etc. in a participatory and responsive democracy, there is quick attention and management of industry-related issues and better nationalistic and inclusiveness. These two key tenets of good governance are better enforced in an environment where people are made to be accountable for utterances and actions, allowed to access relevant information, free of expression and association, working to be proficient and efficient and engaging both gender in a consensus oriented manner and perspective. This is the sort of socio-economic and political atmosphere that good governance in practice in a polity provides that can motivate intense business relationships, instigate broad productive activities and grow an economy such as Nigeria on a more sustainable basis.

The trio: transformational leadership, good governance and sustainable industrial development are phenomena that are each either absent or in a poor state in the context of Nigeria. However, their proper application and management within the national socio-economic and political landscape can be quite instrumental in the attainment of economy growth and development of Nigeria. The nation has a major and onerous task of entrenching transformational leadership which can be truthfully said to be elusive in the country as at now. There has to be a nation reawakening and conscious towards electoral and credible election as well as general education and enlightenment that can influence the preference and pursuit of a renewed political that is laced with transformational leadership which if incorporated into good governance evolves a pragmatic governance system that constructively puts leadership and followership on the same path towards concrete and realizable development. This is exigent for the actualization of sustainable industrial development in Nigeria. According to UNIDO (2016), “the time is ripe for Africa to industrialize. In fact, industrialization is key if we are to achieve the Sustainable Development Goals by 2020, in particular SDG9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation”. The UNIDO (2016) report on Africa and sustainable development Goals states that industrialization does not happen automatically, Africa needs to build on its existing economic structures, engage in trade and regional integration and access newly available technologies and ensure the social and economic inclusion of women and the young. The synergetic operation of both transformational leadership and good governance in Nigeria’s socio-political system can bring about the required policies, programmes, resilience, momentum and impetus for revolutionizing state of industrial and economic enterprise in the country. The tenets and values of transformational leadership and good governance are in consonance with the spirit of SDG-9 and can create the right environment for massive infrastructural and industrial development through innovative ideas and vision while unleashing the power of inclusive productivity into Nigeria’s developing economy.

Conclusion

Transformational leadership is innovative leadership and it is the type of leadership that will afford Nigeria the necessary leadership quality that is so central to revitalizing her ailing economy through industrial

development. As leadership that initiates, develop and carry out significant changes in the country that will transform the lives of ordinary Nigerians for good, it is in consonance with the features of good governance because of their homogeneity in a socio-political system. The incorporation of transformational leadership and good governance provides a consensus-oriented, participatory and responsive government that observes the rule of law, transparency and accountability while pursuing and ensuring that government policies and programmes in Nigeria, such as the Sustainable Development Goals and particularly the SDG-9: Build resilient infrastructure, promote inclusive and sustainable industrialization and Foster innovation, i.e significantly achieved in Nigeria. This achievement is at the core of national development in Nigeria because of its positive multiplier effects on economic growth and development and more importantly its capacity to create jobs, alleviate poverty and improve the national living conditions.

Recommendations

The pursuit and entrenchment of transformational leadership and good governance towards achieving sustainable industrial development is a onerous but feasible task and requires some proactive measures, among which are the following:

1. The Nigerian electorate needs to get wiser and resolve to elect leaders who are creative and has vision for the country. The electorates should as a matter of urgency, from henceforth, participate actively in politics, and gain the required socio-political conscious and enlightenment that will empower them, to vote wisely and put into positions of authority credible and visionary leaders who are capable for pursuing democratic principles that will bring about good governance in the country. The electorate must issue money for vote syndrome and ensure that their vote counts.
2. There is the need for the Nigerian government to observe the rule of law and other tenets of good governance and democracy. The state of governance in the country is poor and does not provide the enabling environment for businesses and organizations to thrive and drive the economy through industrial development. There has to be consistency in policy formulation and implementation by government because this is capable to snowball Nigeria into industrialization. The nation should ensure the stability and continuity of laudable policies, encourage investment and propel development in the national industrial sector.
3. In order to experience speedy transformation for the industrial sector and the economy and effectively compete in the global marketplace, Nigeria should start to mature and strengthen her infrastructural capacity and improve institutional standards that can propel technological innovations put in place by transformational leaders will give rise to new entrepreneurs and knowledge driven industries that will push down the barriers to significant economic growth and development.
4. Education is fundamental and key to national development. The Nigerian government should increase its annual budgetary allocation to the education sector bearing in mind the fact that the development of any nation lies on level of education acquired by its citizens. Functional education for Nigerians will unlock the economic potentials of the people, empower and equip both the leaders and followers to actively and productively participate in, and benefit the national economy.
5. Electoral reforms and constitutional amendments are exigent and imperative in empowering the citizens to effectively be able to elect and engage with transformational leaders. Nigeria needs to reform its electoral process to avert most of the varied forms of electoral fraud and reposition for credible elections that will usher in transformational leaders. The critical role of leadership in driving development cannot be over emphasized. In Nigeria, innovative leaders will be able to coordinate and manage efforts towards industrial development and galvanize citizens support and political will to pursue and ensure transition from developing to developed nation in the near future.

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