

LEADERSHIP, FOLLOWERSHIP AND ORGANISATIONAL DEVELOPMENT. A STUDY OF NIGERIAN PORT AUTHORITY

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ABSTRACT

Leaders and followers interchangeably form basis for each other in those leaders lead because there are followers, and followers follow because there are leaders and therefore a reciprocal social process. Recently, across the globe, followership is gaining prominence and can no longer be ignored. Leadership on the other hand is the process of decision-making and a mechanism by which decisions are implemented or otherwise. The paper relied on documentary method of data collection as it also implored content analysis. In this paper, the discussion will center on leadership and followership as engine of an organisations; their implications for actions that will promote good leadership and followership for the developmental process, as well as failures, problems and challenges of Nigerian Port Authority. Recommendations for actions were offered for enhancing robust leadership and followership relationship in Nigerian Port Authority for development of the organization.

Keywords: Public relations, conflicts, conflict management, Northwest, Nigeria.

Introduction

Leadership is as old as human civilization. The early written principles of leadership can be found in the Ancient Egyptian hieroglyphs for leadership, leader and follower, and Instruction of Ptah-Hotep, followed by the Chinese works of Confucius and Lao-tzu and the classical Greek and Roman writers, such as Plato and Marcus Aurelius (Bass and Bass, 2009). However, the beliefs about the concept of leadership have changed over the time. Globally, leadership has become the most widely studied aspect of organizational

behaviour and a number of theories have emerged focusing on the strategies, traits, styles and the situational approach to leadership. As a result of ever-growing interest in the field of leadership, behavioural scientists and sociologists began to analyze the possible consequences of leadership behaviours and the variables that are used to predict the leader's behaviours. Since it is the duty of leaders to get things done through the coordinated efforts of others, it is assumed therefore that leadership skills and strategies will translate into the subordinates' performance.

The improvement of an individual's leadership skills and the implementation of leadership

knowledge will enhance the organization's leadership culture and develop a more focused leadership model. The goal of improving organizational performance is to ensure that the organization designs processes well and systematically monitors, analyzes, and improves its performance to improve patient outcomes. Stern (2021), argued that top performance increasingly demands excellence in all areas, including leadership, productivity, and adaptation to change, process improvement, and capability enhancement (knowledge, skills, abilities, and competencies). Performance links an organization's goal and objectives with organization decisions. The extent to which members of an organization contribute in harnessing the resources of the organization equally depends on how well the managers (leaders) of the organization understand and adopt appropriate leadership strategies in performing their roles as managers and leaders. Leadership style is a key determinant of the success or failure of any organization. A leader is person who influences, directs, and motivates others to perform specific tasks and also inspire his subordinates for efficient performance towards the accomplishment of the stated corporate objectives. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. Leadership is a process of influencing others' commitment towards realizing their full potential in achieving a value added, shared vision, with passion and integrity. The nature of this influence is such that the members of the team cooperate voluntarily with each other in order to achieve the objectives which the leader has set for each member, as well as for the group. The relationships between the leader and employee, as well as the quality of employees'

performance, are significantly influenced by the leadership style adopted by the leader. Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization.

Leadership is a critical management skill, involving the ability to encourage a group of people towards common goal. Leadership focuses on the development of followers and their needs. Managers exercising transformational leadership style focus on the development of value system of employees, their motivational level and moralities with the development of their skills. It basically helps followers achieve their goals as they work in the organizational setting; it encourages followers to be expressive and adaptive to new and improved practices and changes in the environment. According to Riggio (2020), leadership has a direct cause and effect relationship upon organizations and their success. Leaders determine values, culture, change tolerance and employee motivation. They shape institutional strategies including their execution and effectiveness.

Conceptual Clarifications

Leadership

The chamber 20th century Dictionary (1987), says that, "lead" means to show the way by going first" "to guide by the hand". According to the same Dictionary, "a leader is one who leads or goes first" and leadership means "Ability to lead". In agreement to this assertion, Seaton (2019), cited in Obi and Uche (2021) contend that leadership is the ability to take an initiative, to motivate, to influence, to direct and control the thought, opinions and actions of the

followers in a desired end. Leadership, according to them, is a broad term to express the state of being part of the key stakeholders in an organization, social grouping, society and state, depending on the levels and numbers of social grouping like family, a school, religion, village, an establishment, a group, and a state, there are major stakeholders occupying the various leadership positions (Obi, and Uche 2019).

Adding strength to the above, Simbine (2000) opined that Leadership is any person that direct or show the way for others to follow and relies on the willing support and compliance of the people who gives him a right to lead them toward achieving goals. And for Gould and Kolb (1964), leadership is the occupancy of status and the entire performance of a role that mobilizes less organized collectives and voluntarily efforts towards the attainment of shared goals. The beauty of this definition lies in the fact that leadership does not mean just occupying a position, office or status, vision will, programs and policies, it entails at the same time that the leaders should be able to mobilize the people he is leading and voluntarily makes all the necessary efforts and sacrifices for the attainment of shared goals. But more interestingly among these numerous views of leadership as it applies to the Nigeria situation is the position of Okadigbo (1987) who argued that leadership is that process through which one individual consistently exerts more influence than others in the decision of the social policy and resource allocation as exerted by partisan representatives. This definition suggests that the leadership process is hinged on the capacity to allocate scarce resource which determines the focus power. This explains why the struggle for leadership position (Presidents, Governor, Local Government

Chairman, Councilors among others) is marred by ethnic and religious crises in the country.

This implies that leadership is a serious business with high level of organization effectiveness in relation to policy formulation and policies actually pursued, especially in the conduct of economic policy and its contribution to growth, stability and popular welfare... also implies accountability, transparency, participation, openness and the rule of law. It does not necessarily presuppose a value Judgment. Flowing from this, human is the epicenter of governance itself requires human efforts (involving leaders and followers), through interaction, authority, power, managing resources, and focusing on the welfare of the polity, the leader and the led can ascertain good governance and vice versa. By implication, leadership and followership are answerable at any level for the way their organizations do things.

Concept of Followership

Followership is considered the reciprocal social process of leadership. It reflects the capacity of a person or group to follow and assume a subject role to the rule and authority of a leader. Recently, across the globe, followership is gaining prominence and can no longer be ignored in leadership discussions. Kellerman (2008) asserts that the characteristics of followers affect the leader and performance of the leader. Followership is fundamentally the capacity, ability or willingness to follow a leader. The Civil Air Patrol's Professional Development (CAPPD, n.d) defines followership as reaching a specific goal while exercising respect for authority, a positive attitude, integrity, and self-discipline. Kelley (1992) begins the construction of his

definition by saying that followers are the "people who act with intelligence, independence, courage, and a strong sense of ethics". Followers are in a position to better recognize the day-to-day events within an organization or institution and sometimes following is more difficult than leading (Bennis, 2010; Suda, 2013).

Kellerman have it that "Followers are subordinates who have less power, authority, and influence than do their superiors, and who therefore usually, but not invariably, fall into line" (Kellerman, 2008). The majority of people, particularly in organizations, are more often followers than leaders but until recently the role of the follower has not been considered an inherently valuable position, or a role with a specialized set of skills, motivations, and the power to enhance organizational potential (Kelley, 1988).

Followership and leadership are like the two sides of same coin. Without followers, leadership is meaningless, and leaders would not exist. Better followers beget better leaders (Kellerman, 2008). Robert (2013) stated that "for the leader to inspire and lead, however, the followers must be willing and able to be inspired and be led". In description of followership, Suda (2013) added peoples' willingness to cooperate in working toward the success of the set mission, demonstrate a high degree of teamwork and build cohesion among the organization members. Robert (2013) articulated that "Whether our interest is business, government, education, or almost any other entity that organizes humans in some way, it seems that we are perpetually in need of more individuals who can lead organizations effectively. But we also live in an era when we need institutions- *i.e., the organizations that*

have formed, and that we have formed, to regulate and improve our lives- that are willing and able to be led. ... just as there are characteristics and behaviors that a leader must have if he or she is to be effective in creating the conditions for and facilitating progress, there are also characteristics and behaviors that constituents in organizations must have if the organization itself is to be susceptible to being led by an effective leader" (Robert, 2013).

The above assertion implies that good leadership is imperatively a function of good followership because good followers make their leaders better. A good leader cannot be identified if there are no followers. Followers serve as means to either validate or invalidate a leader. So, followership studies are imperative just as leadership studies are.

Overview of Leadership and Followership

Studies have shown that most of the countries are experiencing growth and development, got it right through leadership. The growth and development of East Asia was as result of good leadership demonstrated by leaders such as Abe in Japan, Park Chung Hee in South Korea, Lee Kuan Yew in Singapore. For instance, Japan leapt from the thirtieth richest country in per capita income to eleventh most developed country in the world; Taiwan from eighty fifth to thirty-eighth; South Korea from ninety-ninth to forty-fourth. By the early twenty-first century Japan, Taiwan, South Korea, and China will probably have as much weight in the world economy as North America or Europe. Taiwan and South Korea will be as rich as Great Britain and Italy (Prilipko,2019).

Recently, across the globe, followership is gaining prominence and can no longer be

ignored in leadership discussions. Followership is as important as leadership because a good leader is seen through the eyes and faces of his followers. Thom-Otuya (2012) opines that leadership and followership are mutual activities of great influence to national development in all parts of the world. It is very important to note that without good followership, good leadership remains a broad line mystery. Followership forms a good line of discussion because in most part of the world today especially where democracy and participatory form of social structure is practiced, leadership is determined by the followers through behaviours such as voting, civic involvement, group compliance and support. Also, it is worthy of note that leadership is an offspring of followership. Every leader was once a follower, and most times leaders return to being followers after their leadership cycles or tenures.

Kellerman (2008) asserts that it is neither practical nor philosophically possible for everyone to be a leader. Also, followers out-there are usually more than leaders in any setting (Murji, 2015). For example, there is only one Head of department in a vastly staffed and students enriched department; one governor in a state of over thousands of citizens; one president in the Federal Republic of Nigeria with over 200 million citizens. At any level of human affairs and endeavor, there are more followers than leaders in the population at any given time. This justifies the need to study followers as an indispensable integral arm of every leadership set up. Therefore, it will be unimaginably unkind to focus all of our concern, energy or discussion on just leaders which are just a small fraction of the population. According to scholars, the psychology of followership is not only more complicated but

also more interesting than that of leadership (Murji, 2015; Van Vugt, Hogan & Kaiser, 2008). Even when leaders command respect and attention, followers can affect and even constrain leaders' activity in more than passing ways (Hollander, 1992). Leaders depend on followers to be leaders. Followers' consensus is what determine leaders and good leaders are made by good followers (Thody, 2003).

This paper is important at the time because there is a dearth of knowledge in core followership studies directed towards governance and organizational development. Thom-Otuya (2012) asserts that followership in Nigeria has not generated much debate. She went further to note that there have been cases of resistance movements that have been spearheaded by followers in which cases followers protest poor governance and ineptitude of Nigerian Leaders. There is need to investigate these resistance movements to understand the make-up and what class of followers that are involved or that champion these movements. This supposedly will give better understanding of how to handle these people and harness their abilities for National development instead of categorically labelling most of them deviants. Thom-Otuya (2012) in furthering her defense of Nigerian followers said that Nigerian followers are very loyal and supportive to leadership and have participated actively in the achievement of the nation's goals, though Nigeria people being ravaged by poverty are weakened in their ability to rise to their challenges of checkmating the excesses of the leaders. However, it is worthy of note that a lot depends on followers in stirring good governance and national development and many Nigerian followers fail in these responsibilities. It is against this background that this study was crafted to address followers-

based impediments to good governance and national development.

Organizations that want to succeed in today's rapidly changing business environment cannot rely on outdated management theories and that effective leadership is one of the primary drivers for effective change. There is ample evidence that leaders can influence employee outcomes in significant ways. Also Max Weber advocated that there are three types of leaders ie democratic leader, charismatic leadership, rationale- legal type, he further reiterated that the type of leadership that foster innovation is rational type (Bajaba and Malibari,2022).

The prevailing leadership crisis in many Nigerian public organisations constitutes a clog in the progress of the organizations. The persistent management problems due to disagreement on expenditure criteria, award of contracts and employment quota are some of the issues that have remained intractable in some of these organisations. This situation has eventually led to the dissolution of the management of some of these organisations. Emphasizing the critical role of leadership in influencing organizational performance, Alvesson (2015). notes that employees no longer snap to attention when ordered to do so. According to him,

Employees don't passively fall into line and intimidation and threat do not work. The fact that the work force is no longer subservient doesn't mean that leadership is redundant, however, on the contrary, the new world of work requires even more thoughtful and meaningful leadership (Alvesson, 2015).

He posits that leaders must challenge people to depart from the past and to create new ones. This new form of leadership he observes is about stirring the pot instead of putting on the lid. The new leaders are creators of chaos as much as originator of orders. It is the job of great leaders to support the organization in combining order and chaos, he notes.

To this end, leadership has become so pivotal that both success and failure of any organization are attributed to the leadership style of the person or group of persons that pilot the activities of that system. Leadership is the key to the growth or development of any system. The issue of leadership has always been of great interest and concern to development oriented people and nations. Throughout history, the great nations, institutions and groups have been associated with specific leaders. This seminar paper is an attempt to study the background of leadership, overview, issues, impacts and a cursory of way forward to leadership in Nigeria's Port Authority.

History of Nigerian Port Authority

The Nigerian Ports Authority (NPA) is a federal government agency that governs and operates the ports of Nigeria. The major ports controlled by the NPA include: the Lagos Port Complex and Tin Can Island Port in Lagos; Calabar Port, Delta Port, Rivers Port at Port Harcourt, and Onne Port. Operations of the NPA are carried out in affiliation with the Presidency of (Nigeria) and the Nigerian Shippers' Council. The Head office of the Nigerian Ports Authority is located in Marina, Lagos.

Roles of leaders in an organization.

Leaders play some roles in any organization. The roles are divided into three broad categories, which are leading as an example and visioning, empowering the staff or followers and encouraging teamwork (Paul, J., & Criado, 2020).

Leaders have the responsibility of leading their followers as examples. Effective leaders are responsible and consider the outcome of their decisions before acting. Leaders understand that their actions influence their followers and therefore seek expanding shared values and influencing the followers to do the right thing at all times. Leaders also give direction to the people, and this is appropriate for it lets the people know what is expected of them in which ways and at what times actions are required. Management of change in an organization falls under the broad category, which is mentioned above. As such, managers are versed with the responsibility of creating change strategies (Paul, J., & Criado, 2020). Change in an organization entails several steps from the planning phase to enactment or actualization of the vision. Most importantly, managers influence change, especially in their dealing with varying personalities. Leaders through leading diverse teams to handle people with different personalities, characters, and behavior. It is through the process of leading the way that leaders, therefore, influence change.

Leading by example, refers to a person doing what they ask others to do. (Paul, J., & Criado, 2020). indicated that leaders who were more on the ground show more successful in accomplishing set goals and objectives. Leading by example, contributes to organizational cohesiveness. This refers to the

willingness of the workers to remain dedicated to their organizations' goals. Where workers see their managers as leaders in operations, they realize that change in the organization is a collective responsibility which everyone has a responsibility for aligning.

On the contrary, managers who sit and watch as workers go on with their operations may not attract organizational cohesiveness. Also, leading by example contributed to respect and trust in the organization. This comes as the workers see their managers as people who are fully aware of their work conditions and their plight as opposed to a merely theoretical leader. This, in turn, promotes the managerial operation, as loyal workers are more likely to help the leaders achieve their vision. The last benefit of leading by example is that it introduces the transiting aspect of a firm. As such, workers see their leaders as trend setters and benchmark drawing on the leaders' conduct and way of operation. This, in turn, contributes to positive worker contribution.

The fourth element under the broad role of leading the way and visioning is that a leader ought to demonstrate confidence. Demonstrating confidence involves influencing the workers' perception of work and appreciates work as active ingredients. Additionally, demonstrating confidence refers to helping the followers to comprehend that the managerial units understand their plight and are in line to doing all that is necessary to improve conditions for the workers promote their growth and appreciate the role that they play in the organization (Paul, J., & Criado, 2020).

Empowering followers are a responsibility of workers in any setting, which dictates so. Leaders are chosen from numerous contestants

or people of varying qualifications; thus, they often represent the finest and most qualified people in a group of people. As such, leaders are supposed to not only carry the vision of the team, but also ensure that the needs of each stakeholder are taken care of. Leaders, therefore, inspire their followers across various realms as proposed by Tripathi (2021). Empowering others can be quite an uphill task, and it requires the leaders to be enthusiastic. Enthusiasm in a leader appeals to the followers who in turn become inspired to be like the managers. Inspired people, in turn, translate their inspiration into energies and competencies and subsequently engage in positive work behavior.

Leaders empower their followers. It is in this regard that leaders, for instance, observe their followers' characteristics. Effective leaders show the essence of influencing positively and therefore turn followers to leaders. Additionally, effective leaders delegate authority and do not see the workers as threats. Rather, effective managers view their workers as important cogs in the organizational cogwheel; and therefore, when absent, the organization cannot move in the right direction. Under this element, leaders ought to show openness to ideas. Houwer (2016) in his study indicated that one of the leading constraints in managerial practice is rigidity on managerial inferences. Leaders, therefore, ought to accept that their followers' ideas also ought to be considered in the actualization of visions. Appreciating others' creativity enhances their innovative features, and they may, therefore, bring in more ways of streamlining operations in an organization. The last sub-element in empowering people is in empathy. Empathy refers to a person's ability to understand other's needs. More often than not, workers are faced

with many challenges in their places of work. One department's issues may be completely different from other departments, even in the same organization. It is, therefore, imperative that leaders are empathetic people. Leaders ought to show strong problem-solving abilities as well as critical thinking competencies. Empathetic managers should enable workers to feel that their workplaces appreciate them and that they are not mere channels of production in their job positions (Houwer, 2016).

The third function of leadership in an organization is encouraging teamwork. Teamwork refers to people working together towards common goals. Teams differ from groups of people. A group of people has no common goal, and the vice versa applies to teams. Leaders ought to lead and build team competencies.

The first element under this responsibility is through the whole relay of the team approach. The team approach perspective entails all people being aligned as dependent parties. As such, the team approach enhances cooperation amongst the parties. Doppelt (2017) suggested that for a team to be successful there must be a leader. Additionally, the leader should not micro-manage the people but lead them through example. In addition, all team players have a role to play and should, therefore, be accorded all the resources that they need to fulfill their responsibilities. All team members ought to know of what is expected of them and their actions, therefore, ought to be aligned with the overall vision of the team.

The second element in successful team playing is the leaders' role in permitting team decisions. Decisions, which are made by a team at thereafter enacted at the organizational level,

are appropriate in influencing workers feeling of entitlement.

Such team players feel that their input was appreciated and the very reason why its input is used at the organizational level. Finally, successful leaders in organizations have a role of monitoring progress, albeit silently. However, leaders ought to be careful not to micromanage their subordinates to reach goals. All processes and policies should be objective and have precise blueprints. Leaders, therefore, ought to lead their teams in a way that is neither too lenient nor overly dictatorial or bossy. The assessment could take various forms such as self-assessments and external assessment as suggested by Doppelt (2017).

Qualities of Good Followership

Irikana and Orisa (2007) in Thom-Otuya (2012) listed fourteen (14) qualities of good followership as: (1) Total obedience to the laws of the land or constituted authorities; (2) Unalloyed loyalty or allegiance to the leadership that be; (3) Eschew indiscipline in any form or shapes; (4) Explore channels of grievance resolution; (5) Commitment to goals and aspiration of the country; (6) Demonstrate appreciable virtues and values; (7) Avoid sycophancy but telling the leadership the truth; (8) Show true patriotism and participation;

(9) To be well enlightened and responsive; (10) Imbibe the principle of self-reliance; (11) Offering constructive criticism and providing solutions; (12) Be prepared at all times to respond to call for national services; (13) Be willing to accept responsibility for his actions;

and (14) Develop the attitude of co-operation

with his leader for the accomplishment of group goals.

Problem of Followership in Nigeria

Followers perform certain functions to the organization, group or government and to the leaders. Thom-Otuya (2012) summarized what is expected of followers as functions to perform (for continuance and progress of the group) into three as follow:

- **Surrender to leadership:** followers must be willing to obey the laws of the land, and to be directed and guided by a constituted authority.
- **Obey the command of a leader:** followers should be loyal to leadership.
- **Act as mirror of leadership:** follower must checkmate the activities or excesses of leadership; for this to be done, followership need to be articulate, vibrant and vocal, this will act as a check on the leadership, and this will assist to reduce the excesses of leadership to the barest minimum.

Blackshear (2004) while discussing the continuum typology of followership in an organizational setting which can be applied to other areas, opined that among other areas of concern that successful followership is built on (1) Belief in an organization's mission, vision or purpose, (2) Willingness to subjugate personal interest for the greater good, (3) Loyalty, and (4) Unity of focus.

It is the failure of followers in these functions and more as well as in factors that incapacitates them from measuring up to these expected functions that the problems of followership are

identified. Thom-Otuya (2012) identified series of problems of followership in Nigeria:

- i. **Poverty:** Followership in Nigeria has some problems that prevent her from playing certain roles that is identified with followership and, that can check the excesses of leadership. Poverty is one major factor that impairs the role of followership in Nigeria. In Nigeria those who are rich are very rich and wealthy; the poor are really poor; the middle-class wobbles between self-sufficiency and poverty. Followers that are poor are afraid to criticize or checkmate the excesses of their leadership because of fear of oppression from the leadership. A poor followership is a weak and fearful crowd that is constrained to be docile over the activities of her leadership.
- ii. **Ethnicity:** the second problem that confronts followership in Nigeria is ethnicity. Followers pledge loyalty to their tribe first before the larger society Nigeria. Nigerians protects corrupt leaders without integrity and shield them from criticism and prosecution. When a corrupt leader is prosecuted, his tribes' men will come to his defense and rescue. Even the way we vote or choose our leaders is influenced by ethnicity because it is believed that if the leader is there, he will empower his tribes' men first before others and programme some projects to his tribe and empower his people with

robust government and corporate contracts. Nigerian followership should exculpate themselves from tribalism and put the interest of Nigeria before their tribal interest or else the country will continue to wallow in poverty and insecurity.

- iii. **Sycophancy:** Nigerian followers are fond of not telling their leaders the truth, they praise them, tell them lies; as soon as they leave their office, that is when follower turn against their leader to criticize his lapses.
- iv. **Negativized quietude:** This is a situation where followers remain adamant and aloof of the excesses of leadership activities. When leaders are not doing the right thing, Nigerian followers has developed a form of careless attitude towards that but instead, tend to speak against other followers that tend to speak up.
- v. **Susceptible to use by some leaders to fan trouble:** followers' sometime ally with leaders to create trouble in the society so that; they can divert the attention of the people, to execute their personal interest.

Challenges of Leadership and Followership in Nigerian Port Authority

Corruption

Corruption has pervaded every sphere of human activity such that in every endeavor economic, social, political, etc. Corruptions the determining factors in the relationship between

the people involved. Indeed, in Nigeria, hardly an uncorrupt person will be anything in the scheme of things in running the government. If we were not corrupt you would be marginalized if not got rid of. And if you are corrupt, you must be prepared to follow anything without personal initiative or ideas of an alternative policy (Chaleff, 2012). In terms of corruption in leadership of the country has many faults to their credit. Adisa (2003), affirmed that government at the central level is the vessel that is leaking from the top and Aso-rock and other government Parastatal and departments are the main fountain where corruption takes its source.

Undoubtedly, corruption has a negative impact on all indicators of economic development. Corruption, especially political corruption breeds lack of productivity, lack of initiative and creativity to put sound politics, which could generate further development. Thus, the rate of economic growth, domestics and foreign investment, employment and fair income distribution all suffered and retarded as a result of corruption (see Oyetunbi & Akinrinde, 2021). In fact, the problems of corruption have increasing pushed Nigeria's society and economy to the bricks of disaster, as the current lack of progress and the political crisis between the legislature and the executive shows. This political crisis is a great revelation of people in the leadership of Nigeria, overwhelmed by corruption of office can be extent including the generation of tribal regional and religious support to protect their loot (Chaleff, 2009).

Religious and Ethnic Differences

Another area of contradiction includes religious and ethnic differences. Conflicts arise from the pursuit of divergent interests, goals and

aspirations by individual and / or groups in defined social and physical environment. Mostly CEO tends to favour their ethnic and religious groups in places of work instead of organizational objectives.

Attitudinal Deficiency

Zoogah (2020), concurred that, Nigerian leadership is inept not because of inability to attract effective talents, motivates its people and translate the innate potential of the nation or organisations to greatness. In other to buttress the lapses on the part of the followers, he further affirmed that; Nigerian followership is loud and ineffective, because all that it does is talk loud, boisterous, garrulous, we blame everything under the sun for our problems – from colonial experiences that ended 50 years ago, to the poverty of leadership, we talk as if these we denounce at every turn were dropped on us from outer space on us, forgetting that we can vote them in ourselves. With our hands we seem to forget also that national growth has roles not just for those who lead but for those follow as well. This is because, evidence have shown that social vices rock the Nigerian society. There are vices such as examination malpractices, certificate racketeering, smuggling, ritual, killing looting, arson problem of political upheavals, alcoholism, rape, disease and fall in the standard of education and living standard. There is problem of intra and inter-ethnic groups conflicts; election, rigging, problem of population counts, academics disturbances due to incessant strikes, fuel shortage, social insecurity fraud in work places and act of indiscipline among people in general and specifically among the law enforcement agents (Adeyemi & Adesina 2007).

Values Orientation in Governance

Young, M., & Bushardt C. S. (2020), stated that values refer to criteria for determining levels of goodness, worth or beauty. Sutherland, N., Bolden, R., Edwards, G., & Schedlitzki, D. (2022) argues that values are the worth, merit or esteem which we ascribe to a person, an object or idea. In another development value are choices people make and act upon. They represent an alternative from which choices is freely made after thoughtful consideration of consequences of each alternatives (Wrench S. J., Punyanunt-Carter M. N., & Thweatt S. K,2020).

On the other hand, value scholars have, describe value orientation as the degree to which our lifestyle choices depend upon societal influences, primary/ secondary group influence and or our own particular individuated pursuits of self-interest. Ligo (2009), affirmed that value orientation are complex but definite patterned (ranks/ordered) principles resulting from transactional interplay of three the analytically distinguishable elements of the evaluative process; the cognitive, the affective and the directive elements which gives orders and direction to the overflowing stream of human acts and thoughts as they relate to the solution of “ common human problems” this definition introduces three key ideas , the principles that gives order to human acts, second , the inseparable elements of the evaluative process; the notion of “common human” problem.

- i. Ethical Re-orientation,the war against indiscipline (WAI)

Conclusion

Plato wrote in his work, the Republic; “Like man, like the state.” It is in having better

followers or people in the society that we will have better leaders. This because from these followers comes leaders in the next minute and the better the followers, the better the leaders become. No matter how great a CEO is, they cannot do any better if the people who are supposed to be their followers are bad, corrupt or irresponsible. Irresponsible followership breeds irresponsible leadership. Most of the failures attributed to leadership are issues of the followers. Followers should rise and take responsibility for their actions and inactions and stop casting unnecessary blames on the leaders which they are supposed to put in check and hold responsible when they have done what they should do. Followers can only succeed in holding their leaders accountable when they themselves are not found wanting in their own duties.

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