

## **Governance: From Followers to Leaders Relationship Perspectives**

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**Abstract:** Developing leaders and followers relationship are key factors to achieving good governance. Governance is widely believed to be an instrument through which a society is organised in order to maintain law and order as well as advance the necessary social amenities in a community. The study therefore investigated the relationship between followers, leaders, good governance and make implication for students in tertiary institution. The population of the study was made up of all members of the selected youth organisations in southwestern states of Nigeria namely: Nigeria Aid Group, First Aid Group and Federation of Boys and Girls. Quota sampling was employed in selecting 70 respondents each from the associations, where 5 executives and 65 ordinary members were purposively selected for the study. A total of 1,260 respondents were used as respondents to the instrument. An instrument tagged: Democracy and Good Governance Scale and Leadership Factors Questionnaire (DEGS&FOLEF) was used to collect data for the study. The analysis revealed that promotion of good governance is the responsibilities of leaders and followers. It therefore concludes and recommended among others that there is a direct link between leaders and followers relationship and good governance, every members of the association are therefore required to be committed to the development of the association by discharging their responsibilities

**Keywords:** Leader, Followers, Governance, Good Governance, Democracy

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### **I. INTRODUCTION**

The term good governance is not limited and peculiar to political environment as well as immediate society but also in higher institution learning most especially among student union. The Task Force on Higher Education and Society (2000) sees governance as the formal and informal arrangements that allow higher education institutions to make decisions, establish, implement and continuously monitor the proper implementation of policies. Whereas the arrangements are official and explicit, their informal equivalents refer to unwritten rules governing how one relates with one another.

The concept of good governance according to (Santiso 2001) denotes the quality of the governance process, in particular the effectiveness of government. The quality of governance is ultimately attributable to its democratic content. Neither democracy (in our case participation) nor good governance is sustainable without the other; the two should converge. Good governance represents the best possible process for making decisions. It is not about making 'correct' decisions but about the processes for making and implementing decisions.

In today's dynamic organizations, leadership plays a central role in achieving organizational goals (Saeed and Ahmad 2012). The distribution of wealth and power should be encouraged for effective conflict management of universities (Faniran and Akintayo 2012). Leadership requires certain key attributes, because leadership strategically and effectively influence the subordinates (Attri and Devi, 2014). Today's, ever-changing environment has created a need for new leadership styles that encourage positive change and improvement (Sart 2014), taking into consideration that the specific roles and qualities of informal leaders are not well understood yet (Stincelli and Baghurst 2014).

Researches have proven that the relationship between leaders and followers cannot be overemphasized. Griffin and Ebert (2010) and Landis (2011) submit that leadership is relationship-oriented, in which the leader is more focusing on the relationships amongst the follower. Each leader develops his/her unique style of leadership to fit the talents, maturity, and abilities of his/her followers. Leadership development practices are similar across the private, public and not-for-profit sectors (Pinnington 2011). Leadership is a task-oriented in which the leader is focusing on the tasks that need to be performed in order to meet a certain goal (Manktelow 2012). It is a process whereby an individual influences a group of individuals to achieve a common goal (Attri, et. al. 2014; Ayinde, et. al. 2015), which carried out by both formal and informal

leaders within an organization (Stincelli and Baghurst 2014). Leadership is a process of social influence in which one or more persons attempt to aid and support others to accomplish a task or tasks (Roger 2015).

## **II. LITERATURE REVIEW**

Good governance is a major factor in improving the quality of higher education. To bring about a balance between autonomy and accountability, the role of quality in education has stepped to the foreground, increasing its presence in recent times (Henard and Mitterle, 2009). Governance is essential whenever a group of people come together to accomplish an end (Institute on Governance 2016). The higher education setting is a case in mind. Student Union in universities to service their role effectively, need good governance. Governance among student unions in university can be construed in terms of the framework of rules and practices by which management ensures accountability, fairness and transparency in the institution's relationship with all its stakeholders, such as regulation agencies, students and faculty (Task Force on University Education and Society 2000).

Researches (Santiso 2001; World Bank 1994, 2000a) have shown that the characteristic of good governance is participation. Good governance requires that all stakeholders have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Anyone affected by or interested in a decision should have the opportunity to participate in the process for making that decision. Leaders/followers' participation could be direct or delegated through an entity created to represent them in the decision-making process.

Leaders share power, learn from others and identify with the needs of others to also achieve and grow (Gous 2003). This kind of leadership is change oriented (Basham 2010; Gardiner 2005); leaders guide their followers in confronting the status quo. Participative leadership, on the other hand, is about inclusivity. The leadership engages everyone in decision-making, with the view to making people own what is being created (Diamond 2006). However, vested interests and the lack of a culture of openness may undermine participation at different levels (Obondo 2000). Leadership involves several individuals, who have diverse skills that enable achievement of goals, contributing to the leadership (Pearce 2004; van Ameijde, Nelson, Billsberry and Meurs 2009). This form of leadership has been associated with higher performance compared to old 'leader dominated' leadership forms.

### **Statement of the Problem**

Governance is believed to be a body with the power to make and/or enforce laws to control a country, land area, people or organization and as well advance all necessary social amenities for the betterment of the people. Leadership is the process of persuasion or example by which an individual induces a group to pursue objectives held by the leader or shared by the leader and his or her followers. A good leader must be transparent and accountable but responsiveness to the demands of citizens is missing in Nigeria of today. In Nigeria, Fear, Greed and act of embezzlement has become a character trait most leaders possess and this does not just affect the immediate environment but the nation at large. Hence, lack of honesty by leaders has left Nigerians in jeopardy but the salient question is that is the leader not selected/elected among the populace? Is there any relationship between followers and leaders? It is therefore imperative to investigate followers and leaders relationship in order to make implications for governance among students in tertiary institutions in Nigeria.

### **Research Questions and Hypothesis**

1. Is the promotion of good governance responsibilities of both leaders and followers?
2. There is no significant relationship between followers respect for leaders and good governance
3. There is no significant relationship between leader's encouragement to followers and good governance.

### **Purpose**

Basically, the study investigated the relationship between followers/leaders relationship and good governance in Nigeria. It also documented the leader's attitude and influence on followers in Nigeria.

## **III. METHODOLOGY**

The study adopted the descriptive survey design. The target population for this study comprised all members of the selected youth organisations in southwestern states namely: Nigeria Aid Group, First Aid Group and Federation of Boys and Girls. Higher institutions of learning in Nigeria as well as around the world, majorly have youths as her students. Quota sampling was employed in selecting 70 respondents each from the associations, where 5 executives and 65 ordinary members were purposively selected for the study. A total of 1,260 respondents were used as respondents to the instrument. An instrument tagged: Democracy and Good Governance Scale and Leadership Factors Questionnaire (DEGS&FOLEF) was used to collect data for the study. The instrument was made up of three sections. Section A sought for demographic information from the

respondents while section B was used to elicit information from the respondents. The reliability of the instrument was determined through a test retest method within an interval of two weeks to a group of twenty respondents in a youth association who were no part of the main study. Thereafter, Cronbach alpha was used to establish its level of reliability which was computed to be 0.79. Descriptive statistics was used to analyze data collected for the research questions and hypothesis formulated for the study.

#### IV. RESULTS

Is the promotion of good governance responsibilities of leaders and followers?

**Table I:** promotion of good governance and responsibilities of leaders and followers

S/N	Statements	SA	A	D	SD	
1.	power is being exercised in the management of economic and social resources for developmental purposes	455 40.5%	543 48.3%	83 7.4%	42 3.7%	1123 100.0%
2.	management of resources in a transparent manner in response to the needs of the association	332 29.6%	349 31.1%	173 15.4%	269 23.9%	1123 100.0%
3.	management of resources in an equitable manner in response to the needs of the association	138 12.3%	410 36.5%	196 17.4%	379 33.7%	1123 100.0%
4.	management of resources in an accountable manner in response to the needs of the association	81 7.2%	554 49.3%	319 28.4%	169 15.0%	1123 100.0%
5.	transparency in decision-making among members	133 11.8%	501 44.6%	153 13.6%	336 29.9%	1123 100.0%
6.	improve welfare and meeting the needs of its members	392 34.9%	391 34.8%	108 9.6%	232 20.6%	1123 100.0%

The table above shows promotion of good governance and responsibilities of leaders and followers, a total of 88.8% agreed that power is being exercised in the management of economic and social resources for developmental purposes; while 11.1% disagreed, 60.7% agreed that management of resources in a transparent manner in response to the needs of the association; while 39.3% disagreed, 48.8% agreed that management of resources in an equitable manner in response to the needs of the association; while 51.1% disagreed, 56.5% agreed that management of resources in an accountable manner in response to the needs of the association; while 43.4% disagreed, 56.4% agreed that transparency in decision-making among members; while 43.5% disagreed, 69.7% agreed that improve welfare and meeting the needs of its members; while 30.2% disagreed. The result of findings showed that promotion of good governance is the responsibilities of leaders and followers in the society.

Without mincing, good governance is an issue of accountability, responsiveness, freedom transparency among others in the society. The submission of (Okpaga, 2009) therefore corroborate the findings of this study where it was submitted that good governance is the process through which a state's affairs are managed effectively in the area of public accountability, responsiveness and transparency, all of which must be in the interest of the governed and the rulers.

The result was corroborated by this excerpt from IDI respondents while responding to the question on promotion of good governance and responsibilities of leaders and followers, they responded thus::

"Our leaders believes so much in improving the welfare and meeting the needs, they believe that they are accountable to the association in all their dealings. They represent us very well by managing our limited resources"

(FAG Respondent/Oyo/May, 2019)

"Our leaders do promote transparency in their decision-making by updating us with trends and development of the association "

(NAG Respondent/Osun/April, 2019)

Relationship between followers respect for leaders and good governance

H0<sub>1</sub>: There is no significant relationship between followers respect for leaders and good governance

**Table II:** Correlation table showing relationship between followers respect for leaders and good governance

Variable	Mean	Std. Dev.	N	R	P	Remark
Good governance	102.3209	19.8212	1122	-.053	.077	n.s.
Followers respect for leaders	18.4198	3.2777				

Table II shows that there was no significant relationship between followers respect for leaders ( $r = -.053$   $N= 1122$ ,  $P> .05$ ). Followers respect for leaders had no influence on good governance. Therefore null hypothesis was accepted.

The findings of this study is being corroborated with the submission of Johnson (2003) where it was submitted that followership is a far more common experience and social necessity than leadership. No leader can achieve his or her goals without the efforts of others. Hence, followers does not necessarily submit to the will of leaders because leaders can not dictate for them. In the same manner, the submission of (Dvir& Shamir, 2003; Zhu, Avolio, &Walumbwa, 2009; Miao, Newman, and Lamb, 2012) suggest that follower characteristics could be an important factor affecting the overall relationship of leadership types and follower work outcomes. Also, follower traits and characteristics may determine how followers respond to behaviours of a leader

The excerpt from the IDI participant while responding to the question on the followers respect for leaders and good governance:

We do not necessary respect leader because we elected them to the office, when there is need to disagree with each other we do that without looking back. The fact that they are our leader does not mean that they should become autocratic and dictators in nature, many of us have more experience than the excos.  
(FAG Respondent/Ogun/May, 2019)

Relationship between leader’s encouragement to followers and good governance

$H0_2$ : There is no significant relationship between leader’s encouragement to followers and good governance.

**Table III:** Correlation table showing relationship leader’s encouragement to followers and good governance

Variable	Mean	Std. Dev.	N	R	P	Remark
Good governance	102.3209	19.8212	1122	-.002	.938	n.s.
leader’s encouragement to followers	15.2496	2.8015				

Table III shows that there was no significant relationship between leader’s encouragement to followers and good governance ( $r = -.002$ ,  $N= 1122$ ,  $P> .05$ ). Leader’s encouragement to followers had no influence on good governance. Therefore, null hypothesis was accepted.

The study of Johnson (2003) is in contrary to the findings of this study where it was submitted that traditionally, it is been believed that leaders add value to followers being the expert on the follower’s responsibilities and they shoulder, give advice, and make sure they carried out their responsibilities in a rightful manners in which they give approval.

The findings of this study is in tandem with the submission of Thom-Otuya, (2012) where it was submitted that though, leadership is supposed to influence group of individuals to achieve a clear and common goal but the quality and ingenuity of a country’s leadership can make or mar a country’s development or growth. Leadership can decisively influence the quality of life of her people and her national power vis-à-vis annihilating them through war and poor governance.

This result was corroborated by IDI participant who responded to the question on how leader’s encouragement to followers affect good governance:

Our leaders do encourage and boost our morale which always serves as motivation for us in contributing our quota foe achievement of set goals.  
(NAG Respondent/Ondo/May, 2019)

## V. CONCLUSION

The study has shown that achieving and promotion of good governance in Nigeria is the responsibilities of both leaders and followers. There is a direct link between leaders and followers relationship and good governance. Power should be exercised in managing the economic and social resources for

developmental purposes, resources should be managed in a transparent manner, in an equitable manner, in an accountable manner, in response to the needs of the association. There must be transparency in decision-making among members, their welfare must be improved and their needs should also be met. In essence, leaders does not fall from the sky, they are either being elected or selected, leader must promote fairness, justice and accountability and members should also cooperate with their leaders in order to achieve the set goals.

## **VI. RECOMMENDATIONS**

Based on the findings of the study, the following recommendations were being made:

- Every members of the association are required to be committed to the development of the association by discharging their responsibilities
- Leaders must be ready to promote fairness and accountability among the association
- Members must always be ready to support the leader because they elected or selected them to represent them

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