

LEADERSHIP AND TRANSFORMATIVE CHANGE MANAGEMENT RELATIONS IN NIGERIA: THE PROBLEMS AND PROSPECTS

Nwele, James Obasi (PhD), mime^{1*}, Uruakpa, Chiagoziem Gospel²

¹*Department of Business Administration, Renaissance University, Ugbawka, PMB01183, Enugu, Enugu State, Nigeria
—e-mail: obasijen@yahoo.com; Director of Research and Development, Nobles Class Institute, (Tutorial Classes), Guru
West, GRA, Box760, Bauchi.*

²*Department of Economics, Renaissance University, Ugbawka, PMB01183, Enugu, Enugu
State, Nigeria*

***Corresponding Author: -**
e-mail: obasijen@yahoo.com

Abstract: -

This study examines the impact of Chief executive officer's leadership and transformative change management on organization and political societies. Societies and workplace grow more complex and the pace of change continues to accelerate and this lead to opportunities for innovative, confident leaders to make an impact through an organization's or society's most resilient resource which is its people or the workforce. It is a known fact that transformative leadership curbs bad attitude towards change. As a transformational development agent, the management of indices is complex. Just as it is no surprise that cynical attitude toward the prospect of change makes change harder to implement. Leaders are encouraged to inspire their employees and make them feel confident in their work as, with this, they have the best chance of limiting the development of such disabling attitude. Chief executive officers who engage in transformational leadership and change management should have a positive effect on organizational performance, or the society. In the hypothesis the author argued on 4 (four) contingencies that are particularly salient, which includes size or scope, status, tenure assessment, and value inclination of the society. That change management is concerned about a leader of change and his or her ability to recognize when change is needed and then get a crystal clear view of what is required to create the change supports the author's argument on the hypothesis.

Keywords: *Leadership, Transformative change management, Relations, Peace and tranquillity.*



1. INTRODUCTION

This paper examines the nexus between transformative leadership and change management. The creative attributes of transformative leadership can be directed towards a particular channel of change management and model relations. This study reveals that transformative leadership and change management has a nexus and its concept is a business process, and a set of activities all over the world that deals with the give and take agent of social peace and spiritual confidence. The works place, society and political terrain grow more complex, and the pace of change continues to accelerate. That means opportunities for innovative, confident leaders to make an impact through an organizations most resilient resource; i.e. its people.

Learning and organizational change can enhance productivity and value chain relations. It could be that you are an experienced leader who aspires to discover new paths to transform your workplace, or your society; or you are a manager in human resources or learning and development looking for new angles to approach change management challenges.

It stated, according to the Oxford Advanced Learners Dictionary, that, to transform means “to change the appearance or character of something or somebody completely”. In developmental society, it is no surprise that cynicism has made the prospects of change hard to implement; just as government policies on the other hand and in most of cases propound cynicism at an individual, workplace-wide level, or societal level.

Leaders who can inspire their masses or subjects and make them feel confidential in their work, social responsibilities or civic duties have the best chance of developing a society free of cynical attitudes. Having a leader who is cognitive on democratic tendencies (i.e being transformative and not transactional) and who is prudent enough can make people change or want to change.

Power and fear

According to Nwele Obasi’s archive (1970), “Fear corrupts more than power does.” Fear of losing power corrupts those who wield it and fear of the courage of power corrupts those who are subject to it. Even though we don’t know what will happen it is right that we take part in this strangle.

James macGregor Burns (1978), first introduced the concept of transforming leadership in his descriptive research on political leaders, but this term is now used in organizational psychology as well. According to Burns, transforming leadership is a process in which “leaders and followers help each other to advance to a higher level of morale and motivation.” Burns related to the difficulty in differentiation between management and leadership and claimed that the difference is in characteristics and behaviours. Burns established two concepts - transforming leadership” and “transactional leadership”. The transforming approach he says creates significant change in the life of people and organizations. It redesigns perceptions and values, and changes expectations and aspirations of employees which, unlike the transactional approach, is not based on a “give and take” relationship, but on the leaders personality, traits and ability to make a change through example, articulation of an energizing vision and challenging foals. The transactional leaders usually do not strive for cultural change in the organization but they work in an existing culture with transformative leaders trying to change organizational culture.

Transformative leadership is a leadership design or approach that causes change in individuals and society or social systems. Transformative leadership creates valuable and positive change in the followers and its end goal is, developing followers into leaders. It enhances the motivation, morale and performance of followers through a variety of mechanisms which include connecting the followers sense of identity and self to the mission and the collective identity of an organization and challenging followers to take greater ownership for their work, and understanding their strengths and weaknesses, so the leader can align followers with tasks that optimize their performance. True transformative leadership include character, ethics, values blend and a commitment to the common good of all

1.1 Advantages and disadvantages of transformative leadership

1.1.1 Advantage

Transformative leaders are similar to charismatic leaders, but more team-oriented. They are often given management positions in companies experiencing significant transition because, they develop a vision and inspire others to follow them towards it. They communicate well to other group leaders and to all stakeholders to get everyone on board with their vision. This advantage helps transformative leaders deal with challenging situations because they can see the ball trend. The stakeholders are more likely to feel a corporate fit and stay with the organization or party when they report to a transformative leader. A transformative leader brings increased effectiveness to corporate learning.

1.2.2 Disadvantages

Specifically, transformative leaders use one or a combination of considerations that are individual based with intellectual situation, inspirational motivation and influence based ideas as strategy to achieve goal.

1.2 Leading and Motivating

Leaders in leadership create among their people an atmosphere of cooperation and teamwork among all participants. While the block or base for inter-community, inter-state, international or global creative attributes of transformative leadership can be directed towards a particular channel of change management and model relations, the economic profit

is on resources and objectives of individuals, organisations or states on environmental needs and opportunities for income and wealth creation, socio-economic development, and value orientation.

II. Review of Related Literature

This work seeks to review the nexus that leadership and transformative change management has with democratic dividends, especially in Nigeria. Leadership and transformative change management has been an age-long process that stress and shows a leader's ability to make his people happy. That is why it is written in the Bible, (cf a good leader) "Glory of Simon," I Macc 14:4-15; "The land was at rest all the days of Simon, who sought the good of his nation. His people were delighted with his power and his magnificence throughout his reign.... He clanged the citadel of its impurities; and 'The people' cultivated their land in peace".

11.1 Conceptual Framework

It was reported by Elite Vanguard for peace and structured democracy in Nigeria" in a study on change management that transcends business organizations to politics and governance, in 2013 "on the market for Change Management tools and training," that the initial introduction of the concept of transformative leader was by leadership expert and presidential biographer James

MacGregor Burns. That in Burns concept, transformative leadership can be seen when "leaders and followers make each other to advance to a higher level of morality and motivation." Transformative leaders are able to inspire followers to change expectations, perceptions, and motivations to work towards common goals through the strength of their vision and personality..

Transformative, unlike the transactional approach of leadership, is not based on a "give and take" relationship, but on the leader's personality, traits and ability to make a change through example, articulation of an energizing vision and challenging goals.

Bernard M. Bass was another researcher, who expanded upon Burn's original ideas to develop what is today referred to as Bass' Transformative Leadership Theory. According to Bass, "transformative leadership can be defined based on the impact that it has on followers. Bass suggested, garner trust, respect, and admiration from their followers." For him, the extent to which a leader's transformative change is measured is first, in terms of his influence on the followers. The followers of such a leader has the feel trust, admiration, loyalty and respect for the leader and because of the qualities of the transformative leader, they are willing to work harder than originally expected. The outcomes occur because the transformative leader offers followers something more than just working for self gain, they provide followers with an inspiring mission and vision and give them an identity.

11.2 Theoretical Framework

Transformation implies a fundamental change, and is defined in different ways but the elements commonly emphasized are to "guide| and "influence". Leadership, thus, connotes not simply having power or authority but having a vision and a sense of purpose, i.e. to guide, direct and influence.

Three areas of management template are necessary tools for transformative change management leaders which include; vision, concerns of confidence building through empowerment of constituent parts, and effective communication. Effective communication means getting leaders and stakeholders or managers and employees to talk with each other and to openly share problems and ideas, especially using line activities, i.e. leader representatives that contribute directly to the primary objectives of the whole.

A transformative leader, when simply defined, is a person who can guide, direct, and influence others to bring about a fundamental change, change not only of the external process, but also of internal processes.

11.3 Change Management History

Change management started through consulting services, with a limited number of books and textbooks in the 1980s driven by leading consulting firms. During the 1990s, industries undergoing significant and rapid change in areas such as information technology and human resources began highlighting the benefits of change management programmes on a broader scale. The experiences, consequences, and costs of implementing change without a structured approach has helped employees and organizations embrace change management tools.

From the year 2000, widespread acceptance of Change Management as a business and as a discipline began to manifest. In 2013 in Nigeria, political group, "Elite Vanguard for peace and structured democracy in Nigeria" carried a study on change management that transcends business organizations to politics and governance. The market for Change Management tools and training grew rapidly through this period, with as many as 143 organisations identified as offering change management services by 2012.

II.4 Empirical Review

As we examine the relationship between leadership and transformative change management, we come to the knowledge of inspiration motivation: this is the degree to which the leader articulates a vision that is appealing and inspiring to stakeholders as followers. Leaders with inspirational motivation challenges followers to leave their comfort zones,

communicate optimism about future goals, and provide meaning for the task at hand. Followers need to have a strong sense of purpose if they are to be motivated to act, since purpose and meaning provide the energy that drives a group or society forward. The visionary aspects of leadership are supported by communication skills that make the vision understandable, precise, powerful and engaging.

With true or effective communication, the followers are willing to invest more effort in their tasks because they are encouraged and optimistic about the future and believe in their abilities. Ideal influence: this is about the degree to which the leader behaves or acts as a role model for their followers. Transformative leaders must embody the values that the followers should be learning and in the mimicking order, transfer back to others. If the leader gives respect and encourage others to be better those influenced will then do the same to others who then repeat the positive behavior, passing on the leadership qualities for other stakeholders or followers to learn. This will earn the leader more respect and admiration from the followers, putting the leaders at a higher level of influence and importance.

11.4.2 Obstacles to transformation

The major obstacles to any change come from the dominant groups who benefit from the current system. These groups have used traditional political system to make money and buy influence and they are not willing to give up their holder on the system which has worked for them. They can use coercive power of the state or armed mercenaries to intimidate the forces seeking political transformation.

Through their control of the media, they can spread mis-information, confuse citizens and undercut the support of the prospective transformation seekers including the use of tactics of both force and deceit and can divide and conquer their opponents. Fragmentations and organizational weakness of groups seeking transformation is another major obstacle. Many of transformative change organizations cannot put up a strong common front against the vested interests.

III. Data Description and Measurement

It is to be noted that there is no single measure of method analysis used to determine the relationship between leadership and transformative change management, economics of sovereignty and procedure of easy and conventionally access to economic vibrancy and sociopolitical construction.

III.1 Estimation of Techniques

This paper has based the test of techniques on using the economic laws of production as veritable means of wealth creation through comparative analysis of inputs and output management.

The assumptions are:

- That people will follow a person who inspire them
- That a person with vision and passion can achieve great things
- That the way to get things done is injecting enthusiasm and energy on the forces available

The model in use is to establish that working for a transformative leader can be a wonderful and uplifting experience, as they put passion and energy into everything they do and, they care about you and want you to succeed.

Developing the vision

Transformative leadership starts with the development of a vision, a view of future that will excite and convert potential followers to positive action. This vision may be developed by the leader, by the senior team or may emerge from a broad series of discussions by line managers.

The important factor is that the leader buys into it with confidence.

Selling the vision

To constantly sell the vision is the next step that goes on as a model, and takes energy and commitment. The transformative Leader thus takes every opportunity and will use whatever works to convince others to climb on board the moving train.

Leading the changes

Transformative Leaders are ways visible and will stand up to be counted rather than hide behind their team members. They show by their attitudes and actions how everyone else should behave and, make continued efforts to motivate and rally their followers, constantly doing the rounds, listening, holding on something and enthusing. They work on the output to inputs law of production function, the theory of production which according to Nwele (2013), "begins with specific engineering or technological information; the law is that if you have a specified amount of labour, a specified amount(or factors of production) designed for a given product, it must be calculated to match with quality, quantity, and line delivery."

IV. Results and Discussion

From the results as highlighted change management has evolved and grown over the past forty year. Whilst the transformative leaders seeks overtly to transform their organization, there is also a tacit promise to followers that they also will be transformed in some way, perhaps to be more like the amazing leader; and in some respects, then the followers are the product of the transformation.

Transformative Leaders are often charismatic, but are not as narcissistic as pure charismatic leaders, who succeed through a belief in themselves rather than a belief in others. Whilst it is true that great things have been achieved through enthusiastic leadership, it is also true that many passionate people have led the change through bottom line park-bay that mislead. According to Mark Jacob – a legal practitioner, on NTA programme. ‘Good-morning Nigeria,’ 14:11:2014 (8.00hours) on internal democracy said. “In 1999, the clean Gy’s (politicians) were look-worm about coming out to contest elections and many touts in the motor parks and streets took the stage as governors, as legislators and as local government chairman, and these are the people who subsequently stage a come back, or plant their likes. According to Ezenwa N (2014), “we need to galvanize the people to know their right and participatory capacities for credible elections in Nigeria,” and according to Abdul Zango (2014), “all party embers should be made to be shareholders, who have a genuine contribution to make”.

Transformative leaders often have large amounts of enthusiasm which, if relentlessly applied can wear out their team members or subjects/followers, as paradoxically, the energy that gets people going can also cause them to give up. Transformative leaders, by definition, seek to transform and, when their environment or society or organization does not need transforming and people are happy as they are, then such a leader will be frustrated.

Ilegbune (2014), stated that “integrity is actually a critical part of sustained business prosperity. It is in the everyday decisions we make, it is in recruiting the right people, in conducting due diligence with our suppliers and vendors, it is in making sure that every decision we take is the right one when it comes to our business operations. That is what sets one apart as a business or leader with integrity.” This is because, “He who oppresses the poor to enrich himself will yield up his gains to the rich as sheer loss,” – Prov.22:16; as “the plans of the diligent are sure of profit, but all rash haste leads certainly to poverty.” And “he who makes a fortune by a lying tongue is chasing a bubble over deadly snares” – Prov.21:5,6.

Democracy is meant to guarantee personal freedom among the people of a democratic society but does that happen in the real sense of it, or in most cases, that is what brings us the examination of all, or some of the systems of governance/government that we call democracy. The result is that apart from America (US), Britian, Isreal, and a few of other states (where we have between 80%-96% democracy), there is no true democracy anywhere in the world today.

According to Nzamujo (2014), “We cannot fight poverty by giving hand-out, we can only fight poverty by helping the poor with what they need (the tools) to fight poverty_.

Developments in this era shed light on the human experience and how individuals internalize change, but these insights had yet to be applied in an organizational context.

The second era of change management was marked by a significant shift, where an understanding of how humans experienced change moved into an organizational or business or leadership context. This is the era where change management moved onto the radar of managers and leaders throughout organizations and the centre.

V. Conclusion

This paper re-examines the relationship between the result of change management and as it relates people, policies and processes. These key ingredients determine how change management can directly impact the people, the organization/business, party or government. People are indeed the most important aspect of any change process. This is because people working on a certain project are considered the front liners, making decisions and plans to ensure success on every phase of the change process. On policy aspect of change there are certain policies that need to be revisited to determine if these still apply to the new goals and objectives of the organisation or government, while process deals with old habits; old habits are hard to break and so are old processes but with the introduction of advance tools and equipment, new processes can easily be carried out. The prospects of transformation depends on how each one of us will define our own responsibility and commit ourselves to a long-term struggle without calculating short run victories.

V.1 Recommendations

The truth about life and living is that change happens all of the time. Some embrace it while others avoid it, and for societies, business, and individuals to advance, changes need to occur.

The challenge is managing the risk associated with change, which brings in the ‘topic:’ ‘leadership and transformative change management.’ When changes do not go as planned, they can cause problems ranging from simple missed dealings to significant setbacks to major financial losses. Change is the process of intentionally moving from one defined state to another. To maintain a sound economic growth, avoid stagnation and erase under-development index we need economic development management approach that is based on three concepts; free enterprise, private initiative, and mobile capital.

Because economic progress needs to be broadly based if it is to foster social and political progress, there is need for a combination of considerations that are individual based with intellectual situation, inspirational motivation and influence based ideas as strategy to achieve goal. There is also a need for inter-community, inter-state, international or global creative attributes of transformative leadership that is directed towards a particular channel of change management and model relations for economic profit on resources applications.

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