

Innovations

Addressing Human Relations Management Theory: Facilitating a Paradigm Shift in Building Political Leadership in Nigeria

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Abstract: *The study examined the impact of human relations management theory in facilitating a paradigm shift in building political leadership in Nigeria. The study explored on the practice of human relations management theory by political leadership that ought to have a moral obligation to initiate political governance based on humanistic social order. Application of human relations management theory that is void of impartial considerations will provide just conditions for the fulfillment of human well-being. The new paradigm shift has become necessary in creating an effective human relations management theory in the political governance in Nigeria. This is an exploratory research that employed qualitative methodology which benefited from library sources.*

Key-words: *Politics, Leadership, Paradigm shift, Humanism, Human relations management theory.*

Introduction

The need for human relations management in politics in Nigeria today has become a current subject due to misapplication of governance and has given rise to vigorous discuss among value scholars and political observers. Political leadership in Nigeria appears to be non-flexible. Nigerians have begun to look towards inside to changing ethical and human relations management as human value based practices in developing an attractive political order. Human relations management has become an important strand of political leadership set-up because it upgrades the actualization of political economic needs and fosters the commitment, dedication and satisfaction of the people (Ward, 2021). This is because there is variation from the common believed that politics is a widespread involvement of peoples' life. Among many definitions of politics, politics is essentially about political power and political power is about 'who' effectively makes decisions in the manner about 'what'

and about 'whom' (Lasswell, 1936). In this sense, political issues are about who, the what, and the how of decision-making which pervade every arena of human life; the family, economy, education, legislation, the production, reproduction and distribution of the national resources as well as the state. The political leadership without applying human relations management theory will abuse the political power and its processes. Building political leadership based on corporative human relations management is quite germane in political governance. It is about people exploring and making sense of human benefits in the management of political governance. This comes in reality that politics is an important strand of our humanity (Reason & Rowan, 1981). In the same perspective, Nnoli (2003) explained politics as managing the political economy to promote and achieve economic and welfare improvement of the citizens.

In Nigerian state, building political leadership and its governance that is rooted in human relations management has become a moral issue for political utility that will benefit the citizens in the state. From the political view point, human relations management has become a special area of an all-pervasive management of persons to participate through appropriate arrangement in decision-making that effect the fulfillment of citizens' social economic needs and interests. Effective application of human relations management theory is the new paradigm shift that will create political leadership that will be humanistic enough to govern in Nigeria. Human relations management theory fuels political leadership and effective use of political power. It improves the efficacy of decision-making and management of political economy to the benefit of the people in the state.

Human relations are a process sociological paradigm that conceives of social realities as an on-going, dynamic process. It is defining feature of which is its constant mutation and evolution into new forms and political leadership figurations. The applications of human relations management theory involve an important political leadership commitment to provide conditions under which people can impact on their capacity for self-actualization in working for human improvement. In this sense, much successful political governance takes specific measure for support of human relations management theory in their political governance. Effective practice of human relations management theory make politics has a moral obligation to initiate subjects into the whole rationale to build positive experiences and relationship with the political leadership. In this study, we explained what human relations management theory are in politics, its relevance and outline how to practice human relations management theory in politics to facilitate as new paradigm shift in building political leadership. The study applied qualitative methodology in exploration of the theme and recommendations were stated.

Statement of Problem

In Nigeria, the political situation seems to have become an alienated social condition where political control appears to have enslaved the very people who have elected the political leadership in power. The democratic practice of politics has become another agent of authoritarian social control. The political character in Nigeria seems to lack humanization practice of politics, lack vision and mission in governance. The political actors' hold of political power is strengthened by the poverty of the majority national population. It seems poverty has become systemic and deliberately designed by the system of political governance in Nigeria. The system of political leadership and its governance is inoperative of human relations management theory and economically unproductive. The practice of politics in Nigeria lack human relations management pattern which do not create wealth but rather take away wealth. Their political leadership activity adversely is affecting the social, economic and cultural life, as well as progress of democracy in Nigeria.

Politics and Human Values in Nigeria

In many definitions of politics by various scholars, 'politics' is seen as a social activity. An activity people involve collectively with others or an avenue through which we engage others. From Wikipedia sources, politics was defined as social activities that are linked with decision-making process that shapes other factors of power relations that affects individuals such as distribution of resources or status. As a social activity that determines peoples' economic life through decision-making process, politics are primary to the human condition. From its primary perspective, politics refers to the patterns nations are governed and to the means the political authorities (government) and manners to make rules/laws to organize human society effectively. Politics involves authoritative allocation of values, organizing the affairs of the state and an inquiry of the ways people get what they want (Boswel, 2020).

Politics as a social activity has become an essential part of man's everyday life which if devoid of human values is meaning-less. For politics to have human values, it ought to include rock-bottom denominators including other strands like inter-linkages that stimulate peoples' delight, and the action of creating and implementation of decisions for the society. According to Imhonopi,(2013), there are three patterns of values governing the workings and activities of politics which are economic values, social values and human values on no special order. The economic values are measures of the benefit provided by the government services on monetary worth. It is often estimated based on the peoples' willingness to survive the economic management in the country. On the other hand, social values when analyzed are concerned with environmental management, compliance, social contributions and socially responsible projects.

However, human values incorporate appealing and ergonomic political activities which stimulate citizens to go-after new issues and make change, spur-on them to give to society and hold-up human capital development, inter alia (Imhonopi, 2013). Of the three values, human values are considered to be the most significant because countries function through the participation of two groups; those political leadership and those who are led. From this perspective, ergonomic is seen as human strand, the implementation of psychological and physiological principles to the engineering and pattern of products, processes and systems to enhance politics for the benefit of the people. Ergonomic paid attention on how to achieve political change through state politics management (Austin, 2019). The use of ergonomic to succeed must rely on the basic human value beliefs that are intrinsic worthy in usefulness to the citizens, promotes social standard qualities that are desirable.

The application of human relations management projects human values that involve strong positive feelings for human essence and expectations. This is because human values are the basis for any empirical life activities within politics as a social activity. Human values are commonly explained as universal and are shared by all people irrespective of their religion, their race/nationality, their way of life and their individual past records (Karthikeayan, 2022). Similar to human relations management, by features human values gives consideration to other people in social political context. The needs for human values in our politics is essential for the reason that value education is relevant to directing our politics and creates an opportunity for one to serve and serve to develop positively on human welfare. Like human relations management, giving priority to human values in politics generates openness, honesty, civility, consideration and sharing, acceptance, loyalty, recognitions and appreciation.

The urgent need for our politics to be fundamentally rooted in human values education and human relations management approach among political leadership is everyday increasing. This is because, we experience pervasive unbridled corruption, widespread political fraught in violence, political behavioural disorder and absolute lack of political unity in Nigeria that would have helped to be politically sensitive to create productive awareness in the people. Value education helps the citizens to envision their collective needs, objectives, put their collective goals perfectly structured and also structure the direction for general political fulfillment (Karthikeayan, 2022). It cannot be overemphasized that adequate human value education wipes off our collective political confusion and contradictions and direct us rightly to make use of political innovations.

Also like human relations management, human values education generates politically educated society, political leadership that have empathy, social cohesion, harmony and peace, nation building, accepted quality of national lives, national positive character formation and ideal humanity (Karthikeayan, 2022). Human value

education helps to create an accepted leadership which is an important factor in politics. In the political context, leadership is seen as a set of behaviour applied to help people align their collective directives to carry out long-term plans and to continuously regenerate the state polity. Leadership based on values thinks and builds for the next generation. A common feature of leadership based on values involves courage, knowledge, integrity, interpersonal skills and ability to communicate effectually (Aleyomi & Abu-Bakar, 2018).

Humanism Politics, a Form of Human Relations Management

Democratic pattern of humanism politics is essentially related to human relations management in an organization where human being is the focus and epicenter of economic development. It is related to by goodness of outlining ethical conditions on issues of social relations. To address human relations management in politics advocates normalization of democracy through social reforms. Just like human relations management in an organization, humanism politics is a way of life and attitude focused on human value interest that discusses human dignity, worth and capacity for self actualization through political governance (Edwards, 2008). It attaches fundamental importance to human instead of corruptive tendencies and eventually, a wide based inception of humanism gives the greatest prospects for political efficacy.

Applying the human relations management on politics, addresses on human intrinsic capacity to achieve self realization and state that people have a natural guide to make political decisions that can create some impact on the peoples' lives. In the management of politics, humanism is basically concerned for human welfare (Knief, 2014). By implication, humanism is a way of political management that gives priority to welfare of citizens instead of the welfare of elected political leadership. Its emphasis is on utilizing human potentials to achieve human needs and wants. Humanism projects that this pattern to socio-political and economic behaviour will achieve better productivity channels to an in-depth and long term general economic development than a political leadership that relies on hedonistic pursuit of material gains. Humanism politics creates a democratic and political situation that involve achieving 'SMART' goals just like human relations management that are specific, measurable, attainable, relevant and time-based (Ward, 2021).

The concept of humanism is based on empathy and responsiveness that is socially progressive and support issues such as civil rights, equal rights and a secular state government. This type of humanism democratic passion and desire to spread common wealth with others has not permeated well into public policy in Nigeria. It preaches for the creation of political society through ethics basically on acceptable human values and constitutional politics participation through human capabilities. According to Baker (2019), humanism strongly regards limitless, opportunities for

exploration and participation, fascination, creativity, companionship and happiness. Humanist in democratic political government advocates for the expansion of participatory democracy and creation of open society rooted on human rights and social justice. Humanism operates the principles of politics from human needs and aspiration instead from political ideological abstractions and asserts that politics must be based on effective constitutional participation.

Humanism as a concept relates with human relations management theory that identifies with the democratic principles of management in an organization. It embraces a system of political culture that gives attention on human relations theory which focused upon human means to actualize economic realities in the state political economy. Humanism as a doctrine abhors arbitrary political authority and altered state of economic mismanagement that have become pervasive in Nigeria political practice. As in human relations management, humanism upholds human value as being meaningful only in context of human welfare, healthy economic expectations rather than a political manifesto of supposed life after death. Humanism believes on realistic political philosophy of compassion that purely concerned with meeting peoples' needs and provides solution for peoples' challenges (Edwards, 2008).

In tune with human relations management, humanism pays more attention and addresses the social and psychological needs of citizens which can lead to enhanced political satisfaction and encouragement. The humanism principles believe that politics is a social system with a social ethics rather than individual ethics (Ward, 2021). This implies that politics is a social system where political leadership and the led feel each other, communicate and provide solutions to social problems. The social ethics here provides consideration when conflicts or complication arises and how resolutions can be reached. Humanism as a concept has a democratic and morality life ideology which confirms that human beings have the right and are duty bound to provide meanings and direction to their own lives. Confirming the self esteem of individuals, it assists to make most of citizens' liberty and chances in agreement with social developments.

The democratic political scenario in Nigeria seems that it does not accommodate the doctrine of democratic humanism. The scenario by the political actors' standard, the society has being torn asunder by the desperate political parties chasing to capture political power through violent fraudulent ways. There is democratic practice of politics that has strong hold of authoritarian social control. Also, there is absolute lack of humanism in the political character in Nigeria. The political leadership stamped the notion of politics as a means of primitive accumulation of wealth, that money making through the control of political power has being deeply stamped in Nigerians' political psyche (Nzimiro, 1999). Materialism has become turbulent and moral ethos that respected humanism became a taboo. Poverty has begun to emerge

to the degree in which the political leaderships are emerging richer and the masses that elected the political leadership have been abandoned and in absolute economic deprivation.

Political Leadership in Nigeria

Discussing political leadership in Nigeria one needs to ask, what is the nature of the Nigerian state? According to Nzimiro (1999), the Nigerian state has since independence developed into a political society where the liberal idea of democracy as practiced in the metropolitan countries, most of which controlled our colonial era as practiced. That is the social structure changed affecting pre-colonial institutions of our society such as the political, the economic, the religious that together held the communities lumped into the modern state. Nzimiro (1999) went ahead and described the political intention as:

The colonial regime stamped into our psyche, their main aim of their conquest, that is, to control the state politically in order to ensure that the entire economy was monopolized by the metropolitan institutions controlled by the conquering capitalist class of the mother country. These two principles – political control to ensure a hold on the economy became en-gravened in the society. Economic exploitation was the root of the growth of capitalist acquisition. Materialism was blessed as the de-facto outcome. The politicians that fought the colonial regime wanted to assume political power as a means of controlling the economy.

By implication, what the politicians meant in the struggle for independence of this country was to gain what J.V. Staline in Nzimiro (1999) called 'freedom of the market'. The idea of the relationship between political power and economic power was stamped in the Nigerian state and the pre and post colonial political parties bought the idea. The notion of politics as a means of primitive accumulation of wealth was stamped in the psyche of Nigerians. With the above scenario, political leadership in Nigeria became at odds with central principles of democracy, which most obviously democracy eventually declines in the assertion of the rule of the masses implanted in the rule of law. Here, the essence of political leadership becomes the urge of the holder of the political office to control the commonwealth of the nation. The idea of primitive accumulation of state resources turned political leadership to be often in conflict with the elements of liberal democratic ethos.

In a real sense, political leadership remains an essential strand in the discourse of government and governance because it involves decision-making and political results that manifest from actions by the holder of the political office (Wineroither, 2013). Political leadership is linked with leadership pattern and may have roots in certain character traits of leader's personality. In their assertion, Galanova & Hercegovala (2018), stated that political leadership is a form of expression of public expectations. To achieve the expression of public expectations, building

political leadership shall fundamentally connected with effective leadership which will involve courage, knowledge, integrity, interpersonal skills and the ability to communicate effectually (Aleyomi& Abu-Bakar, 2018). A specific important quality is vision, along with the power to put in practice that vision. Political leadership needs the tradition of good governance. However, political leadership in Nigeria is democratic in appearance but autocratic in real implementation.

Ejizu (1989) observed that, building political leadership in Nigeria is slanted with flawed perception by the international community as consequences of corruption and non-success of leadership. Also there is the increasing descending image and foreign perception on Nigerians in the conditions of political leadership. The elementary strand reducing Nigeria's image is a failure of leadership and incautious followership as outcome from corruption, diplomatic frailties, lack of political will to make sure dignity and integrity among other expressions. The usefulness of application in a state of indecisiveness generates poor political leadership. The answer for addressing Nigeria's challenges and making stronger democratic governance relies in achieving a political leadership that will operate on the primary principles of human relations management to achieve better governance and is most importantly, accountable to Nigeria masses.

The effect of political leadership has often generated a system that have continuously disorganized and put at risk Nigeria's democracy (Ejimbo, 2013). They have always and complete disregards for rule of law on the side of political leadership. The pattern of political leadership lacks the ethical standard on the management of public trust and the maintenance of deteriorating public infrastructure in the country. The matter of the political leadership high rate of corruption is endemic and worrisome. Pervasive corrupt practices seem to have penetrated many degrees of the political leadership in Nigeria.

Lipset and Lenz (2000) stated that political cultures that stress economic successes as important goal, but nevertheless, strongly reflect access to opportunities will have longer levels of corruption. The Nigerian nation has being grappling with political leadership culture and years of sagging economic management that has accepted corruption as part of our values. In the Nigerian context, the essence of political leadership is to get involved in primitive accumulation of wealth to the detriment of the masses. Political leadership seems not innovative in this context which makes it clear to accept Wineroither (2013) assertion that democracy and political leadership are contradictory. The on-going political leadership conditions and impacts in Nigeria have shown such contradiction has created political leeches in our polity.

In a graphic picture, the study presented issues that associate with current political leadership conditions in Nigeria, thus:

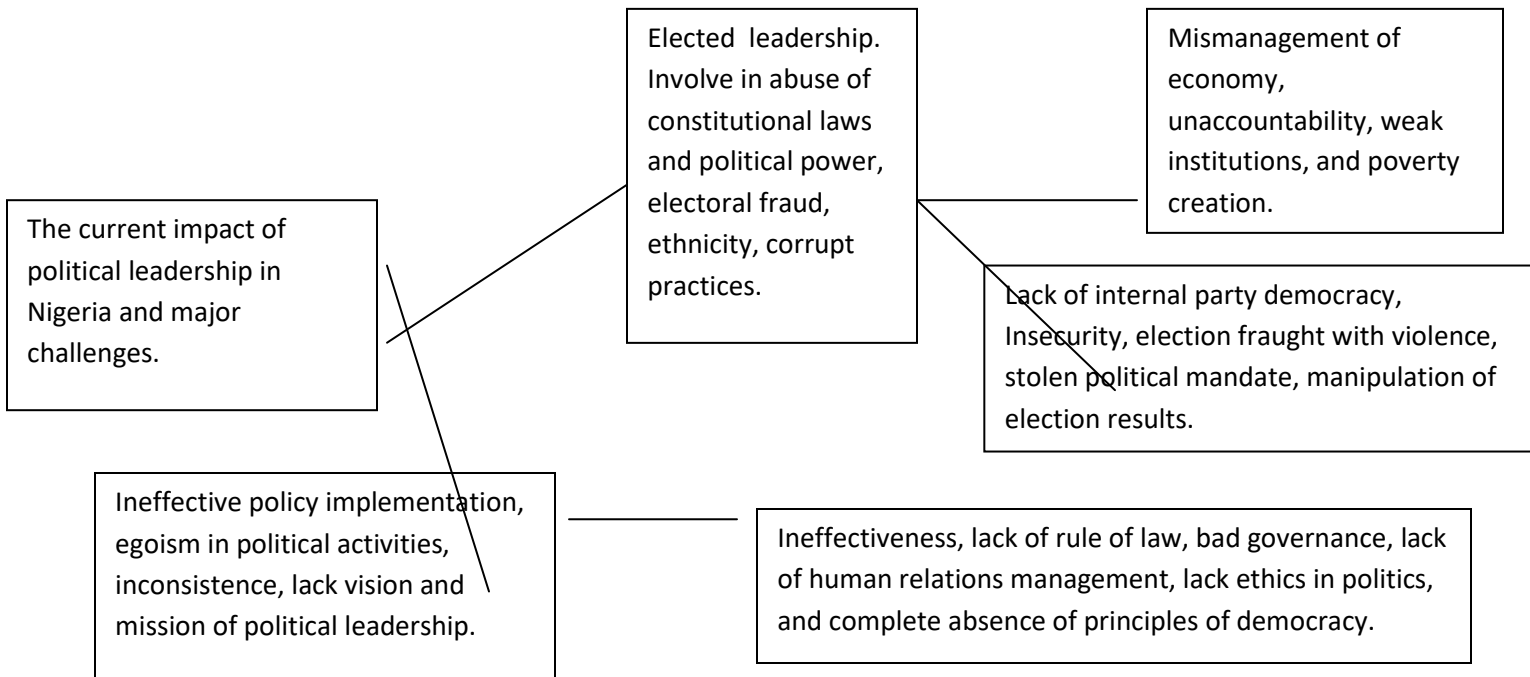


Fig.1. Major Issues that are associated with the current political leadership conditions in Nigeria.

The Nigerian masses have being short changed and side tracked by the political leadership. According to Ejizu (1989), the political leadership is affronted with the difficulty of fulfilling the needs of its poor masses that have to scratch out their living from primary productive activities and sustain the integrity of natural resource and the environment. The political leadership has misstated and pays no attention to the voice of the poor masses, the general good, peace and the state of being stable. Also, the political leadership has the same extent hampered a-lot of people from economic growth and chances due to their race, lack of skills, greed and power. They often times generated impediments to up-coming development and vision of the country. Shown clearly in Nigeria, most of political leaders that are policy makers as well as those in participation in decision-making are busy involved in bribery, egoism, power and trade liberalization (Ejimbo, 2013). This implies that they are engrossed and single minded focused on one-self to the extent that they failed to remember the country's policies targeted at enhancing the lives of the people in the society.

Facilitating a Paradigm Shift, Human Relations Management Theory

Facilitating a paradigm shift in building a political leadership is to put in service human relations management theory. Application of human relations management theory will remove hindering the growth of democratic politics in Nigeria. Intensifying human relations management theory in our polity will create a paradigm

shift in building political leadership. By paradigm shift, it implies to apply a primary substitute in our society's perspective of how politics is being practiced (Azizi, 2014) particularly in advanced democratic societies. This is not a situation of Nigeria state creating a propensity to separate themselves into ideological alternatives but the key challenge must to be given an explanation and a theory to give the clarifications. A paradigm shift in this sense involves putting in application standard, a perspective of a set of ideas to improve politics as a social activity (Wikipedia, Internet). It talks about a new mental value to practice democratic politics in Nigeria.

In this study, the term paradigm is applied as a substructure of actuality and procedure that create a footing of political leadership actions and personal mindset. According Azizi (2014), it has become a representation and perceiving of the political realities shared by the class of people. This implies that paradigm shift has become a term in use to examine political discourse and define its basis. On this perspective, facilitating human relations management theory as a paradigm shift is followed by primary and very great interchange in social relations, economic relations, cultural relations and politics from old idea of political management to the new one. That is putting in practice of human relations management that will usher in humanism politics. This implies a switch from former political management to a current political management rooted on humanism; and that is application of human relations management theory which will expedite political leadership recovery in Nigeria.

Human relations management theory is a sociological theory. It is a social theory that has a relatively systematic general reflection on the working of the social world (Haralambos & Holborn, 2013). According to Ward (2021), human relations management theory is a proposition of organizational psychology that advocate that employee productivity and encouragement can be improved through positive social bonds in the workplace and acceptance of an employee as a unique personality. The theory has it that enhanced working scenario (positive treatment, empowerment and participation) lead to improved productivity. From the discuss of industrial sociology, human relations management theory is widely applicable method that concentrates on attaining organizational aims through acknowledging the significance of employee attitudes, interpersonal relationships, inter-group dynamics and leadership patterns.

Application of human relations management theory creates a means an organization's workers and management leaders feel about each-other, communicate and handle issues. It provides a system of procedures and persons that back-up the needs of workers and the employer in the workplace. Human relations have a primary sense of collaboration and effectual teamwork in an organization (Ward, 2021). When workers have a positive mind set doing their job roles with their co-workers and managers, they often choose to collaboratively perform their duties.

A work team that have respect and trust on each-others idea and interact effectually appears to be more efficient when combining. Effective collaboration can back-up the effortless performing of an organization's everyday work activities. On this background, human relations apply effective management. This implies that authoritarian leadership pattern is substantially less effective than a more democratic and participative method of human relations management.

Nigerians are experiencing democratic political depression which questions the morality of political leadership. Application of human relations management move from the 'duty task' to citizens 'economic development and welfare', where state citizens are seen as primary of the state that should be absolutely regarded (Drucker, 2015). Human relations management creates two way communications to encourage citizens and political leadership from bottom to top or top to bottom structures where interpersonal skills, counseling, leading and communication are seen as political motivation. In the practice of human relations management, political leadership is expected to make available 'a sense of economic satisfaction on the citizens of the state. The primary objective of human relations management is to make citizens fell accepted, treated with care and regarded as important on overall effort of the state political leadership (Wehrich, Cannice & Koontz, 2011). Human relations management tool is necessary for political leadership because they are dealing with thinking human-beings who appreciate to be given attention and recognition by the political leadership.

Applying human relations skills in building political leadership will generate purposeful political leadership and not political leeches. These human relations management skills include leadership, empathy, communication, teamwork and conflict management (Ward, 2021). Clear political leadership can help a political authority carry-out human relations principle and stayed focused and maintains connection to shared goals. A political leadership that appreciates the peoples' unique orientations, needs and thoughts may establish a more supportive political environment. It is important that political leadership can establish communicating system with the led to generally and effectively ensure transparency, good governance and accountability. Collaborative political teams will create shared responsibility that will promote national patriotisms and reduce marginalization of political components in the country. When other skills are put together, it becomes more meaningful for the political leadership to resolve any national issue when they arise in a mutually beneficial.

The impact of application of human relations management in political leadership is that politics influences human resources, human capital inclusive (Inikpi, 2022). This is because human resources/capital forms the basis for the wealth of a country. Human beings are the building blocks of any country and active agents that accumulate wealth, exploit material resources, build social, economic and political

organizations and embark on national development hence the live-blood of a country. Inglis & Thorpe (2021) emphasized that use of human relations management model in political leadership helps to invigorate a sustainable life keep-up process, a technique in which on-going requirements contented without declining the opportunity of incoming generation. To sustain this life keep-up process, there is need for knowledgeable institutions with social, economic and political outline that improves human and environmental development.

Applying human relations management in political leadership considers the people, rules and impact assessment that will improve human lives. It prepares the people to develop a mind-set to be stakeholders in the political decision-making and provides sustainable social development. Human relations construct a pattern of political leadership that promotes human values, human welfare, gender equality and human empowerment. It is a social framework that maintains social development. A political leadership that anchors on the human relations orientation has the ability to interact, socializes, encourages dynamic and effective liberal leadership. By adopting this theory, citizens are more motivated, productive and committed to their activities that relates to national development.

Human relations define a political leadership as not about controlling people but service orientated. That political leadership is not about grasping power but about empowering people (Munroe, 2013). Human relations management theory creates a system of political leadership in empowering people to actualize their potentials. The management theory abhors a political leadership that manipulates political activities but promotes a political leadership that inspires people and advocates true leadership that is for service. It is not about being in charge, it is about taking care of those in your charge. This management theory believes that a political leadership that empowers people is to make their political jobs easier and more productive. This is because it provides a scenario for people to believe in themselves. Furthermore, human relations management theory introduces a political leadership that is not about pursuing people but about pursuing a developmental purpose to improve socio political economy in the country.

Besides, human relations management believes in political leadership that do not go after people, but concentrates on purpose, vision, assignment and becoming. In this context, becoming is not doing but about people to become in actualizing themselves economically independence and importantly becoming an original not a copy. The becoming is human centered. The process of becoming will eventually result having great political leaders. Becoming provide opportunities for people to be achieving their objectives and develop their personality that will help to be more productive in contribution to facilitate in building a purposeful country. Addressing a human relations management theory in facilitating in building political leadership is apt to remedy Nigeria from political leadership failure.

Conclusion

There is something fundamentally wrong in our political leadership where our national decision-making and national natural resources are being mismanaged overtime. Addressing human relations management theory in the political context is to initiate a paradigm shift that will correct and improve the political leadership in Nigeria. Human relations are social framework that reflects to ergonomics process where people and their interest align to achieve improved human social standard. Human relations key principles is that the paradigm shift building political leadership must provide political situations that promote and allow for enhanced peoples' purpose toward social developments. The paradigm shift will provide a social political economy and other likely conditions that allow people to be productive. Human relations have features of humanism democratic passion that if well utilized will improve human productivities in the country.

Recommendations

No doubt, Nigeria is under extreme poverty line because of bad political leadership and as such we should as a matter of collective responsibility put in place a true political leadership that will adopt human relations management model. Adopting human relations model will help to produce the following:

Try to come to reality and produce a political leadership that empowers and inspire people to believe in themselves to develop their natural talent and make use of their knowledge, skills and ability. We should endeavor to enthrone a political leadership that is purposeful in carryout their leadership assignments. Establish a political leadership that will not control people but offer services to the development of the people through maintaining positive peace. We should stop compromising to electoral malpractices that generates corrupt political leadership that creates a condition of negative peace in the country. As a country it is our collective responsibility to establish a political condition where political leadership should not be given or purchased but earned. Earned not based on rhetoric but based on concrete and consistence developmental actions overtime.

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