

## The Role of Leadership and Good Governance in Addressing Sustainability Challenges in Nigeria

\* Raji AbdulwasIU Adeyemi<sup>1</sup> Akowe Joel<sup>2</sup>, Abubakar Usman Babohi<sup>3</sup> Yakubu Hauwa<sup>4</sup> & Oloda James Segun<sup>5</sup>

<sup>1,2&3</sup> School of Management Studies, Kogi State Polytechnic, Lokoja, Kogi State, Nigeria.

<sup>4&5</sup> School of General and Communication Studies, Kogi State Polytechnic, Lokoja, Kogi State, Nigeria

\*Corresponding Author: [abdulwasiuraji5@gmail.com](mailto:abdulwasiuraji5@gmail.com)

### Abstract

*Sustainability means meeting the needs of the present generation without compromising the ability of future generations to meet their own needs, while balancing social well-being, economic growth, and environmental protection. Based on the extant literature, the role of leadership and good governance in achieving sustainability cannot be overemphasized. It is argued that without effective leadership and good governance, the goal of sustainable growth may be elusive. As evident in the existing studies, the goals of sustainability have not been adequately achieved in Nigeria. Carbon footprints, unsustainable water usage and energy consumption are increasing in the face of environmental regulatory frameworks and policies. These problems have been associated with leadership and governance failure. Therefore, the aim of this paper is to examine the roles of leadership and good governance in driving and achieving sustainability goals. The paper considered how socio-economic developments and environmental protection can be achieved via effective leadership and good governance. The study anchored on two frameworks. leadership framework to which seek to determine appropriate leadership styles to achieve sustainability goals in Nigeria. Secondly, the good governance framework which is set out to suggest how governance should be structured to achieve the goals of sustainability. Secondary data was used to achieve the aim of this paper. Both academic and grey (official documents, newspaper reports among others) literature were sourced, retrieved and analysed. The study concluded that to achieve sustainability goals, it is imperative for leadership framework to have elements of ethicality, connectedness, collaboration, creativity and courage. The paper combined both practical and theoretical relevancies. In terms of practical relevance, it suggests appropriate good governance framework and leadership styles to achieve the goals of sustainability in Nigeria. Additionally, it contributes to literature on good governance and leadership.*

**Keywords:** Good governance, leadership, sustainability, sustainable development.

### 1. Introduction

Nigeria is the most populous nation in Africa, and sixth in the world. Population growth in the country is largely geometric as its population increased from 32 million in 1950 to 232 million in 2023 (Oban International, 2023). Based on the projection, its population is likely to be more than 400 million in 2050 (Okafor,

2022). Also, Nigeria is one of the largest economies in Africa, and this could be associated with large volume of economic activities due to its large population. Unsurprising, the rapid population and economic growth have major implications for sustainability. Sustainability has been variously defined as achieving balance the environment, equity and economy. Based

on the definition of the UN World Commission on Environment and Development, “sustainable development is development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs”. From the above definition, it is observed that there are three major dimensions of sustainability: environmental (Planet), social (People) and economic (Profit) sustainability (Thiele, 2024). Thus, sustainability is measured by the extent to which the three dimensions are achieved without affecting each other. However, these three dimensions have been problematic in Nigeria as the country struggles to achieve adequately the three components (Ruggerio, 2021).

For instance, environmental sustainability is still far from being achieved as its natural resources are already under strain, with rising carbon emissions and increasing deforestation. To feed its population, Nigeria builds its economy around fossil fuels (oil and gas). About 93 per cent of its export revenue comes from fossil fuels; and this also causes significant environmental disruptions. Due to large scale production, the country produced 129 metric tons of CO<sub>2</sub> in 2023, which is the 4<sup>th</sup> highest emission in Africa (Population Matters, 2023). The bulk of the emissions are reportedly coming from the production of oil and gas especially the practice of ‘gas venting’ where unwanted gases emerged during oil production – largely methane – are released into the environment. Like carbon dioxide, methane is a greenhouse gas; but it 28 times more potent than carbon dioxide. Also, gas flaring is a common practice of burning off surfaced gases. As reported by CSL Stockbrokers 2023, about 6.6 billion cubic metres of gas was flared in Nigeria in 2021, which made the country the 7<sup>th</sup> largest gas flarer in the world. Also, many private companies operating in Nigeria are not

complying with the environmental regulations as they release wastes indiscriminately. The study of Lala et al., (2022) revealed that increased rate of industrial and construction activities, transportation system and unregulated emissions from power plants are responsible for the problem of environmental sustainability in Nigeria.

Also, social sustainability is another major concern in Nigeria. This is about ensuring that communities and societies thrive and continue to exist in a healthy, fair and equal way. Social sustainability could be said to have been achieved when people’s quality of life is improved and strong relationships are fostered. The country faces challenges relating to poverty, inequality, education, healthcare, and gender equality. These challenges have been associated with lack of social inclusivity. Based on the World Bank Group report (2023), poverty rate was estimated to be 38.9 per cent. The report also revealed that Nigeria is the second largest poor population – after India – with about 87 million Nigerians living below the poverty line. Similarly, Premium Times (2022) reported that 133 million of Nigerians are living in poverty – equivalent to 63 per cent of the country’s population. Oxfam International (2024), the combined wealth of Nigeria’s five richest men - \$29.9 billion – could end extreme poverty at a national level. About 18.3 million children are out of school, which limits their opportunities in life. The aim of social sustainability is to improve access to education for everyone (Agwam, 2024). Also, health inequality is widening in Nigeria as poor spend about 9 times more on health costs than wealthy people due to income inequality and inadequate funding of the healthcare system (Dejusticia, 2024).

The third one is economic sustainability, which focuses on revenue. Based on the existing reports, Nigeria is performing in term of economic sustainability.

International Monetary Fund (IMF) (2024) projected that Nigeria would be the fourth largest economy in Africa in 2024 after South Africa, Egypt and Algeria. As reported by Trading Economics (2024), revenues in Nigeria increased to NGN1693.02 billion in the third quarter of 2023 from NGN1510.09 billion in the second quarter of 2023. Also, National Bureau of Statistics (2023) reported that Gross Domestic Product (GDP) grew by 2.31 per cent (year-on-year) in real terms in the first quarter of 2023. IMF projected that the country's GDP would be \$253 billion in 2024. The major source of government revenue is oil sector. Ademola (2024) reported that government revenue obtained from the oil sector increased from 11 per cent in 2023 to 30 per cent in the first half of 2024. Jaiyeola (2023) reported that oil revenue increased by 83 per cent, which is about NGN8.5 trillion. Also, the report revealed that oil production increased to about 1.7 million barrels per day. Between 2023 and 2024, the production increased from 1.1mbpd to 1.7mbpd (Jaiyeola, 2023).

However, based on the existing reports and findings, increased in the country's revenue and GDP are being at environmental costs. Intensity of oil exploration and exploitation in Nigeria has caused serious environmental implications. Due to oil exploration and exploitation, oil spills and gas flaring have caused major destruction to the environment. For instance, oil spills have polluted the soil, water and air, and they have had devastating consequences on the people living in the region. Also, over 2.5 billion cubic feet of natural gas are flared every day in the Niger Delta region. Evidently, the destruction of ecosystem has deleterious implications on social sustainability as it has led to a cycle of poverty because depletion of resources means people cannot make living and environmental problems such as flooding and soil erosion destroy homes and crops.

Also, increased revenue has not translated to improvements in access to education and healthcare services.

Consequently, there have been increasing calls for actions to transform unsustainable practices and systems. While successive Nigerian governments have formulated and implemented several policies and frameworks to achieve economic development without compromising environmental protection and social development such as Environmental Impact Assessment Act (1992) and Harmful Waste (Special Criminal Provisions) Act 1988 among others, the initiatives have not been effective. Also, the establishments of agencies such as National Environmental Law Enforcement Agency (NESREA) and National Oil Spill Direction and Response Agency (NOSDRA) among others have not lived to the expectation as large-scale environmental disruptions are still ongoing especially in the exploration, exploitation and production of mineral resources such as crude oil. The perceived failure to achieve environmental and social sustainability could be linked to leadership failure and lack of good governance. Existing studies have shown that environmental and social sustainability can only be achieved through effective leadership. Despite the role of leadership and good governance in achieving sustainability, the role of leadership qualities and capabilities in achieving sustainability has not been given the needed attention by scholars and policy makers (University of Cambridge Institute for Sustainability Leadership, 2023). It is against this background that this paper examines how good governance and leadership could bring about sustainability in Nigeria.

This study is divided into four sections. The first section discusses the key concepts in this paper, where sustainability, leadership and good governance are discussed. The second

section deals with the theoretical framework where leadership and good governance frameworks were applied and applied to the paper. The third section discusses the methodology of the paper. The third section discusses the intercourse among leadership, good governance and sustainability. The fourth section concludes and recommends what should be done to achieve sustainability goals in Nigeria.

## **2. Literature review**

### **Conceptual Discussions**

In this section, key concepts relevant to this paper are conceptualized. These are as follows:

#### **Concept of Sustainability:**

Sustainability involves integrating environmental health, economic vitality, and social equity to create thriving, healthy, diverse and resilient communities that benefits both current and future generations (Hajian & Kashani, 2021). Practices can be said to be sustainable provided that they support economic, human and environmental health. Based on the idea of sustainability, resources are assumed to be finite, and consequently, should be used consciously and sustainably so that they can be used for long-terms in the interests of both current and future generations (Phillips, 2023). It is also defined as a practice of preventing the depletion of natural/physical resources to ensure that they remain available and useful for a long-term. Based on the existing studies, sustainability can be broken down into three components: economic, social and environmental (Hajian & Kashani, 2021; Borowy, 2021). In this paper, sustainability in Nigeria is defined as environmental protection, social and economic development. This is further explained under the Three-Bottom Line framework.

Based on the Triple Bottom Line framework, sustainability has three major dimensions: Environmental protection,

social development and economic development (Brinkmann & Brinkmann, 2020; Bolton & Landells, 2020). Environmental protection deals with the reduction of carbon footprints, water usage, wasteful processes and non-decomposable packaging among others (Muñoz, 2020). Social development deals with addressing poverty, unequal access to education and healthcare services and ensuring community development through implementation of sustainable infrastructural projects (Brinkmann & Brinkmann, 2020). Economic development implies making enough revenue to invest and develop critical sectors and infrastructure. Sustainability is measured by assessing performance of the above three areas (Bolton & Landells, 2020).

#### **Concept of Leadership:**

Leadership has been defined differently. Drucker (2020) defined as a leader as someone who has followers. This definition is too simple because roles and positions could be delegated to anyone. In a situation where a role/position is delegated, it may be hard to distinguish who is actually a leader and followers. Bennis (2008) defined leadership as the capacity to translate vision into reality. Translating visions into reality is one of the functions/responsibilities of a leader. Bill Gates defined leadership as the act of empowering others (Clarke, 2008). This definition is incomplete as it does not explain the reasons for empowerment. In other words, the definition does not explain goals and visions of leadership; it is just limited to empowerment of others. Maxwell (2002) defined leadership as influence. However, the definition ignores the source of influence. It is evident that the above definitions of leadership have both strengths and shortcomings. To aggregate the above definitions, leadership could be seen as a process of social influence, which maximizes the efforts of others, towards the achievement

of a goal (Kilag et al., 2023; Angtud et al., 2023). In the context of this paper, leadership is seen as the process of social influence to maximize the efforts of other towards achieving sustainability goals (Samimi et al., 2022). In other words, the goal of leadership is to achieve environmental protection, social and economic development.

#### **Concept of Good governance:**

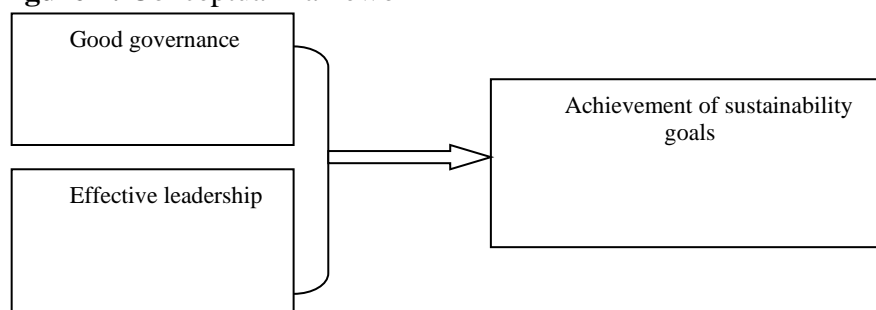
Like leadership, good governance has been defined differently. Before conceptualizing good governance, it is important to define governance (Brown & Marsden, 2023). Governance has been variously defined as how vested authority leverages its power to drive institutional objectives by designing, implementing, and innovating policies, rules, systems and processes. Additionally, its foster stakeholder engagement and involvement to ensure effective governance and progress. (Beshi & Kaur, 2020). It implies how a country is managed such as economic, policy and legal aspects. In this context of this paper, it implies how a country design and implement policies and rules to achieve sustainability goals. Thus, good governance denotes that the exercise of the vested authority is accountable, transparent, predictable, participative and dynamic (Kjaer, 2023; Rosenau, 2021). As noted by World Bank, good governance is defined as a way in which power is used to regulate the

economic and social resources of a country for development. Good governance enables a country to achieve its goals ethically, while ensuring compliance with regulatory expectations and adhering to best practices (Erkkilä, 2020; Farazmand, 2023). In this paper, good governance is necessary to ensure the achievement of sustainability goals (environmental protection and socio-economic development).

#### **Theoretical Framework: Leadership and Good Governance**

Without effective leadership and good governance, it is largely impossible to achieve effective administration, achieve sustainability goals and deliver essential services (Mahmood & Baskaran, 2021). Good governance and effective leadership are fundamental. Persistent socio-economic and environmental challenges have necessitated the need for effective leadership (Zahoor et al., 2022). As mentioned earlier, leadership is a process of influencing others to achieve a common objective, guiding the organization towards a more cohesive and coherent direction (Sawmar & Mohammed, 2021)). This indicates that it is a process whereby an individual influences a group of individuals to achieve a common goal. The effectiveness of leadership is measured in terms of good governance (Naomi & Akbar, 2020).

**Figure 1:** Conceptual framework



**Source:** Developed by the researchers

To achieve sustainability goals in Nigeria, 6 major elements of good governance need to be prioritized during the

formulation and implementation of sustainability goals (Ghorbanian et al.,



2021). These are as follows (Pomeranz and Stedman, 2020):

- i. **Participation:** When formulating and implementing sustainability policies, active participation of citizens should be encouraged, especially those that would be affected by the policy. For instance, people and communities should be involved in the formulation of economic, social and environmental policies, rules and regulations.
- ii. **Rule of Law:** There is the need for a fair legal framework to establish the rule of law in society. Nobody should be above the law. One importance of rule of law is that it ensures impartiality, which helps to protect human rights especially those people who are most marginal in society. When rule of law is effectively entrenched, the violators of environmental destructions would face the wrath of laws. Both government and private sectors contributing to environmental damages would be made to face the law. Entrenchment of rule of law is fundamental for achieving environmental protection and social development without compromising economic development.
- iii. **Transparency:** Governance needs to transparency for the fair delivery of services to the citizens. Through this, citizens would be aware of existing economic, social and environmental policies. They would know what and why they are important, and why they must adhere to them. Most Nigerians are unaware of most of the government policies; and consequently, they are denied of the advantages of those policies.

When they are aware of them, they would take advantages of them.

- iv. **Responsiveness:** The essence of governance is responsibility. Government is expected to take responsibility for socio-economic and environmental challenges of the country. In other words, government is expected to be responsive to socio-economic and environmental challenges affecting citizens and communities. For instance, government is expected to respond favourably and actively to the issues of poverty, unemployment, widening income inequality, pollution, flooding among others.
- v. **Consensus oriented:** This implies that government policies should reflect the interests and needs of the people and community. In other words, government should always adopt bottom-up approach rather top-down approach when formulating and implementing socio-economic policies. Socio-economic development and environmental protection goals can only be achieved when government carry along the beneficiaries.
- vi. **Accountability:** This means that government should take responsibility for their decisions and actions. Government needs to be more accountable to socio-economic and environmental conditions of the country. They should formulate and implement effective policies to address socio-economic situations of the country.

**Figure 2:** Good governance framework



**Source:** Adopted Pomeranz and Stedman (2020).

The paper argues that ethical and moral leadership could enhance the achievement of good governance required for achieving sustainability goals (Solinger et al., 2020; Hartarto et al., 2021). Thus, this paper is anchored on ethical leadership, which portrays a good leader as a moral person – a fair and honest person who behave morally both in personal and professional life – who influences moral conduct and ethical behaviour (Khan et al., 2020). The morality of a leader is determined by his/her sincerity and genuineness and competence (Wanta & Augustine, 2021). An ethical leader can get the most out of others and have awareness of what others can achieve. Also, a leader should be able to motivate others and have the ability to help others to develop a capability. Ethical leadership is vital for achieving good governance because it establishes and nurtures good relationships (Guet al., 2024). Ethical behaviour, and moral integrity are bedrock of building trusted and lasting relationships between leaders and followers. An ethical leader has a few roles and responsibilities he/she needs to meet in order for a country to run effectively (Argyropoulou & Spyridakis, 2022). These primary responsibilities are setting a good example, holding all people

to the same standards, and ensuring their expectations are clear (Taryono et al., 2021). Ethical leadership is the practice of being honest and virtuous in whatever position they hold (Kim & Vandenberghe, 2020). It is argued that ethical leadership is required for achieving sustainability goals (Denters et al., 2023; Bekele & Ago, 2020).

### 3. Methodology

Secondary data were used in this paper. Relevant information was gathered from suitable sources. Secondary data refers to existing data that was originally collected for a different purpose, which is being leveraged for this study. This paper relied on secondary data due to its quicker and more convenient collection process as opposed to primary data (Newman et al., 2021). Additionally, secondary data offers a more economical option compared to primary research. Moreover, utilizing secondary data allows for a substantial volume of data to be available for analysis, supporting the attainment of research goals (Taherdoost, 2021). Specifically, secondary data allowed the researchers to have clearer and broader understanding and analysis of the current sustainability, governance and leadership

issues in Nigeria. Data sources included databases, newspapers, books, conferences, and published articles. This is crucial to ensure sufficient and pertinent data are available to meet the study's objectives. The data were analysed using content analysis.

#### **4. Results and Discussion**

##### **Good Governance, Leadership and Sustainability Issues in Nigeria**

Sustainability has three fundamental pillars: environmental protection, social development and economic development. Environmental protection entails reducing carbon footprints, water usage and non-decomposable packaging. Social development implies treating people and communities fairly and ethically. Economic development involves achieving sustainable economic growth through efficient utilization of resources. In the midst of regulatory and societal pressures to meet sustainability standards, effective and appropriate leadership styles and good governance are imperative.

In most countries, the emphasis is largely on achieving economic development with limited emphasis on environmental protection and social development. The Triple Bottom Line denotes that every country/organisation should prioritize economic development, environmental health and social-well-being. The current administration, President Bola Ahmed Tinubu, has formulated several economic policies to achieve economic development in Nigeria. One of these policies is: targeting higher GDP growth and significant reduction in unemployment (Olaseinde, 2023). To achieve this goal, economic activities would be intensified. When economic activities increase, there would be increase in government revenue for public services. Another policy is: reviewing complaints about multiple taxations and anti-investment inhibitions, which had led to reduction in the Foreign Direct Investment (FDI) by 80 per cent. It

is expected that if these policies are implemented, it would attract domestic and foreign investors, which would lead to increase in government revenue (Olaseinde, 2023).

Another economic policy is: repatriation of profits and dividends through an improved FX market framework. This policy has the potential of attracting foreign investors, increasing capital inflows, strengthening economy, enhancing foreign reserves. These are necessary for achieving economic growth and development (Olaseinde, 2023). Another economic policy is: mandating the Central Bank to implement a unified exchange rate. This policy would lead to more stable and predictable exchange rates, which would benefit individuals and businesses involved in international trade and those that depend on imported goods (Olaseinde, 2023). Also, another policy is: making electricity more accessible and affordable for businesses and homes, and this is vital for business growth as it leads to cost-reduction. Another one is: instituting budgetary reform to stimulate the economy without engendering inflation, which is necessary for achieving balanced economic growth. The major one is the removal of fuel subsidy to free up government finances (Olaseinde, 2023). However, while these policies are formulated and implemented to achieve economic sustainability, social sustainability is still far from being achieved. For instance, removal of subsidy has caused and brought serious hardship to many Nigerians.

Also, to achieve social sustainability, the National Social Investment Program (NSIP) is a social welfare initiative launched by the Federal Government of Nigeria in 2015. Overseen by the National Social Investment Office, the program aims to promote equitable resource distribution to vulnerable populations, including children, youth and women (Lamidi & Igbokwe, 2021). Under the



previous administration, President Muhammadu Buhari, four key social investment programs were implemented to address the problem of persistent poverty and income inequality. The first one is the N-Power (Nigeria) program, which was used to develop both vocational and academic skills of young Nigerians with a monthly stipend of NGN30, 000 (Achimugu et al., 2024).

Another program was the Conditional Cash Transfer Program (CCT) to provide financial assistance for the poorest of the poor to support their basic needs and education. Another program is the Government Enterprise and Empowerment Program (GEEP), which was an investment programs targeting young and women entrepreneurs. These loans were provided to offset some of the startup costs (Adam, 2018). Also, the Home Grown School Feeding Program (HGSF) was launched to increase school enrollment as meals were provided for students (Ayuba et al., 2023). However, these programmes seemed to have failed to achieve the social sustainability goals as poverty and economic inequality continue to increase. Recently, current administration detected a major financial scandal in the Ministry of Humanitarian Affairs, which housed the programs. Consequently, the administration suspended all the programs, and set up a six-person panel to reposition the country's social investment programs (Olaore, 2023).

With increasing global appeals and commitments towards achieving sustainability, Nigerian government is also making giant strides to ensure sustainable future (PwC Nigeria, 2023). One of these efforts is the launching of the Energy Transition Plan as well as the innovative financing options such as Debt for Climate Initiative. Also, Nigeria has adopted the International Sustainability Standards Board's (ISSB) IFRS sustainability disclosure standards (PwC

Nigeria, 2023). Also, Nigerian government has formulated several environmental laws and regulations such as Territorial Waters Decree 1967, Petroleum Decree 1969, Oil in Navigable Waters Decree 1968, Forestry Act 1958, Antiquities Act 1958, Sea Fisheries Decree 1971, Land Use Decree 1978, Quarries Decree 1969, Sea Fisheries Decree 1971, National Environmental Protection (Management of Solid and Hazardous Waste) Guidelines and Standards for Environmental Impact Assessment Decree 1992, Regulations 1991, Minerals and Mining Act 1999 and Water Resources Act 101 of 1993 among others. Following the return of democracy to Nigeria in 1999, the Federal Ministry of Environment and State Ministries of Environment at the state levels were established. The aim was to ensure that all Local, State and Federal agencies as well as companies operating in Nigeria adhere to extant regulations. Also, the National Environmental Standards and Regulations Enforcement Agency (NESREA) were established in 2007 to enforce environmental regulations. However, despite the above regulations and policies, environmental problems continue unabatedly in Nigeria. The goal of environmental sustainability is still far-fetched. Existing studies have showed that the problem could be linked to lack of a national database on environmental quality, lack of technical capacity among staff charged with the responsibility of enforcement, inadequate funding, overlapping regulatory agencies, corruption (Njar & Enagu, 2019; Oyebanji et al., 2017).

## **5. Conclusion and Recommendations**

This paper posited that to achieve sustainability goals, it is imperative for leadership framework to have elements of ethicality, connectedness, collaboration, creativity and courage. Also, the importance of place and context should be

emphasized for identifying leadership characteristics for a sustainable future. Leadership should no longer be seen as a set of capabilities possessed by an individual or a position held only. Rather it should be seen as a process, which means a dynamic, collective and creative process of influence, which shapes behaviours and organisational climate. Also, it should be seen as requiring a purpose, which indicates clear, meaningful goals, which inspires or motivates leaders and followers to organize and operate with clear intention to serve and achieve specific goals. In addition, it should be seen as place or context specific as it is embedded in and influenced by particular times and places. Also, there is the need for strategic partnerships and collaboration between the public and private sectors to have enough resources required to achieve sustainability goals. These partnerships

## References

- Achimugu, H., Adamu, D. O. A., & Ojonugwa, D. (2024). National Social Investment Programme and Youth Unemployment in Kogi State, Nigeria. *International Journal of Public Administration and Management Research*, 10(4), 30-39.
- Adam, I. S. (2018). National Social Investments Programme: The potential to achieve the Sustainable Development Goal on poverty eradication through the Conditional Cash Transfer Programme in Nigeria.
- Angtud, N. A., Groenewald, E., Kilag, O. K., Cabuenas, M. C., Camangyan, J., & Abendan, C. F. (2023). Servant Leadership Practices and their Effects on School Climate. *Excellencia: International Multi-disciplinary Journal of Education* (2994-9521), 1(6), 444-454.
- and collaborations can only be achieved through pragmatic and effective leadership. Government needs to pay more attention to addressing the challenges of deforestation, desertification, pollution and climate change. Also, government needs make committed efforts to reducing poverty, inequality and promote education and healthcare access. Also, to achieve economic sustainability, there is the need for economic diversification and supporting SMEs.
- ## Acknowledgements
- The authors wish to express their profound gratitude to Tertiary Education Trust Fund (TETFUND) for providing the needed fund to carry out the study. We equally thank the management of Kogi State Polytechnic for providing conducive environment to carry out the research work.
- Argyropoulou, E., & Spyridakis, A. (2022). Tools Detecting and/or Measuring Ethical Leadership: A Systematic Literature Review. *International Journal of Organizational Leadership*, 11(2).
- Ayuba, A. S., Ibrahim, M. A., Shu'aibu, I., & Setambah, M. A. B. (2023). Poverty Eradication in North-Western Nigeria: An Evaluation of Social Investment Programs. *Journal of Business and Social Sciences*, 2023.
- Bekele, W. B., & Ago, F. Y. (2020). Good governance practices and challenges in local government of Ethiopia: The case of Bonga town administration. *Research in Educational Policy and Management*, 2(2), 97-128.
- Bennis, W. G. (2008). Leadership is the capacity to translate vision into reality. *Journal of Property Management*, 73(5), 13-14.
- Beshi, T. D., & Kaur, R. (2020). Public trust in local government:

- Explaining the role of good governance practices. *Public Organization Review*, 20(2), 337-350.
- Bolton, D., & Landells, T. (2020). Brundtland and after: Through commitment to capability. *The Palgrave Handbook of Corporate Social Responsibility*, 1-27.
- Borowy, I. (2021). The social dimension of sustainable development at the UN: From Brundtland to the SDGs. In *The Struggle for Social Sustainability* (pp. 89-108). Policy Press.
- Brinkmann, R., & Brinkmann, R. (2020). Connections in environmental sustainability: Living in a time of rapid environmental change. *Environmental sustainability in a time of change*, 1-8.
- Brown, I., & Marsden, C. T. (2023). *Regulating code: Good governance and better regulation in the information age*. MIT Press.
- Clarke, C. (2008). *Creative capitalism: A conversation with Bill Gates, Warren Buffett, and other economic leaders*. Simon and Schuster.
- Denters, E., Ginther, K., & de Waart, P. J. (Eds.). (2023). *Sustainable development and good governance*. Martinus Nijhoff Publishers.
- Drucker, P. F. (2020). *The essential drucker*. Routledge.
- Erkkilä, T. (2020). Transparency in public administration. In *Oxford research encyclopedia of politics*.
- Farazmand, A. (Ed.). (2023). *Global encyclopedia of public administration, public policy, and governance*. Springer Nature.
- Ghorbanian, M., Ghahramani, M., & Abolghasemi, M. (2021). Identifying the components of good governance in Iranian higher education system. *The Journal of New Thoughts on Education*, 17(1), 53-82.
- Gu, Q., Tang, T. L. P., & Jiang, W. (2024). Does moral leadership enhance employee creativity? Employee identification with the leader and leader-member exchange (LMX) as two mediators: Discovery from China's emergent market. In *Monetary Wisdom* (pp. 277-294). Academic Press.
- Hajian, M., & Kashani, S. J. (2021). Evolution of the concept of sustainability. From Brundtland Report to sustainable development goals. In *Sustainable resource management* (pp. 1-24). Elsevier.
- Hartarto, A., Castyana, B., Anggita, G. M., Candra, A. R. D., & Setyawati, H. (2021). The role of humanistic leadership on good governance in sport organization: A literature review. *Jurnal SPORTIF: Jurnal Penelitian Pembelajaran*, 7(3), 378-399.
- Khan, A. N., Khan, N. A., & Soomro, M. A. (2020). The impact of moral leadership on construction employees' psychological behaviors. *IEEE Transactions on Engineering Management*, 69(6), 2817-2825.
- Kilag, O. K. T., Manguilimotan, A. M. G., Maraño, J. C., Jordan, R. P., Columna, P. A. F., & Camaso, M. F. A. (2023). A conceptual framework: A systematic Literature Review on Educational Leadership and Management. *Science and Education*, 4(9), 262-273.
- Kim, D., & Vandenberghe, C. (2020). Ethical leadership and team ethical voice and citizenship behavior in the military: The roles of team moral efficacy and ethical

- climate. *Group & Organization Management*, 45(4), 514-555.
- Kjaer, A. M. (2023). *Governance*. John Wiley & Sons.
- Lamidi, K. O., & Igbokwe, P. I. (2021). Social investment programmes in Nigeria: Impact and challenges. *African Journal of Social Work*, 11(1).
- Lynch, T., & Khan, T. (2020). Understanding what sustainability is not—and what it is. *The Ecological Citizen*, 3(Suppl B), 55-65.
- Mahmood, Z., & Baskaran, S. (2021). Complex Problem-Solving: Assessing The Future-Ready Conceptual Skills Towards The Effectiveness Of Good Governance Practices. *Social Science And Technology Toward Performance Improvement: Research Concept, Effect And Agenda*, 56.
- Maxwell, J. C. (2002). *Leadership 101: What every leader needs to know*. HarperCollins Leadership.
- Muñoz, L. (2020). Sustainability thoughts 102: How the shift from traditional markets to sustainability markets would have looked like had the 1987 Brundtland Commission recommended then a sustainability fix. *International Journal of Business Management and Economic Review*, 110-120.
- Naomi, P., & Akbar, I. (2020). A Bird's Eye View of Researches on Good Governance: Navigating through the Changing Environment. *Webology*, 17(2).
- Njar, B. I., & Enagu, D. A. (2019). Development and Environmental Sustainability in Nigeria: An African Perspective. *GNOSI: An Interdisciplinary Journal of Human Theory and Praxis*, 2(1), 37-47.
- Olaore, O. (2023). Third Party Monitoring of National Social Investment Programs in Nigeria—An Uncommon Opening from Above.
- Oyebanji, I. J., Bamidele, A., Khobai, H., & Le Roux, P. (2017). Green growth and environmental sustainability in Nigeria. *International Journal of Energy Economics and Policy*, 7(4), 216-223.
- Phillips, J. (2023). Quantifying the levels, nature, and dynamics of sustainability for the UK 2000–2018 from a Brundtland perspective. *Environment, Development and Sustainability*, 1-35.
- Pomeranz, E. F., & Stedman, R. C. (2020). Measuring good governance: piloting an instrument for evaluating good governance principles. *Journal of Environmental Policy & Planning*, 22(3), 428-440.
- Rosenau, J. N. (2021). Governance in the Twenty-first Century. In *Understanding global cooperation* (pp. 16-47). Brill.
- Ruggerio, C. A. (2021). Sustainability and sustainable development: A review of principles and definitions. *Science of the Total Environment*, 786, 147481.
- Samimi, M., Cortes, A. F., Anderson, M. H., & Herrmann, P. (2022). What is strategic leadership? Developing a framework for future research. *The Leadership Quarterly*, 33(3), 101353.
- Sawmar, A. A., & Mohammed, M. O. (2021). Enhancing zakat compliance through good governance: a conceptual framework. *ISRA International Journal of Islamic Finance*, 13(1), 136-154.
- Solinger, O. N., Jansen, P. G., & Cornelissen, J. P. (2020). The

- emergence of moral leadership. *Academy of Management Review*, 45(3), 504-527.
- Taryono, T., Anggraeni, R. D., Yunus, N. R., & Rezki, A. (2021). Good Governance and Leadership; Sustainable National Development with Good Governance and Leadership in Indonesia. *SALAM: Jurnal Sosial dan Budaya Syar-i*, 8(2), 2021.
- Thiele, L. P. (2024). *Sustainability*. John Wiley & Sons.
- Wanta, D., & Augustine, Y. (2021). The effect of servant leadership, job satisfaction and organizational culture on employee performance moderated by good governance in women's cooperative institution. *Technium Sustainability*, 1(2), 45-58.
- Zahoor, S., Yang, S., Ren, X., & Haider, S. A. (2022). Corporate governance and humble leadership as antecedents of corporate financial performance: Monetary incentive as a moderator. *Frontiers in Psychology*, 13, 904076