Leadership strength, personality traits and political mishaps in Nigeria: A call for behavioural change

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Abstract

The paper examines the current crises perpetrated by "herdsmen" in the Northern part of Nigeria with emphasis on the role that leadership strength, personality trait and specific sociological factors play at resolving political mishaps and ensuring political stability. Nigeria, a nation with great prospect and natural resources as at its independence has experienced varying degree and level of political insurgencies noteworthy is the Niger Delta agitation, Boko haram insurgency and the prevailing herdsmen killing and annihilation in the North Central. This mishaps has somehow greatly affected the lives of the Nigerian citizens more especially due to the perception that most citizens hold about how the crises are been handled by the leadership in place. The paper employs psychological models and theories in explaining issues of political mishap by looking at the personal characteristics of those in leadership and how it buffers the situation. The pervading situation on ground is gaining and acquiring negative momentum as the report of loss of life and properties, displacement of persons and psychological distress are becoming increased. All of these call to question the strength of leadership at mitigating the problem and prioritizing the people's security and also brings to fur the unique personality type of a leader that can help bring such mishaps to the barest minimum. This paper is therefore a call for behavioral change and modification in leadership style taking cognizance of unique personal characteristics of those in leadership with the ultimate goal of ensuring safety and stability in Nigeria.

Keywords*: Leadership strength, Personality trait, Political mishaps, Nigeria.*

Background to the study

Since attaining independence in 1960 Nigeria despite being blessed with several natural resources has been experiencing undulating forms of political crises. Constantly perturbed by ethnic and tribal conflicts the very recent political mishap in the nation is the massive killings of farmers by Fulani herdsmen in the Northern and some Southern part of the country (World News, 2018). The Fulani Herdsmen and Farmers crisis has spiralled so much that there could be potential for debilitating consequences. As the Nigerian military started celebrating the demise of Bokoharam and its contenders, the crisis between farmers and herdsmen ensued, leading to massive killings in the past one year in states like Benue, Adamawa, Plateau (Vanguard News, 2018). Despite the event causing political and ethnic crisis the Federal government is yet to adequately manage the dire situation at hand. In fact the news and report from the mass media (Cable Network News, 2018) asserts to the Federal government's speed at responding to the situation as unapt and unsatisfactory to its citizen more especially to the ethnic group who are in this case the disadvantaged sect prone to constant assault and malign from the acclaimed Fulani Herdsmen.

This brings to the fur the importance of leadership at managing crisis prone situation as increasingly, the views held by majority of citizens' is that the killings and

assault is motivated along ethnic and religious ties and also that the presidency affiliation in terms of ethnic tie accounts for the reason why the government is unable to deal with the menace at hand (The Guardian News, 2018). In recent times there exists renewed scholarly interest in tribal, ethnic and political conflict and scientists in the social sciences are making efforts to underscore these issues within the society. It is strongly envisaged that such research based findings can be beneficial to improving and curbing the imbroglio of the nation. Several perspectives have been used in explaining and addressing the Fulani-herdsmen crisis and the quagmire faced by the sovereign nation. However, a theoretical approach is adopted in this paper and the focus is centred at looking into individual unique nature of political leadership in place by providing scientific explanation concepts such as personality and leadership strength and its role in managing political mishaps.

Leadership has been defined in so many ways that it is hard to come up with a single working definition. However, leadership may be defined as a body of people who lead and direct the activities of a group towards a shared goal (Raunch & Behling, 1984). It also denotes the ability to lead, direct and organise a group (Tannenbaum et.al., 1961). Political Leadership refers to the ruling class that bears the responsibility of managing the affairs and resources of a political entity (Ogbeidi, 2012). In this sense, political leadership involves setting and influencing policy affecting the territory through different decision-making structures and institutions which are created for the orderly development of the territory. Good leadership denotes a positive element that determines to a large extent how pressing political matter are handled by government agencies. It is instructive to state at this point that political leadership in the context of this paper refers not only to the government or to the leadership of an organised state, but embrace the totality of the political class that has the capacity to exert influence on the machineries of government even from behind the scene to manage the political menace currently experienced. Part of good leadership skills in times of crises is honest and effective at managing political mishaps. Such positive attitude was aired as lacking in governments dealing with the current Fulani herdsmen crisis witnessed in the nation.

One defining aspect of every individual is the structure called personality which impact several aspects of our lives. Personality helps to regulate how we interact with family, friends, and entire society. However, the question that comes to mind is what role can personality play in the effectiveness of a leader at managing political mishaps? This study by reviewing the big five personality traits helps to better understand the role that the personality of a leader plays in dealing with crisis prone situations. One of the most powerful keys to developing effective leadership ability is having self-awareness and understanding your personality (Peter, 2018). Previous study in an organizational setting on personality traits and leaders effectiveness found that overall group performance is affected by the leader's personality (Thakkar, 2011). Can the same be implied to the political sphere of leadership? The premise of this manuscript is to highlight possible implicit factors of a leader with potential to abet political mishap.

Violence between Fulani herdsmen and farmers is one of Nigeria's most persistent security problems and has left thousands of people dead in recent times. There is no gain saying that political rift is the order of activity in the nation as it stands to appear. In fact, the International Crisis Group think tank has warned that the Fulani Herdsmen crisis could become potentially dangerous just like the Boko-Haram insurgency in the northeast of Nigeria. The herdsmen clash in the Middle Belt area of the nation are driven by a range of factors from environmental to political but at the core of it all is the geographical problem of land scarcity. Rapid population growth in the country has further worsened the competition for land. Nigeria has an estimated population of 180 million people and is set to become the third largest in the world by 2050. The nomadic cattle herdsmen therefore have been forced by the climate change and desertification situation to encroach on the sedentary farmers land and territory so as to allow their cattle and cows feed in the process. The rifts between the two parties over territorial claims have given birth to a conflict condition that has cost several lives. This growing negative situation and challenges in the society requires a strong and effective leadership with potent strength to wade off the current crisis prone predicament at hand so as to curb the political mishap between the herdsmen and farmers in the nation.

In recent years, the migratory violence has increased, with some herdsmen carrying heavy arms and weapons while the farmers assemble militias. Both sides are now engaged in a devastating cycle of reprisal attacks, particularly in the North central region of the nation. At every point in time that there is an outbreak of violence the Nigerian government has promised to crack down on the perpetrators and secure lives and properties (CNN, 2018). But the reality has seen herdsmen and farmers take matters into their own hands to settle scores with little effort on the leadership to moderate the crisis. Many Nigerians are of the opinion that the Federal government is not addressing the herdsmen conflict as decisively as he did in managing Boko-Haram jihadists and Niger delta militants. This raises the question of why this problem of territorial boundaries continue to thrive and what role can a leader's personal characteristics play in the crisis prone situation to reduce the political mishap to minimal level.

Rationale for the study

Political mishaps have become one of the implacable problems plaguing social, political and economic growth of Nigeria. The issue of Fulani herdsmen has gained not only local but also global attention due to the number of mortality that has taken place, the level of unrest felt in the North central part of the nation also has increased the tension of social insecurity among several citizens. It is important to note that political mishaps in the nation have spread its tentacles deeply into the Nigeria polity from the times of Niger-Delta militancy, to Boko-haram killings and abduction of children and to the current killings of farmers by herdsmen. Urgent attention needs to be paid to the herdsmen and farmers crisis in order to avoid imminent political collapse of the nation as a whole. This political mishap has underpinned not only economic and political progress but also the social peaceful co-existence that citizens ravished long before now.

Historians have shown that no nation of the world grew and enjoyed steady

development in virtually all spheres of its national life without experiencing good and selfless political leadership. This is largely in part due to the fact that qualitative growth and development has always been an outcome of good and effective governance. Commenting on the experience of the Nigerian nation, the renowned novelist, Chinua Achebe, insisted that the root cause of the Nigerian predicament should be laid squarely at the foot of bad leadership creating a case for leadership strength at handling political mishaps (Achebe, 1984). The trouble with Nigeria, Achebe argued,

"is simply and squarely a failure of leadership. There is nothing basically wrong with the Nigerian character. There is nothing wrong with the Nigerian land, climate, water, air, or anything else. The Nigerian problem is the unwillingness or inability of its leaders to rise to their responsibility, to the challenge of personal example, which is the hallmark of true leadership" (Achebe, 1984: 1).

A question that comes to mind amidst all of this inquiry is the reason for the interest of psychologists in the political crisis of the nation. The societal peace of citizens are invariably affected or hampered by conflict of this nature and it is the purview of psychologists more specifically social and personality psychologists to assess individual problems in their social or environmental context in order to proffer possible solution were necessary. It is evident that the problems that erupt in Nigeria is a function of poor leadership The lack of competent, responsible leaders with integrity, vision, high moral values has been the bane of the country. This further buttress the call for leadership strength to fight and combat debilitating times like the ones the nation is currently facing that are rather perplexing for its citizens.

Furthermore since citizens conferred political leaders with power and authority to effectively govern and lead them, then these entrusted public figures that are to enforce peace and ensure minimal disputes have pivotal role to play in the resolution of conflicts. Igbeidi (2012) in his article on political leadership and corruption asserts that Nigeria simply has been lacking in one thing that every nation, big or small, needs to achieve greatness and minimise political rifts. That one thing identified is a credible, responsible and people-oriented leadership. What appears to be less of manifest interest to most scholars in bid to address this issue of conflict is the need to understand the personal qualities that leadership ought to possess to bring about change in times of mishaps. As continuous heartfelt cries are been aired for effective governance and change, leadership strength and personality traits of thinking rather than feeling are personal factors that can aid better management of political mishaps. Similarly, this quality of leadership strength at enforcing the rule of law has potentials to guide the nation towards a safer environment were human life is highly valued and held with high esteem over land and possessions. Therefore the study accentuates leadership strength and personality traits of those in governance as unique features that can improve the current state of political and ethnic disputes experienced in the nation. It is noteworthy that personality traits and leadership strength are individual or personal factors theorized to be implicated in the resolution of political conflicts or mishaps more especially the Fulani herdsmen crisis. This paper is an attempt to identify and

elucidate on the distinctive relevance of personal or individual factors at managing the herdsmen political mishaps transpiring in the nation. This brings to the fur the relevance of psychological theories and paradigm as explanations for political issues and its importance at resolving political crisis.

2. Theoretical Review

Several theories were reviewed in relation to leadership strength, personality traits and political mishap. Majorly theories of motivation have been used in explaining leadership strength as the construct is largely assumed to be intrinsically motivated. This paper reviewed motivational theories, leadership theories and Trait theories.

Motivational theories of Leadership

Early motivational theories of leadership focused on qualities that distinguished great leaders from followers. In this regard leadership acumen was viewed as a function of the level of motivation of an individual. This motivation can originate from within the individual (within) or from outside the individual (extrinsic) which determines how strong willed a leader assertion of control will last. Two motivational theories considered in this paper were the McClelland Achievement theory and Vroom's expectancy theory.

Achievement Motivation theory of Leadership strength

Achievement Motivation Theory was originally developed by David McClelland in the 1940s. McClelland believes that everybody has needs, and that our needs motivate us to satisfy them. Therefore individual behaviour is often motivated by our needs. He further states that needs are based on personality, and are developed as we interact with the environment. McClelland was able to categorize that there are three basic needs and that every individual experience the need for achievement, power, and affiliation, but to different degrees. He therefore made attempts to explain and predict behaviour and performance based on a person's need for achievement, power and affiliation. However, one of these three needs tends to be dominant in each person, and motivates our behaviour (McClelland, 1960).

According to McClelland, the Need for Achievement (n Ach) is the unconscious concern for excellence in accomplishments through individual effort. Those with a strong need for achievement tend to have an internal locus of control, self-confidence, and high energy traits. People with a high need for achievement tend to be characterized as wanting to take personal responsibility for solving problems are goal-oriented and set moderate, realistic, attainable goals. In addition, such people tend to take calculated, moderate risks, they desire concrete feedback on their performance, and they are hard workers. Those with high need for achievement think about ways in which to improve work performance, about how to accomplish something unusual or important and about career progression. They perform well in non-routine activities, challenging and competitive situations while on the other hand people with a low need for achievement do not have the same characteristics. According to House, Sprangler and Woycke (1960), there is evidence of a correlation between a high achievement need and high

performance in the general population, but not necessarily for leader effectiveness. People with a high need for achievement tend to enjoy entrepreneurial-type positions. This was corroborated by McClelland who suggested that good leaders generally have only a moderate need for achievement. They tend to have high energy, self-confidence, openness to experience and they are conscientious (McClelland, 1985).

The Need for Power (n Pow) is the unconscious need to influence others and to seek positions of authority. Those with a strong need for power possess a trait for dominance, and tend to be self-confident with high energy. Such people tend to be characterized as trying to control situations, trying to influence or control others, enjoying competitiveness where they can win. They resent the idea of losing and are willing to confront others. They tend to seek positions of authority and status. According to Nicholson (1998) people with a strong need for power tend to be ambitious and have a lower need for affiliation. They are more concerned with getting their own way and tend to regard power and politics as essential for successful leadership. According to McClelland (1985), power is essential to leaders because it is an effective way of influencing followers. McClelland further identified power as neither good nor bad. Power can be used for personal gain at the expense of others, for instance, personalised power, can be used to help oneself while and socialised power can be used to help others. He therefore asserts that without power, there is no leadership and to be successful, leaders must be in charge and enjoy the leadership role.

According to McClelland (1960), the need for affiliation is the unconscious concern for developing, maintaining, and restoring close personal relationships. People with a strong need for affiliation tend to be sensitive to others. This need is characterized in persons seeking close relationships with others, wanting to be liked by others, enjoying a wide variety of social activities and seeking to belong. They therefore tend to join social groups and organizations. People with a high need for affiliation tend to enjoy developing, helping and teaching others. They often seek jobs as teachers, in human resource management, and in other support-giving professions. According to Nicholson (1998), those with a high need for affiliation are more concerned about what others think of them than about getting their own way by, for example, influencing others. They tend to have a low need for power and they therefore tend to avoid management roles and positions because they like to be seen as one of the group rather than as its leader. According to McClelland effective leaders have a lower need for affiliation than they do for power, to the extent that relationships do not impede the influencing of followers. Leaders with a high need for affiliation tend to have a lower need for power and may therefore be reluctant to enforce discipline. However, effective leaders do show concern for followers by means of socialized power (McClelland, 1985).

A leaders strength at managing political crisis from the achievement motivation theory therefore can be linked to the three categories discussed which is centred on the level of power willed by the leader (npwr), the drive and desire to achieve success (nach) at curbing the crisis prone situation and sensitivity to the needs and demands of its followers (nafil). Albeit at every point in time a category stands

dominant in influencing decision making and stance of the leader.

Vroom's expectancy theory an explanation for leadership strength

Victor H. Vroom (1964) defines motivation as a process controlled by the individual that involves making choices among alternative forms of voluntary activities. Vroom's expectancy theory separates effort from performance and outcomes. It works on perceptions, and assumption that behaviour is the result of conscious choices among alternatives aimed at maximizing pleasures and avoiding pain. He introduced the concepts of Expectancy (increased effort will lead to increased results), Instrumentality (if you perform well you will receive a valued outcome) and Valence (value placed on the expected outcome). Vroom's expectancy theory emphasizes the mental processes regarding choice, or choosing to take a specific line of action. The theory looks at self-interest in alignment of rewards with people's wants and the connections among expected behaviour, rewards and overall goals. Vroom's theory therefore assumes that behaviour results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain.

According to Vroom efforts, performance and outcome are all linked to a person's motivation. He uses the variables of Expectancy, Instrumentality and Valence to account for this assertion. Expectancy is the belief that increased effort will lead to increased performance i.e. if I exert my leadership strength there will be better outcome. This belief in line with political mishap is affected by things such as having the right resources to exert authority, being skilful and diplomatic and having the necessary support of political crew and the people. On the other hand instrumentality is the belief that if you perform well that a valued outcome will accrue. Now this is the degree to which a first level outcome will lead to the second level outcome. For instance, a clear understanding of the diplomatic nature of dealing with political crisis is a precursor for assumed crisis resolution. In the same vein, effort of a leader that subsequently leads to resolving a conflict situation (Expectancy) can engender high trust in the leader from the people (Instrumentality) with regards to decisions taking and crisis management especially when leader is transparent with the entire process. Valence is the importance that the individual places upon the expected outcome. For the valence to be positive, the person must prefer attaining the outcome to not attaining it. For instance, let's assume a leader is more motivated by affiliation than by achievement he or she might not value offers of resolving conflict in connection to the social group or class because of his or her membership to such groups. In such a situation achieving resolution of crisis at the expense of the social group is not a positive valence for the leader.

In summary expectancy theory predicts that people are motivated when they believe that putting in more effort will yield better performance and that better performance will lead to better outcome which is valued by the individual as positive. Therefore, leadership strength at wading of crisis is a conscious effort on the part of the leader to tackle political mishap and this effort is a function based on the theory is a function of expectancy, instrumentality and valence attached to an outcome. So, when decisions

are to be made individuals select the option with the greatest amount of motivational force among the functions.

Leadership style theories

House's Charismatic Leadership Theory and leadership strength and Traits

House (1977) developed a theory that identifies how charismatic leaders behave, how they differ from other people as well as the conditions under which they are most likely to thrive. The inclusion of leadership traits, behaviour, and situational factors, makes this theory more comprehensive in scope than most other leadership theories.

According to House's theory, charismatic leaders are likely to have a strong need for power, high self-confidence as well as strong beliefs and ideals. A strong need for power motivates the leader to attempt to influence followers. Self-confidence and strong beliefs increase the trust of followers in the leader's judgement. A leader without confidence and strong beliefs is less likely to try to influence people, and if an attempt is made to influence people, it is less likely to be successful (House, 1977). Charismatic leaders are likely to engage in behaviours aimed at creating the impression among followers that the leader is competent and successful. Effective image management creates trust in the leader's decisions and increases willing obedience by followers. In the absence of effective image management any problems and setbacks may lead to a decline in follower confidence and undermine the leader's influence Charismatic leaders are likely to articulate ideological goals that are closely aligned to the mission of the group, as well as to shared values, ideals and aspirations of followers. By providing an appealing vision of what the future could be like, charismatic leaders give meaning to the work of the followers and inspire enthusiasm and excitement among followers.

According to House (1977), charismatic leaders are likely to set an example in their own behaviour for followers to imitate. This role modelling involves more than just imitation of leader behaviour. If followers admire and identify with a leader, they are likely to emulate the leader's beliefs and values. Through this process, charismatic leaders are able to exert considerable influence on the satisfaction and motivation of followers (House, 1977). Charismatic leaders are likely to communicate high expectations regarding follower performance and at the same time express confidence in followers. Leaders with strong referent power can influence followers to set higher performance goals and gain their commitment to these goals. Such commitment will however not occur unless the goals are perceived by followers to be realistic and attainable. If followers lack confidence in their ability to meet the leader's high expectations, they may resist the leader's attempts to influence them. The expression of confidence and beliefs by the leader are then questioned. Charismatic leadership is more likely to be found in a new organization struggling to survive, or an old one that is failing, than in an old organization that is highly successful (House, 1977).

Burns' Theory of Transformational Leadership

Burns (1978) described transformational leadership as a process in which "leaders and followers raise one another to higher levels of morality and

motivation." Transformational leaders appeal to higher ideals and moral values of followers such as liberty, justice, equality, peace and humanitarianism. In terms of needs hierarchy theory, transformational leaders activate higher-order needs in followers wherein followers are elevated from their everyday selves to their better selves. According to Burns (1978), transformational leadership may be exhibited by anyone in an organization in any type of position. Burns was able to contrasts transformational leadership with transactional leadership.

Transactional leaders motivate followers by appealing to their self-interest. Transactional leaders in the corporate environment exchange pay and status for work effort. Transactional leadership involves values, but they are values relevant to the exchange process, such as honesty, responsibility and reciprocity. Influence in transactional leadership is based on bureaucratic authority. Bureaucratic organizations emphasize legitimate power and respect for rules and tradition, rather than influence based on exchange or inspiration.

Burns (1978) described leadership as "a stream of evolving interrelationships in which leaders are continuously evoking motivational responses from followers and modifying their behaviour as they meet responsiveness or resistance, in a ceaseless process of flow and counter flow." According to Burns, transformational leadership can be viewed both as an influence process between individuals and as a process of mobilizing power to change social systems and reform institutions. At the macro level, transformational leadership involves shaping, expressing, and mediating conflict among groups of people in addition to motivating individuals. This form of leadership encapsulates the much needed leadership style to combat crisis and political mishap encountered in the nation in recent times.

Trait theory and Leadership personality

Trait theorists assumes that people inherit certain qualities and traits that make them better suited for leadership. Trait theories often identify particular personality or behavioural characteristics shared by leaders.

The Big Five model of Personality by McCrae and Costa

Traits are inherent characteristic of a person represent a relatively stable and enduring predisposition to behave in a given way. The focus of trait approach is very common and involves enumerating or making a list of personal characteristics. Trait theories of personality identify, describe and measure individual differences. Earlier of such proponent were Raymond Cattell (1965) and Eysenck (1966) who developed the 16 factor and 3 factor personality traits respectively. Traits are used to describe behaviour and make prediction. It is note mentioning that human behaviour is an outcome of interaction between traits and situations. McCrae and Costa (1970) proposed a five factor model (FFM). The Big Five have been used to explain personality configuration globally and are self-regulating factors that describes five major personality dimensions that include extraversion, neuroticism, conscientiousness, agreeableness and openness to experience (Goldberg, 1999).

Extroverts are outgoing, confident, outgoing persons with the tendency to be

spontaneous, energetic, communicative and enthusiastic. They often long for control, admiration, social acknowledgement and command. Extroversion is often associated with emotional commitment and has been reported to have better job gratification than when compared to the other five traits.

Neuroticism signifies variances of individual tendency to experience suffering and is defined as being emotionally insecure and uneven. Neurotics possess characteristics such as being fearful, doubtful, nervous, uncertain, and dejected. They have less control over social relations and situations and lack confidence and self image. When compared to other individuals neurotics experience more adverse feelings in life.

Conscientiousness comprise of traits such as vigilance, diligence, comprehensiveness and determination. People with high conscientiousness are logical, reliable and risk averters. Such persons are thorough, cautious and are focused on success which is why they have significant characteristic for performing work tasks. Conscientious individuals are among the best sect to lead significant job outcome and performance and are also linked with positive affective commitment.

Agreeableness defines characteristics such as nurturance, self-sacrifice, gentleness and emotional support at one end and on the other end enmity, indifference and self-interest. It also comprise of traits like being polite, flexible, naïve, supportive, helpful, generous truthful and calm. This personality according to McCrae and Costa is the most decisive personality trait significantly related with normative commitments.

Openness to experience is related to characteristics such as being creative, open-minded, curious, cultivated and can easily suit into other dimensions of the Big Five. It's a trait viewed to prompt both positive and negative intense feelings. Individuals on this dimension of traits are innovative, caring and insightful, have a very optimistic approach for training and learning experiences.

Evidence from previous studies demonstrates that conscientiousness, agreeableness and openness to experience have weak association with job performance (Lado & Alonso, 2017). Emotional strength which is the inverse of neuroticism has also been positively linked with performance while neuroticism has been negatively related to performance (Lado & Alonso, 2017). Extraversion is the only variable that is positively linked with performance (Lado & Alonso, 2017).

Contemporary Trait perspectives on Leadership and Personality

House and Aditya (1997) explained that there appear to be some traits that consistently differentiate leaders from others. The trait theory therefore does seem to have some claim to universality. For the theory to be truly universal, all leaders would have to have the same traits. However, there does not seem to be one list of traits accepted by all researchers. Bass (1990) report that effective leader most possess high energy; leaders with high energy have drive and work hard to achieve goals. Leaders with high energy also tend to possess stamina and tolerate stress well. High energy leaders are usually enthusiastic and do not abandon hope easily. However, they are not viewed as pushy and obnoxious. They tend to have a high tolerance for frustration, since they strive to overcome obstacles through preparation.

Bass also identified internal locus of control as a trait of good leadership. Leaders with an external locus of control believe that they have no control over their fate and that their behaviour has little to do with their performance. Leaders with an internal locus of control believe that they control their fate and that their behaviour directly affects their performance. Leaders with an internal locus of control take responsibility for who they are, for their behaviour and performance and for the performance of their organizational unit.

According to Howard and Bray (1988), leaders who display a high level of stability are emotionally in control of themselves, secure, and positive. Leaders with a high level of self-awareness and a desire to improve, achieve more than those who don't. Effective leaders tend to have a good understanding of their own strengths and weaknesses and they are oriented toward self-improvement rather than being defensive. Integrity is another trait identified by Cox and Cooper (1989) this refers to honest and ethical behaviour which is characteristic of people who are trustworthy. Trustworthiness is an important factor for success as a trusting relationship is at the heart of profit-making and sustainability in the global knowledge-based economy. According to Zaccaro, Foti and Kenny (1991), flexibility is important in leadership and this refers to the ability to adjust to different situations. Leaders must be able to adapt to the rapid changes in the business world. Without flexibility, leaders would be successful only in situations that fit their style of leadership. Effective leaders tend to be flexible and can adapt to different situations. And lastly sensitivity to others is essential to leadership. This refers to

understanding group members as individuals, what their viewpoints are and how best to communicate with them as well as how to influence them. To be sensitive to others requires empathy, the ability to place oneself in another person's position – to see things from another's point of view. In today's global economy, companies require people-centred leaders who are committed to treat people as valuable assets (Pfeffer and Viega, 1999). When all of these are taking into consideration then there exists possibility for better political crisis management.

Linking Leadership strength and Personality traits

Several decades back it was the believe of most scholars that great leaders are born with the natural ability to lead and due to this strong believe then lots of research focused on leaders and the traits possessed for effective leadership. In a bid to understand leadership strength explaining leadership styles becomes imperative. Traditionally there are two basic leadership styles which consist of transactional leadership and transformational leadership. Transactional leadership is leadership based around setting and actualizing goals for organization. While transformational leadership is oriented more on challenging the group and reaching the common goal (Harm & Credé, 2010). Each of these major leadership styles has is set of characteristics unique to them. For a transactional leader, implementation of this style is brought about by specifying rewards and punishments for task performed, and as well as ensuring close supervision of how well the followers are doing on the assigned task (Harm & Credé, 2010). Therefore, transactional leadership is concerned with the task that is given and how the finished outcome of the

task is presented. On the other hand a transactional leader is more people oriented than task oriented and the characteristics mostly associated to this style of leadership includes the concern for followers emotions, ethical process, standards in the organization, and other long-term goals (Northouse, 2016).

Transformational leaders are those who stimulate and inspire followers to both achieve extra ordinary outcomes and in the process develop their own leadership capacity. Transformational leadership is a style of leadership that involves a change. The major premise of the transformational leadership theory is the leader's ability to motivate the followers to accomplish more than what the followers planned to accomplish (Krishnan, 2005). According to Bass and Avolio (1990), transformational 'leaders augment followers' while Conger and Kanungo (1988) assert that this leadership is connected to empowerment. Dvir, Eden, Avolio and Shamir (2002) in their work also discovered that transformational leaders had a direct impact on followers' empowerment, morality and motivation. Research evidence clearly shows that groups led by transformation leaders have higher levels of performance and satisfaction than groups led by other types of leadership style.

Personality traits have been well linked to individual leadership traits in past researches (Klimstra, Luyckx, Branje, Teppers, Goossens & Meeus, 2013). When relating transactional and transformational leadership to personality, there exists correlation between the two concepts. For transformational leadership, the personality trait most correlated to the style is extraversion. As for transactional leadership, there is a stronger correlation of a leader with

the personality trait of agreeableness (Bono & Judge, 2004).

Researchers were also able to find a correlation between less neurotic individuals as individuals who had a greater chance in enjoying to analyse problems (Klimstra, Luyckx, Branje, Teppers, Goossens, & Meeus, 2013). Researchers speculate that individuals high in neuroticism report avoiding difficult tasks as it may cause the individual to experience anxiety. Another previous research indicates that there is no correlations between neuroticism and problem analyzing; However, situations that cause anxiety may affect neuroticism scores (Goh & Frarley, 1977). In the findings of Judge, Bono, Ilies and Gerhadt (2002), it was discovered that there is a strong correlation between the Big Five traits and leadership.

3. Conclusion

Political mishap in Nigeria destroys social, economic and political value of the nation as a whole. Proper management by leadership can transform the political state of crisis especially if leaders have that favourable disposition and leadership strength as theorized in this paper. Leadership strength is exhibited when the government is transparent, accountable, has integrity and is committed to meeting the general good of its people when this ensue managing political mishap becomes more realistic. This study through rigorous review of literature implicate dispositional factors of leadership in the management of crisis and calls for behavioural change on the part of leaders to assure progressive decision-making in times of crises. Maxwell (2011) asserted that the single biggest way to impact an organization is to focus on Transformational Leadership. Historians do say that no country can

develop strong institutions without the benefits of good leadership. Therefore this paper is a call for leaders who will create the conditions necessary for building and sustaining strong institutions as a constellation personal factors are required of leaders a call is made for behavioural modification of in political leadership.

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