

Good Management Imperatives for Sustainable Development in Nigeria

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Abstract

Bad management and high level corruption can be blamed for a situation in Nigeria where school children who are the leaders of tomorrow learn under poor conditions. This twin problem is also directly responsible for the high rates of poverty and unemployment that constitutes a hindrance to sustainable development. Good management involves reducing corruption and improving the operational efficiency and effectiveness of both the private and public sectors which provide the key for accelerated growth and sustainable development. The exploratory research design was used for the study and it was found that good management is critical for sustainable development in Nigeria. This result supports the earlier report of Mauro that if a country improves its corruption score by 2:38 points, its annual per capita GDP growth rises by more than half a percentage point. On the basis of this result, it is expected that government at all levels should institutionalize the culture of good management for the prosperity of the nation. This is the interest of the study.

Keywords

Good Management, Good Corporate Governance, Sustainable Management, Transparency, Accountability

Received: May 2, 2018 / Accepted: June 24, 2018 / Published online: August 31, 2018

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1. Introduction

Good management in any type of administration is primarily concerned with how to make the most efficient and effective use of money, information, equipment, manpower and other essential facilities in order that objectives, are accomplished within the target and at the desired performance levels. According to [34] this must of necessity be done while adhering to the conditions of the environment, especially, ecological, economy, legal, social, technological and political. Proper utilization of resources, recognition of superior environmental factors, efficiency and effectiveness, in achieving goals within the expected time, while respecting the laws and ethical standards of the society and being aware of the ever-changing environment constitute sustainable and good management. According to [28] whether in the public or private sector, good management encourages sound

financial management and revenue collection, service delivery, decentralization, simplification of rules and would also significantly reduce the opportunities for corruption. Good management targets against the waste of resources. It is inextricably linked with sustainable management, since the latter is concerned with maintaining economic viability and also focusing on the needs of the current and future generations by avoiding and reducing massive resource depletion. Sustainable management reinforces sustainable behavior which is necessary for good management [17]. Good management literature suggests that there should be a management structure that takes into account all interested parties and ensuring that all the necessary monitoring and controls are in place to ensure that stakeholder's value is always protected. In the administration of any economic system, the matter of good management which is always closely associated with good corporate governance cannot be overemphasized because it is the pivot of efficiency and

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stability. Good corporate governance and good management in any organization ensure that long-term strategic objectives and plans are established, and that the proper management and management structure are in place to achieve those objectives, while at the same time, making sure that the structure functions to maintain the organization's integrity, reputation, and accountability to its relevant stakeholders like: employees, governments, banks, among others [54]. Good management goes beyond compliance with relevant laws, rules, and regulations, to encompass competence to check poor practices such as excessive risk-taking and other corrupt practices that would prevent an organization, or government from achieving growth and contributing to national aspirations and sustainable development. The development of any nation is directly related to the natural resources: what they are, and how they are managed. There are many kinds of resources available in a country such as: physical, water, energy, manpower, climate, minerals, forests, financial among others that must be prudently managed to achieve sustainable development. Resources are the sources of wealth of a nation and they are the collective means of support and defence of a nation. According to [39] some nations may have just minerals or only agricultural resources, but Nigeria has a combination of these resources. They posit that good management of resources can lead to progress and development, while bad management will result in poverty of the nation and its people. According to them, development broadly refers to the process of building up. In which case, it is the process of making a nation become richer, more elaborate, and more progressive and come to maturity, a process that can only be made possible where good management is institutionalized and practiced. The [64] believes that sustainable development relates to the development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Also [64] recognizes sustainable management of natural resources as key component to sustainable development. [51] posits that sustainable development involves the adoption of complementary policies, such as targeted social safety nets, protection of essential public education and healthcare expenditures, and fiscal and non-fiscal measures to help conserve natural resources and control pollution. It therefore means that sustainable development does not only embrace the measure of all resources of a nation, but good management of such resources. Among the 17 steps of the UN Sustainable Development Goals (SDGs) which came into effect in 2016 include a robust target to end poverty and hunger and to improve nutrition and promote sustainable agriculture, to accelerate sustainable development across the world, and particularly in the developing countries. This hinges on its findings that the rate of poverty reduction has been much

slower in low-income countries especially in sub-Saharan Africa (SSA) where the absolute number of the poor has continued to increase ([64] [72]). The SDGs agenda comes at a time when Nigeria is facing acute mismanagement and corruption problems and fighting to wedge a war against extremism, terrorism, intolerance, insecurity, economic recession, unemployment, underemployment, hopelessness, hunger, and poverty, among other vices [1]. Bad management helps and abates corruption and they both combine to deny the people the basic necessities of life and frustrate government attempts at sustainable development. [69] believes that corruption is a disease that threatens the hopes of the poor for a better future for themselves and their children. It drains finances that might otherwise go to programmes that bring education within reach of poor children, or that offer health care to an ailing farmer or a young mother. He asserts that a way to sustainable development therefore requires improving governance and management of national resources, and in the process removing corruption which is one of the biggest barriers obstructing access by the poor to the opportunities they deserve and enhancing sustainable development. For example, the court has verified that a whopping sum of about N107 billion was stolen from Benue State by the last government between 2007 – 2015 while most of the people in state are very poor ([23, 70, 8, 2, 49]).

1.1. Conceptual Framework of the Study

Traditional development economists believe that the main objectives of any nation are development. Based on the level of development, countries have been grouped mainly into developed and developing. Development, according to [62] is a multidimensional process involving the reorganization and reorientation of the entire economic and social systems. Therefore, development embraces all aspects of life: economic, political, sociological, cultural, technological and other aspects of life. To this extent, development implies improvement in productivity, income levels, attitudes, customs and beliefs, and putting in place better institutional and management structures. Better institutional and management structures lead to good management of national resources that provides the enabling environment for transformation and sustainable development. Since development is often measured in terms of the increase in available basic needs such as infrastructure, education, healthcare, employment, among others, the need for good management and reduction of corruption in an economic system cannot be overstated. [62] posits that if a country achieves a significant positive change in the above areas, the country could be said to be developed, otherwise, the country remains underdeveloped. Today Nigeria is lagging far behind in almost all the parameters used to measure development, and by extension sustainable development due in most part to poor

management culture and blatant corruption that have diverted away huge national resources needed for development into private pockets, leaving the vast majority in the cold arms of poverty, unemployment and hunger. Corruption and bad management lie at the heart of darkness in Nigeria and it will take the weight of competent sustainable and good management to pave the way for sustainable development [32, 29, 68]. In natural-resource-rich countries like Nigeria and where corruption is acute good management is a primary requirement for efficient and effective use of such resources so as to promote equity as well as environmentally and socially high quality growth and sustainable development [60, 21, 43].

1.2. Statement of the Problem

Nigeria is categorized as a poor country in the midst of abundant human and mineral resources largely because of bad management and corruption that are antitheses to development. Because of serious skewness in income distribution only few Nigerians command the wealth of the nation while the majority wallows in poverty, unemployment, hunger, and live on the poverty line. The poverty line means that such people can only afford the minimum caloric intake necessary to just keep the soul and the body together. Corruption and bad management steal resources, hinders development and threatens democracy. To this extent, the UNDP supports all anti-corruption programmes so as to promote transparency, integrity and good governance in Nigeria [41]. In the last 50 years or more, the problem of corruption and bad management resulted in the loss of thousands, and millions of naira, today the trend is the stealing of billions of naira and dollars [13]. By stealing the wealth of the nation corruption has rendered the government impotent to provide basic needs of the citizens. The challenges of bribery and stealing involving both national and international corporate giants help to pauperize the people through starvation and unemployment and the country placed 136th out of 174 countries on the Corruption Perception Index (CPI) [37, 44, 19, 3, 25, 9, 46]. [27] asserts that corruption leads to lower infant mortality rates and higher rates of illiteracy in a country. [31] examination of more than 100 countries found that if a given country improves its corruption score by 2.38 points on a 10 point scale its annual per capita gross domestic product (GDP) growth would rise by more than half a percentage point. He posits that corruption weakens economic growth and development through many channels such as unsound policies, unpredictable processes, distorted public and private expenditures, inefficient management of resources, deteriorated physical infrastructure, and very little expenditures on education and healthcare programmes. Corruption takes more management time, spent negotiating with public officials on bribery and other demands to

facilitate government and business operations. It seriously undermines the prospects of employment and increases the incidence of hunger and poverty in society. Corruption in Nigeria can be seen as largely responsible in the present situation whereby school children learn under poor classroom conditions. It is positively associated with unsound economic policies, administrative lapses, shortages in government revenues, diversion of investments away from the provision of basic social amenities, weak and uneven rule of law and poor implementation of policies. Bad management increases social polarization and in extreme cases, can trigger social and political agitations and upheaval, as is witnessed in most parts of the world, including Nigeria. While over N25 billion was realized by Kaduna State government after closing 470 inappropriate accounts with commercial banks, over N400 million was recovered by the state from corrupt public officials. When this is multiplied by the 36 states, it will become clearer that bad management is gradually leading the country to death. To this extent, according to [6], the EFCC wants looters to be sent to the Sambisa Forest to purge them of their looting instincts. According to him, Nigerians should do what is expected of them to reclaim their common wealth from a few individuals. He asserts that corruption is the cause of the recession that has pushed the people deeper into poverty and the insurgency that has visited death, displacement and untold hardship on Nigerians. [18] opine that corruption is responsible for the economic misery and hardship and lack of social protection among women and children. Even though Nigeria is engrossed in serious economic quagmire caused by corruption and mismanagement, this researcher is not aware of many studies that focus on good management imperatives for sustainable development in Nigeria. The present study is not intended to fill this gap, but it will hopefully, redirect the attention of other local researchers towards these areas for further study.

1.3. Objective of the Study

The study was designed to explore the need for good management for sustainable development in Nigeria.

1.4. Significance of the Study

The study is expected to direct the attention of students, governments, researchers and others interested in good management and sustainable development to reflect on the relevance of the present investigation.

1.5. Research Questions

- 1 Is there any evidence of bad management in Nigerian organizations?
- 2 Is bad management responsible for the massive looting of the treasury in Nigeria?

- 3 Does bad management help in perpetuating corruption in Nigeria?
- 4 Is there any evidence of high level corruption in Nigeria?
- 5 Does corruption by way of bad management frustrate development goals in Nigeria?
- 6 Is good management required for sustainable development in Nigeria?

2. Literature Review

Institutionalizing good management necessary to pursue SDGs requires controlling corruption in both the private and public administration in Nigeria. In Nigeria the level of corruption calls for concern as it has infested almost all aspects of life. For example, funds made available for basic development programmes like Universal Basic Education are also mismanaged. According to [36] a common practice is for governments that do not have funds technically, to deceive the Universal Basic Education Commission (UBEC) by borrowing monies from the banks as 50 percent matching grants, and presenting same to UBEC so as to obtain “matching grants”. As soon as the grants come, they run back to the banks and return the loans and are left with nothing for the projects. This level of mismanagement, abuse and corruption result to a situation where public funding of basic education has been increasing while there is a massive increment in the number of out-of-school children in Nigeria. As long as the issues of out-of-school children remain unchecked, the number of outlaws will continue to increase, and as privileged officials continue to siphon billions of naira of public funds into their private accounts the achievement of sustainable development will remain in jeopardy. Enhancing good management in both sectors of the economy requires improvements in the efficiency and effectiveness of a country’s budget system from formulation to execution. The process needs to address weaknesses that provide opportunities for abuse and potential risks of corruption, such as in adequate management controls and lack of external and top executive oversight activities [12, 56, 52, 53].

2.1. Transparency and Ethical Standards

According to [16] increasing the transparency of budgets, aligning development plans with budgets, introducing accounting and internal controls, conducting internal auditing and reporting, and providing external oversight are critical to good management. Reducing the risk of corruption in budgeting is thus primarily about entrenching good management. Good management embraces the important issue of protecting the integrity of the corporate organization. The recent cases of Etisalat \$1.23 controversial loan and

Addax \$32m bribery saga speak over the negative effects of bad corporate management. Although Etisalat has pulled out of business in Nigeria, the Nigerian Communications Commission (NCC) had to intervene to protect its over 4000 employees, and stabilize the telecommunication subsector of the economy so as to ensure its continued contribution to the nation’s gross domestic product (GDP). According to [4] the management of telecommunication enterprises was directed to ensure at all times that they meet and comply with the financial and technical integrity standards expected of them. In what could be regarded as fraudulent and corrupt management in a corporate giant, Addax Petroleum Limited engaged in bribing Nigerian officials to facilitate its oil and gas business in Nigeria. In admitting to pay a fine of \$32m in settlement, the oil giant pleaded that: *Addax Petroleum is committed to conducting its business with the highest level of integrity, and in full compliance with applicable laws, regulations and industry standards* [63, 26]. These cases reinforce the fact that good management capable of influencing sustainable development relies on competence, integrity and transparency of operations. Financial integrity is central to good management, therefore, it seeks to ensure disciplined management of funds, disciplined budgeting, disciplined reporting and transparency of operations, good, sustainable and transparent management, remain the critical option for sustainable development in Nigeria. According to [45] the revenue from oil had been largely mismanaged by successive governments, as the level of economic and social infrastructural development on ground do not reflect the revenue derived from the petroleum industry. But good management imperatives of Nigeria Extractive Industries Transparency Initiative (NEITI) are bringing hope to a hopeless situation of how to reduce corruption and waste. For example, the effectiveness of the activities of NEITI is producing positive results. According to Oladelet al, (2013) it was discovered by NEITI that there were some discrepancies in the account between what companies claimed they had paid and from what they would have actually paid. It was further found that there were differences of \$127m for 1999 – 2004, \$333m for 2005, and \$80m for 2006, respectively that remain under investigation thereby further increasing revenue and reducing corruption. They believe that NEITI has enhanced transparency in the management of natural resources and reduced, theft, mismanagement and manipulation of public revenue.

2.2. Policy and Sustainable Development

Wrong policies often impede good management, fuel corruption and frustrate development imperatives. For example, according to [16] policies that create or foster expenditure imbalances to the disadvantage of poorer and more remote areas or regions are all forms of corruption. They state that

economists believe that successful implementation of any policy requires that the preferences of all those involved must be appropriately aligned with the aim of achieving the objectives or goals of the policy. [16] posit that even though much of the concern expressed by international financial institutions, donor agencies, policy makers, and citizens has focused on the evils of corruption and its debilitating effect on growth, poverty reduction and development, the major strategies to combat it essentially revolves around improving public governance and management systems. Policies could enhance good management and sustainable development through the promotion and enforcement of applicable laws, rules and regulations. In Nigeria, for example, as a result of lack of enforcement of existing laws and rules, public resources are highly mismanaged to the detriment of sustainable development. There are allegations of military spending in excess of \$15 billion, sharing of bribe for general elections, involving billions of dollars from the public treasury, without anybody being accountable. A situation where a high proportion of national electoral officers agreed they shared public funds in bribes and still were on duty posts undermines the legal system. [16] state that at the country level, poor electoral laws or weak enforcement of good laws can make elections very expensive and making politicians to look for alternative sources of finance. They opine that such a situation has negative implications in the economy. For example, allocations for roads, healthcare are often distorted to meet personal needs. Weak policies provide the opportunities for funds earmarked for special projects like the Universal Basic Education, (UBE) National Health Insurance Scheme (NHIS), among others, to be raided in Nigeria [46]. It is emphasized that a policy that does not recognize the importance of good laws and a well-functioning judicial and prosecutorial system, the rule of law, remains weak, retards investment and socioeconomic development, and that it is therefore necessary for administrative policies to focus towards improvements in law enforcement and control so as to create opportunities for reversing lapses and reducing corruption, and freeing public funds needed for national development. According to [11] *Nigeria cannot be said to be poor as it has enough resources*. But he insists that Nigerians are poor, and suggests for a policy to ensure a more equitable distribution of the nation's wealth to foster growth and stability as well as unleash its enormous economic potentials. Accordingly, major donor agencies now believe that checking corruption from a policy perspective is important to promote good management and to push the country out of being the 2nd most corrupt in the World [14].

2.3. Private and Public Sector Management

Nigeria is in dire need for good and sustainable management to enhance its development. According to [66] the present administration has sunk about N660 billion into a privatized

power sector without positive results. According to him, in 16 years the nation has committed about N11 trillion to the power sector reforms and yet there are many challenges of lack of power. He insists that it makes no sense putting more public funds into a privatized enterprise, in a time of recession, and where the owners lack necessary competences, including finance. He believes that the real issue here is actually the issue of good governance, transparency and accountability. Good and sustainable management bring about order and consistency by drawing up formal plans, designing organizational and operational structures and monitoring performance against plans, and complying with high ethical standards. This is necessary to ensure efficiency and effectiveness, reduce corruption, and save money from looters for development purposes. Both the private and public sectors have a responsibility to protect the integrity of the state, and evidence from the 2000s shows that most corrupt practices like the well-known Halliburton multimillion dollar bribery scandal and the current Addax \$32m bribery saga that took place in Nigeria would have been avoided through good management. Evidence from the report of [16] show that the top 10 global kleptocrats of the 20th century who stole between \$25 billion and \$60 billion did so with the collaboration of multinational corporate giants, including high profile financial institutions like Citibank; that also suffered huge penalties for bad and unethical management practices. As Nigeria is ranked 4th among the top 10 global kleptocrats, the huge resources stolen would have been used for the development of the country. For the sake of national integrity and good corporate management, [30] suggest that global corporate giants need to review their ethical behavior, and desist from dealing for their self-interest. According to them, there is a growing body of evidence that companies tolerating corruption by their employees abroad are placing themselves at risk. They report that off-the-books-account, secret bank accounts, and the use of former senior employees as middlemen, all amounts to an atmosphere of criminal activity. And also that it becomes a matter of time before such companies are brought to face the law. The public sector controls huge national resources, and in most cases, lack of good management leaves room for massive corruption in the sector. [28] state that effective financial management practices, sound revenue collection and allocation are paramount to enhance good public sector management. They emphasize that good public sector management will ensure that a comprehensive performance management is introduced and sustained, and that performance is checked against targets. Equally good public sector management embraces timely reporting on financial operations, a comprehensive budget with the prohibition of off-budget expenditures, transparency in the use of public expenditures, and competitive and transparent procurement

procedures. These processes in alignment with good private sector management are not expected to eliminate corruption in society, but will ensure that huge resources are saved to provide services for the benefit of the people and the overall development of society [71]. The matter of good management, sustainable development and the control of corruption remains critically important because in 2009, Nigeria introduced the Nigeria Vision 20:2020 (NV 20:2020) as a major economic framework for fostering sustainable social and economic development. The NV 20:2020 strategic plan aims to institute a system of government that is transparent, accountable, gives voice to the people, and guarantees their welfare for equitable and sustainable development. The overall goal, according to the plan, is to improve Nigeria's ranking on each of the six World Governance Indicators (WGIs) namely: voice and accountability, political stability, government effectiveness, regulatory quality, rule of law, and control of corruption. Earlier programmes like the National Economic Empowerment and Development Strategy (NEEDS) in collaboration with the State Economic Empowerment and Development Strategy (SEEDS) as well as the Local Economic and Empowerment Development Strategy (LEEDS) focused on four key areas namely: macroeconomic stability, reform of public expenditure, governance reforms and institutional strengthening and transparency, accountability, and corruption control [58]. Still due to corruption, lack of good and sustainable management the FGN, for many years, and until 2015, was losing about N4.7 billion monthly through over 20,000 bank accounts used for less than genuine transactions by unscrupulous government officials. But the situation is reversed through the introduction of good management reflected by the Treasury Single Account (TSA) and the successful elimination of multiple banking arrangements [24]. Abuse of due process in award of contracts as often cited at the NNPC, constituency projects, bailout funds, among others are not signs of good management. For example, it is estimated that out of 852 constituency projects only 350 are completed, 113 ongoing and 343 unexecuted [20, 9, 33]. Good management is about prudent management of resources and the protection of national integrity. Early management thinkers expressed serious scorn over waste and inefficiency to emphasize cost minimization and waste reduction in the interest of corporate and national prosperity.

3. Methodology

3.1. Research Design

The qualitative technique of the exploratory research design was used for the study. The method is historical in nature and

does not usually require a large sample or structured questionnaire. The qualitative technique places stress on the validity of multiple meanings, structures and holistic analysis. In exploratory research, the investigator may also engage in interviews, and data so gathered are reported, described and interpreted to form part of the study. The strength of the qualitative technique hinges in its capacity to provide rich and deep insights and descriptions of the study [50, 55, 15].

3.2. Sources of Data

Data were generated from both primary and secondary sources, such as interviews, books, journals, newspapers, among others. The mixed method of data collection was used to supplement data with each other, and also to provide alternative insights and deeper understanding of the problem under investigation [7].

3.3. Sample Frame

The sample frame comprised of Nigerians who are knowledgeable on the issues of good management and sustainable development in Nigeria.

3.4. Sample Technique

Purposive sampling technique was used to select the 75 respondents comprised of 25 females and 50 males ranging in age between 21 and 70. Non-probability sampling involves the selection of units based on factors other than random chance. It is also known as purposive sampling [50].

3.5. Sample Size

For the purpose of this investigation, 75 respondents represent the sample.

3.6. Sampling Area

The study was conducted in Southeast Nigeria comprising five (5) states of the 36 states in Nigeria. The number one goal of the SDGs is to end poverty in all its forms by 2030, and the absolute poverty rate in Southeast Nigeria is about 59 percent, which justifies this type of study in the area.

3.7. Treatment of Data

The study was a qualitative one; therefore the opinions, attitudes and observations of respondents were obtained to complement the available secondary data for accuracy, validity, and freedom from any bias. Therefore, primary data helped to form a unified knowledge base in understanding the practical situation of the investigation [61].

3.8. Data Analysis

Data were analyzed through descriptive statistics, with absolute numbers and percentages, and result presented in tables.

4. Presentation of Result

Table 1. Some Bad Management/Corruption Issues in Nigeria, 2017.

S/N	Amount		Descriptions
	Naira	US\$	
1	4 billion		Value of estate seized from ex-Chief of Army Staff
2		1.2 billion	Debt saga at Etisalat
3	22.98 billion	16.9 million	Excess bank charges recovered by CIBN
4	24 billion		Wage bill reduced from N166bn to N142bn over 6000 ghost workers
5		15 billion	Unaccounted defence spending in 2015
6		32 million	Bribery fine involving Addax Petroleum Ltd
7		115 million	Money paid to ex-Minister of Petroleum to influence 2015 general elections by some firms
8	292 million		Allegations of corrupt expenditure by Executive Secretary of NHIS
9	650 million		Alleged campaign fund fraud
10	360 million		Rivers polls bribery scandal involving electoral officers.
11		144 million	Fraud involving Diezani, Omokere, Aluko, etc
12	29.024 billion		Corrupt expenditure on Yatch involving Nigerian
13	107 billion		Amount stolen from the common wealth of Benue people from 2007 – 2015
14	30 trillion		Alleged Ports Scam
15	400 billion		Estimated bribe in one year.

Source: Author Fieldwork (2017).

Table 1 provided evidence of corruption and bad management in Nigeria. The opposite of this is good, transparent and sustainable management necessary for sustainable development. The call for good management is very urgent, and according to [22] the IMF believes that there is a link between code of good practices, fiscal transparency, good governance and accountability, the quality and credibility of fiscal policy, and economic performance.

Table 2. 17 Steps of Sustainable Development Goals.

S/N	Descriptions
1	End poverty in all its forms every where
2	End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
3	Ensure healthy lives and promote wellbeing for all at all ages
4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
5	Achieve gender equality and empower all women and girls.
6	Ensure availability and sustainable management of water and sanitation for all.
7	Ensure access to affordable, reliable, sustainable and modern energy for all.
8	Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.
9	Building resilient infrastructure, promotes inclusive and sustainable industrialization, and foster innovation.
10	Reduce inequality within and among countries.
11	Make cities and human settlements inclusive, safe resilient and sustainable.
12	Ensure sustainable consumption and production patterns.
13	Take urgent action to combat climate change and its impacts (taking note of agreements made by the UNFCCC forum.
14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation, and halt biodiversity loss
16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
17	Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Source: Author Fieldwork (2017) Adapted from UN Reports.

Nigeria is nowhere towards ending poverty. But the best starting point will be from good and sustainable management and then trying to kill Mr. Corruption, which is a key challenge for development [28]. Also, as shown in 10 from table 2, reducing inequality is imperative for sustainable development everywhere, including Nigeria.

Table 3. Condition of Basic Education in Nigeria.

S/N	Descriptions	Nigeria	Southeast
1	Number of classroom in primary schools	416110	50296
2	Number of good classrooms in primary schools	186509	20145
3	Number of bad classrooms in primary schools	229601	30151
4	Number of classrooms in junior secondary schools	69601	9954
5	Number of good classrooms in junior secondary schools	34574	4084
6	Number of bad classrooms in junior secondary schools	35036	5870

Source: Author Fieldwork (2017) Adapted from UBEC, 2010.

As seen in table 3, large number of bad classrooms despite huge natural resources reflects a position of inept management of resources. This undermines the principles of good and sustainable management.

Table 4. Some Factors for Promoting Sustainable Development in Nigeria.

S/N	Descriptions
1	Development of an efficient accountable, transparent and participatory government
2	Establishing a competitive private sector led business environment
3	Enhancement of natural security and improving the administration of justice
4	Promoting unity in diversity
5	Development of sufficient and efficient infrastructure to support sustained economic growth
6	Preserving the environment for sustainable socio-economic development.
7	Promoting sustainable development in different regions.

Source: Author Fieldwork (2017) Adapted from NV20:2020

Table 4 supports the believe that good, transparent, efficient, accountable and inclusive government will lead to sustainable development. It also supports the idea that good management embraces sustainable management that also takes care of the environment. [51] opines that sound environmental policies are necessary for sustainable development.

Table 5. Six World Governance Indicators.

S/N	Descriptions
1	Voice and accountability
2	Political stability
3	Government effectiveness
4	Regulatory quality
5	Rule of law
6	Control of corruption

Source: Author Fieldwork (2017) Adapted from NV20:2020 (2009)

As indicated in table 5, good management is almost synonymous with accountability, stability, effectiveness, quality, legality and control of corruption needed urgently for sustainable development in Nigeria.

Table 6. Characteristics of Respondents (n = 75).

S/N	Descriptions	Category	Total	Percentage
1	Sex	a) Female	25	33.33
		b) Male	50	66.67
2	Educational level	a) Above diplomas	15	20.00
		b) 1 st degree	35	46.67
		c) Higher degree	25	33.33
3	Age	a) 21 – 30	20	26.67
		b) 31 – 50	40	53.33
		c) 51 - 70	15	20.00
4	Experience	a) Less than 5 years	25	33.33
		b) 5 - 20 years	35	46.67
		c) 21 years and above	15	20.00
5	Family size	a) less than 5	20	26.67
		b) 6 to 10	45	60.00
		c) more than 10	10	13.33

Source: Author Fieldwork (2017)

Table 7 showed that the sample was selected from people capable of providing useful responses to validate secondary data.

Table 7. Summary of Responses.

S/N	Statements	SA	A	N	DA	SDA	Total
1	Corruption and mismanagement frustrate sustainable development in Nigeria	57	10	1	3	4	75
2	Good management is necessary for the economic viability and sustainable development in Nigeria.	52	13	2	4	4	75
3	Sound public sector management is required to reduce misappropriation of public funds in Nigeria	48	14	1	6	6	75
4	There is evidence of massive corruption in Nigeria	60	10	1	2	2	75
5	There is high level of unemployment, hunger, and poverty in Nigeria	58	9	2	3	3	75
6	Funds for basic education are often diverted	53	8	2	5	7	75
7	In some states school children learn under poor classroom conditions	40	20	3	5	7	75
8	Nigeria is rated among the most corrupt countries because of poor management	55	8	2	4	6	75
9	Sustainable development requires development of necessary infrastructure	45	20	1	2	7	75
10	Good management is critical for controlling corruption and sustainable development	50	15	2	3	5	75

Source: Author Fieldwork (2017)

Table 7 was used to analysis responses from the sample of the study. Overall, it was agreed that corruption and mismanagement frustrate sustainable development, while good management is critical for the control of corruption and sustainable development. This is the interest of the study. The result supports the findings of [28] that corruption is a key challenge for development.

4.1. Discussion

It is generally believed that corruption and bad management lie at the heart of underdevelopment in Nigeria. The country has been highly mismanaged that it is rated 136th out of 174 corrupt nations in the world. This is a country despite the high number of out-of-children; funds allocated for UBE are abused by those who are responsible for such basic services.

In the absence of good management, corruption becomes the order of the day and development suffers. Corruption is widely known to be the most dreadful thing that has the potential of disrupting any meaningful policies geared toward development. It retards important variables necessary for socio-economic development, and renders completely impotent the pertinent structures, institutions and human capital that are needed to facilitate sustainable development. According to [48] in Nigeria, its abysmal impact is felt more in the critical areas of security, education, healthcare, infrastructure development, job creation, environment, foreign investment, economy, youth population, among others. He opines that meaningful foreign investment and sustainable economic development would be a mirage if anti corruption contraption is not greatly hoisted. He also believes that the public service is not about people enriching themselves, but about implementing policies and measures efficiently and constantly monitoring them to ensure that they are achieving their intended objectives and that public service is about transparency and accountability. These measures cannot be achieved with incompetence and lack of good management. Major stakeholders in Nigeria believe that there is urgent need for competent people to manage the affairs of the country so as to solve some of its economic problems [40]. Good management and reducing corruption are necessary to minimize persistent human poverty, hunger and insecurity that are endemic in Nigeria. For example, in a recent report [67] advocates the strengthening of national institutions so as to fight corruption effectively, even as the senate investigates ground breaking N30 trillion Ports Scam allegations [5]. Lack of good management is responsible for cases where some states are unable to fully implement their budget. According to [47] this results in instances where students sit on floors with dilapidated buildings. The report that 82.3 million bribe cases involving N400 billion took place, in one year, with 92 percent paid in cash, 70 percent paid up front, and initiated by public officials leaves much to be desired. According to [38] with such a large portion of public officials initiating bribes, it means that they show little hesitation in asking for a kickback to carry out their duty and that bribery is an established part of the administrative procedure in Nigeria. Table 1 provided evidence that there is corruption in Nigeria and that bad management helps to encourage corruption, thus leading to underdevelopment. For example, the \$15 billion unaccounted spending from the Defence Ministry, the \$144 million bribe money, the N4 billion, corruptly appropriated by one ex-Army Chief, the ₦24 billion excess wage bill, would have been used for services that would engender sustainable development. At the end of the MDGs in 2015 Nigeria could not meet the target of reducing hunger and poverty by half. The current SDGs envisage that countries should end poverty in all its forms

everywhere, by 2030. To achieve this target requires good management of available resources and reducing corruption. According to [28] corruption is a major challenge for development. Table 3 confirmed the pathetic story of children learning under poor environments, reflecting a situation of weak accountability and lack of transparency and integrity necessary for credible management that would lead to growth and sustainable development. As shown in table 4, sustainable development requires efficient, accountable, transparent, and participatory government. Also, it requires development of sufficient and efficient infrastructure so as to support, sustain and promote economic growth, among others. The issue of good management and by extension good governance depends to a high extent on the rule of law, and control of corruption, among others. Therefore, the matter of reducing corruption cannot be overemphasized because it is critical to achieving growth. Lack of good management, accountability and transparency is responsible in Nigeria today where workers are owed huge salary arrears, and still special grants by the federal government running into billions of naira and dollars are mismanaged. When people are unemployed those employed are not paid the consequences are hunger; poverty and economic stagnation. Table 6 showed the characteristics of the sample, and from their background information, they were competent to discuss the matter under investigation. From the analysis in table 7, about 89.33 percent of the respondents agreed that corruption and mismanagement frustrate sustainable development in Nigeria while only about 9.33 percent disagreed. About 86.66 percent agreed that good management is necessary for economic viability and sustainable development. Also, about 93.33 percent of the total respondents were of the opinion that there is massive corruption in Nigeria, while about 5.33 percent of the total disagreed. The analysis in table 7 provided evidence that there is high level unemployment in the country. This supports the popular view in Nigeria that about 67 million youths are unemployed. Among other important findings, about 86.66 percent of the respondents agreed that good management is critical for controlling corruption and encouraging sustainable development in Nigeria. This supports the earlier findings of [56, 52, 57] among others, that efficient management, accountability, controlling corruption and strengthening public accountability and transparency are the major ingredients for growth and sustainable development. Micro, Small and Medium Enterprises (MSMEs) respond efficiently to immediate societal needs and contribute a significant quota to income generation as well as poverty alleviation, particularly in rural communities. According to International Council for Small Business (ICSB) formal and informal MSMEs make up 90 percent of all forms of businesses and account for an average of seventy percent of total employment and fifty

percent of GDP. According to [29] although MSMEs generate the most new jobs they face many challenges which access to finance is often cited as primary obstacle. It is therefore necessary to remove such barriers and provide support for the MSMEs as they are key to inclusive sustainable development [59].

4.2. Scope for Further Study

Further study should examine the relationship of bad management and corporate bribery to find ways of addressing the phenomenon in Nigeria.

4.3. Recommendations

- i. The government at all levels should institutionalize the culture of good management to ensure government effectiveness.
- ii. The quality of regulation by the regulatory agencies, such as the Economic and Financial Crimes Commission (EFCC) should be enhanced to ensure good management, transparency and accountability in Public Sector Organizations (PSOs).
- iii. The code of conduct for public officeholders should be refined to the extent that people found wanting in certain areas of human endeavour is never allowed to hold further appointments both in the public and private sectors of the economy.
- iv. Government at the federal level should ensure equitable distribution of income and wealth to ensure growth and stability and to unleash the potentials of every Nigerian.
- v. Micro, Small and Medium Enterprises (MSMEs) generate the most new jobs in Nigeria. Therefore, government should increase the tempo of removing financing constraints to enable the subsector contribute more to the growth and development of the economy.

5. Conclusion

Lack of good management has contributed significantly in bringing Nigeria to a situation of global ridicule because almost always, the news about Nigeria are about monumental corruption, killings and kidnappings, youth restiveness, illiteracy, unemployment, hunger and poverty. In sharp contrast, in some other parts of the world, including SSA, academic and technological advancement are creating new superhighways for monumental advancement in quality growth and sustainable development. Institutionalizing good management and reducing corruption will help Nigeria to accelerate the process of achieving sustainable development. The necessity for good corporate governance cannot be

overemphasized because both the private and public sectors contribute to the growth of the national economy. Enhancing equitable distribution of income and resources, empowering the youth and women and encouraging MSMEs will provide the key to inclusive growth and sustainable development in Nigeria. The exploratory research design was used for the study, and it was found that good management is critical to achieving sustainable development in Nigeria. This result is not spurious because it also supports the findings of earlier researchers like [31] that if a given country improves its corruption score by 2.38 points on a 10-point scale, its annual per capita GDP growth would rise by more than a percentage point. He posits that corruption can weaken economic growth and development through many channels, including poor resource allocation and inefficient management. This is the interest of the study.

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