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Leadership Training:
A Panacea for Productive Public Enterprises in Nigeria

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Abstract:
The radical change in the economy of advanced states emanating from the growth in the state-owned companies has thrown the challenge to the shrinking position of public enterprises in African states. Most African governments no longer considered these enterprises as the beacon of the economies due to unnecessary low productivity generated by rams hackle efficiency. The Nigerian experience in this institutional disequilibrium is predicated majorly on leadership problem rather than inadequate financing and resources. The organizational dysfunction in the Nigerian public domain originated from poor managerial skill of public bureaucrats. Over the years, public sector management has suffered serious setback due to consistent dependence on archaic means of handling administrative matters. In order to enable the bureaucrats at the top echelon to flow with global technology that will revitalize the public sector, particularly public enterprises, it becomes imperative to embark on leadership training. The central focus in modern day management is significantly the human element and what should be done to stimulate them in an organization to effect productivity. To effect this productivity change in the public enterprises is the responsibility of human resource management (HRM) unit of affected organization

Keywords: Leadership, Training, Human Resources and Productivity of Public Enterprises

1. Introduction

The Nigerian government since independence in 1960 has committed itself to the promotion, management and control of the public sector, be it in the civil service or public enterprises. This was necessitated by the desire for sound economic advancement that will propel self-reliance and recognition of the Nigerian State in the Comity of Nations. Public enterprises in Nigeria have grown tremendously since their inception both in terms of their size and volume of investment due to sudden and unanticipated increase in revenue occasioned by the oil exports in the early 70s.

Until the 80s, the Nigerian Public enterprises were growing enormously before it started degenerating in value as a result of low revenue generation. A very important reason for the growth of Nigeria's public sector is the indigenization policy that was promulgated by the Nigerian Enterprises promotion Decree of 1972.

Public enterprises in Africa, particularly in Nigeria have suffered challenges due to ineffective and inefficient management. These institutions present a depressing image of inefficiency, low productivity, budgetary burdens, poor products and services. This set back in Nigerian Public enterprises is not unconnected with improper managerial skill resulting from absence of leadership training. Leadership training is the exposure of leaders or managers to knowledge that will equip them with the ability to innovate ideas, execute correct judgment, take effective decision, organize, build up subordinates, have realizable vision and engage in participatory management for the purpose of enhancing organizational goals. From this definition, it can be deduced that:

"A manager is not a person who can do the work better than his men;
He is a person who can get his men to do the work better than he can"- Fred Smith.

Leadership training in the public enterprises makes it possible for managers to be able to deliver service effectively through the support of the subordinates. According to Corporate Affairs Commission (CAC) on "specific strategies for service delivery improvement", managers should be trained to simplify their operations, motivate the entire workforce, improve on their communication, formulate its service charter, specify the range of services offered and set time frame for completion of delivery of service.

Nigeria has attempted for so many years to reform her public sector by instituting commissions, both in the colonial and post-colonial periods. These commissions are the Hunt commission (1934), Tudo Davis Commission (1945), Harragin Commission (1946), Miller Committee (1947), Foot Commission (1948), Adebo-Philipson commission (1954), Messrs L. H. Gorsuch and Randell Commission (1955), Mbanefo Committee (1959), Morgan Commission (1963-64), Wey Panel on Public Service Management and Salary Administration (1960), Elwood Grading Team (1964), Adebo Commission (1970-71), Udoji Public Service Review Commission (1972-74), The Cookey Commission (1981), Dotun Philips Study Group on the structure, staffing

and operations of the Nigerian Civil Service (1985), Presidential/Koshoni Task Force on the implementation of Civil Service reforms (1988), Fatai Williams Committee (1990), Damachi Tripartite Committee (1990). The Commission on the Review of Higher Education in Nigeria (Grey- Longe Commission, 1991), Allison Ayida Review Panel on Civil Service reforms (1994-1995),The Vision 2010 Committee on Harmonization of Remuneration in the Public Service (1998), 19-Man Presidential Committee (2000), Wages, Salaries and Emolument Relativity Panel (2004-2005), Consolidation of Public Sector Emolument Panel (2005-2006), Stephen Oronsoye Panel (2010-2012).

The major consideration of any public management is to maximally utilize materials and human resources to secure greater accomplishment in its designated objectives. This is the factor that has resulted to the consistent reforms by various governments in Nigeria. However, most of the reform packages centered on the issue of salary increases rather than on leadership training. Although salary increase is an element of motivation but may not necessarily be the utmost solution to human desire and organizational development at work place. Frederick Winslow Taylor's Scientific Management did suggest high payment to be made for successful completion of tasks. He however laid more emphasis on the best result being generated by the partnership between a trained and qualified management and a cooperative and innovative workforce. This he believed would improve industrial efficiency. The major responsibility of management in any public enterprise, developed or developing is to provide leadership training for public managers to enable them direct, control and coordinate the activities of workers well with the view of achieving desired goals of the organization.

Despite past reforms of the public sector by Nigerian government, the public enterprises are still less productive in the sense that their generated revenue from the mid-80s to the present time has recorded internal and external debt, persistent imbalance of payment, decline industrial capacity utilization, consistent inflationary spiral, regular inefficiency and complete dependent on government for subvention, subsidies and grants. Perhaps government's recent idea of privatization of public enterprises arose from this seemingly intractable economic bottleneck created by the failure of the existing public enterprises. It is important to say that privatization may not be the complete solution to inefficiency of public enterprises in Nigeria. One of the inherent problems of privatization is that it could deprive the nation of state- ownership of strategic industries. To prevent Nigerian economy from facing total crises, the Nigerian government should look ahead for proper management by encouraging the existing public enterprises to seek for a way of training the leaders on certain areas of management that will enhance better performance.

2. Public Enterprises and Leadership Training: Conceptual Clarification

There is no universally acceptable definition of a public enterprise. However, public enterprise (PE) is an organization that is set up as a corporate body and as a part of the governmental apparatus for an entrepreneurial or entrepreneurial-like objective (Adamolekun, 2005). Public enterprise has a dual character, namely, a public dimension and an enterprise dimension (Fernandes and Sicheri, 1981). The characteristic of the public dimension are: public interest, public ownership, public control, public management and public accountability. The enterprise dimensions are: organization and decision-making identity, production of goods and services, marketing, investment and return on investment and commercial accounting system.

The establishment of public enterprises in Nigeria were borne out of the need to redistribute wealth, enhance development in other sectors of the economy, prevent certain key sectors of the economies from being dominated by private citizens, generate employment, desire to exploit those natural resources efficiently, enhance security and defense, raise revenue and control monopoly. It therefore follows that the public enterprise is important policy instrument for facilitating the achievement of development objectives in developing countries (Aboyade, 1980)

The performance of public enterprises may be assessed from two perspectives. That is financial or private profitability and economic profitability (Ghant and Dutto, 1968). In the first place, financial performance depends on productive efficiency which consists of allocative efficiency and technical efficiency (Kirk Patrick et al, 1989:538). Technical efficiency "measures the degree of economy in resource input used to produce a given output" while allocative efficiency "measures the degree to which the best combination of different factors is achieved having regard to relative prices (Kirk Patrick, 1989:168). This means that a firm would only operate profitably when its productive efficiency is high.

The productivity of the public enterprise in any state is a measure of the efficiency with which a firm performs that transformation process (Lewis et al, 2004:538). We can categorize the productivity enhancing tactics as being related to technology, people, or design (Evans, 1992). Productivity improvement through people has to do with the human element of the organization. The ability of the human management unit of the public enterprise to enhance productivity is determined by training given to the various managers in the organization. Such efficiency can be achieved by using the fewest inputs (such as people and money) to generate a given output. In order words, efficiency means "doing things right. (Drucker,1967). For managers to be able to perfect their activities in the public enterprises, they have to be exposed to leadership training. The essence of training is to enhance innovation, adapt a new management styles, new ways of working, ability to measure success, dynamism of skills, and application of new information technology.

Leadership is "the process of creating a vision of the future that takes into account, the legitimate long-term interests of the parties involved in that activity of developing a rational strategy for moving towards the vision of enlisting the support of the key power whose cooperation, compliance, or teamwork is necessary to produce that movement, and of motivating highly that core of people whose actions are central to implementing the strategy" (Kotter, 1988:25-26). Leadership is a combination of credible authority, persuasion, empowerment of others (Conger, 1989), inducement, and perhaps above all good judgment (Quinn, et al, 1988). Leadership in a large organization is influencing and energizing people to work together in a common effort to achieve the purpose of the enterprise (Seckler-Hudson, 1959:99). An essential ingredient of effective leadership is the establishment of organizational training that will provide the foundation for the development of skill and commitment that will pave way to the growth in the public sector.

Training is the backbone of every organization. It tends to sustain growth and enhance productivity whenever it is considered as part of personnel policy. If impedes or resists, it could ultimately facilitate its death. The recent dwindling in the performance of Nigerian public enterprises sprang up from the neglect of leadership training of public sector managers. The basis of training leaders in public sector is to prepare them ahead. Training of public employees, in the specialized sense is, however, a conscious effort directed towards achievement of some specific purpose or purposes. (Sharma and Sadana, 2006:438). It is true that traditionally, managers and executive leaders have been 'born' rather than 'made. It is also true that 'coaching' by the boss and the school of experience has been the traditional modes of training, and indeed, they will never cease to play their part. But the complex and technical nature of administrative processes has made a more systematic and better planned training programme imperative (Avasthi and Maheshuwari, 2005:65-66).   Chester Barnard supported this assumption that training of leaders is paramount to organizational growth. According to him;

"I suppose no one doubts that without education the supply of leaders of organization competent for conditions of the modern world would be wholly inadequate and many of us suspect that if we knew better how to train men, we should be much better able than we are to cope with social dilemmas we confront" (Barnard, 1948:83).

It is now widely accepted that "high talent power does not grow wild, it required careful seedling and meticulous cultivation." With the growth of industrialization, we will have to accept the basic assumption that leaders are not born, rather they are made. Generation and accumulation of managerial resources is increasingly a matter of careful planning, judicious investment, and conscious effort (Bhagwan and Bhushan, 2006). Good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience (Jago, 1982:315-338). To inspire workers into higher levels of teamwork, there are certain things Human Resources Management must know and do. These do not come naturally, but are acquired through continual work and study. Good leaders are continually working and studying to improve their leadership skills. Traditionally, leadership training development has focused on developing the leadership abilities and attitudes of individual. People aren't all born with the ability to lead. It requires formalized programmes for developing leadership competencies (Carter, et al 2006).

Leadership training can take many forms. One widely used technique is the case method, which uses a written description of a real decision-making situation in the organization or a situation that occurred in another organization. Managers are asked to study the case to determine the problems, analyze the decisions for their significance, propose solutions, choose the best solution, and implement it. More learning takes place if there is interaction between the managers and instructor (Ivancewich, 1995:452). Leadership training can also be done through 'role playing', which involves placing the problem in a real life situation, using problems that are now correct or are happening on the job, dealing with problem, in which participants themselves are involved, dealing with emotional and attitudinal aspects in an experimental frame of reference, emphasizing on feelings, training in emotional control and provision of practice in interpersonal skills. There is also 'management games' where teams of players are asked to make a series of operating (or top management) decisions. 'Behaviour modeling' is learning through observation or imagination. The 'in-basket technique' occurs when participants are given material (typically memos or description of things to do) that include typical items from a specific manager's mail and a telephone list (Ivancewich, 1995: pp452-455).

3. The Role of Human Resource Management and Leadership Training

It has long been felt that organizational and administrative inadequacies frequently emanated from insufficient and improper leadership training of public sector managers assigned with certain responsibilities. It is becoming increasingly evident that the poor performance of the public sector is due to poor leadership skill of its managers. To enable the Nigerian public enterprises experience improvement, the Human Resource Management (HRM) should put in place effective leadership training for managers.

In Nigeria, the office of the Head of the Federal Civil Service is the body saddled with the responsibility of providing central guidance in manpower development matters. Professionals desiring to become managers of resources are given managerial training at the Administrative Staff College of Nigeria (ASCON), Centre for Management Development (CMD), National Institute of Policy and Strategic Studies (NIPSS). The major professional bodies in Nigeria which secured approval for the training of manpower of private and public sectors are: The Chartered Institute of Personnel Management of Nigeria (CIPMN), The Chartered Institute of Management (CIM), The Chartered Institute of Administration (CIA), The Chartered Institute of Secretaries and Administrators (CISA), The Institute of Chartered Accountants of Nigeria (ICAN), The Chartered Institute of Local Government and Administration (CILGA), The Chartered Institute of Taxation of Nigeria (CITN), The Chartered Institute of Bankers of Nigeria (CIB) and a host of others. The ultimate focus of these various professional institutes is to organize for training, seminars and conferences for executive managers in both sectors. They also conduct examinations for their students.

The responsibility of every human resource management in a public sector is to maximize the opportunity of the existence of the professional bodies by enrolling managers in those institutes. Unfortunately, the HRM department has failed or lost focus of its responsibilities. In every organization, the HRM emphasizes the strategic role of personnel in managing organizational change. To be able to handle the intricacies of organizational change in the public enterprises, the relevancy of leadership training cannot be waved aside. HRM has become an important consideration for all organizations in an age of global competition in which all large scale organizations must compete for resources whether they are in the public or private sector or non- governmental organizations, (Adamolekun, 2005).   The existence of competition cannot be averted in any society, be it developed or developing. This challenge is to be strategically borne by leaders in the various organizations based on the training acquired in leadership.   Human Resource Management is "a distinctive approach to employment which seeks to achieve competitive advantage through the strategic development of a highly committed and capable workforce, using an integrated army of cultural, structural and personal techniques (Storey, 1995). All the leadership functions such as recruitment, selection and placement; job

analysis; job description and job evaluation; compensation and appraisal plans, employment records, employee benefits programme (Strauss and Sayles (1971:28), contract negotiation; contract administration; collective bargaining; (Yoder, 1964), planning; influencing; coordinating; motivation, leading; and labour force (Jucious, 1956:2) could only be performed effectively when the leaders of a public enterprise possess the required leadership skill. Public sector is a career institution where professionals are required to "institutionalize planning at all levels of management so that it becomes a prime element of every manager's work" (Dunphey and Stace, 1988:317-334). In recent times, leadership is one of the most important elements of the public organization. For instance, it is "leadership" that affects culture rather than "management" (Burman and Evans, 2008: 22-23)

The most contentious of this argument is clearly that of leadership training imperatives in effective organization. It has implications for most aspects of organizational functioning. Human resource management (HRM) should devote much effort to the transmission of what is considered to be appropriate management skills and knowledge by employing different institutional arrangements and training policies (Paul, 1983). Although the human resource management has so many other functions to perform aside from training, suffice to say that the major area on which the pillar of any organization rest is the effective leadership performance. This makes it to be one of the most important functions of the human resource management of any organization.

4. Areas that Public Enterprises Managers Need Leadership Training
Comprehensive leadership training is significant for the public organizations to sustain their survival and efficiency in the competitive environment. Enterprise training units should be developed and professional training institutions should be consulted to enhance effective leadership training of public managers that will boost organizational growth. Human resource constraints in developing the leadership skill of managers are the major inhibiting factor to improving public enterprise performance. Given more professional managers and better personnel development policies, many of the other problems can be overcome (Powell, 1987).

4.1. Leadership Training and Performance Management
Public enterprises in Africa, particularly in Nigeria have suffered challenges which are largely attributed to ineffective and insufficient management. Performance management is described "as a strategic and integrated approach to delivery, sustained success to organizations by improving the performance of the people who work in them and by developing the capability of terms and individual contributors" (Armstrong and Baron, 1998). Performance management training of public managers should contain areas such as achieving high performance, managing the poor performer, partnership at work, managing for better attendance, setting objectives and seeing them through, skills of appraisal and performance review. It should also stress on effective communication, making clean plans, setting work standards, personal leadership behavior, giving and receiving good information, listening and reacting to people, understanding workers' needs, encouraging workers, correction of workers in a reasonable way, formulating achievement goals and expectations, avoid escalating problems, building the confidence and morale of staff.

In Nigeria, there is a general opinion that most of the public enterprises have failed to deliver on the purposes for which they were established. Management ineffectiveness and inefficiency have been advanced by practitioners and researchers of public enterprises as the bane of the Nigerian public sector (Tokunboh, 1990). The former president of Nigeria, Olusegun Obasanjo (2003), alleged that "Nigerians have been feeling short changed by the quality of public service our public offices have too long been showcases for combined evil of inefficiency and corruption, while being impediments for effective implementation of government policies. Nigerians deserve better". Low quality and trust in public services on the part of consumers, and ultimately, in the failure of government programmes and institutional development have affected the image of the public sector (Akerele, 1990:321-330; Adamolekun, 2006:34-35; Fanimo, 2006:29).

4.1.1. Project Management Handling
To enhance high productivity in the Nigerian public enterprises, particularly in project handling, public managers should be trained. The leadership development level of a project manager is tantamount to a successful project. Effective leadership skill must be used as needed over the project lifecycle (Roger, 2009). Project management is the discipline of planning, organizing and managing resources to bring about the successful completion of specific goals and objectives. A project is a temporary endeavor having a defined beginning and end (Chatfield, 2007), undertaken to meet unique goals and objectives (Nokes, 2007), usually to bring about change or added value. The temporary nature of projects stands in contrast to business as usual or operations (Dinsmore et al, 2005:35), which are repetitive, permanent or semi-permanent functional work to produce products or services. The primary challenge of project management is to achieve all of the project goals, (Ireland, 2006:110) and objectives while honoring the pre-conceived project constraint. Typical constraints are scope, time and budget (Philips, 2003:354).

Managing project is always a challenge, especially, when those projected involve multiple stakeholders, new or unproven technology, shifting or unclear project requirements and constraint resources. Compounding the challenges of public sector is the shortage of good project managers in the public sector. As the public sector is increasingly challenged to do more with less, it will need the talents of thousands of solid project managers, something public sector organizations are just now coming to grip with. (Wirick, 2009).

Project management leadership training should contain: the studying of fundamental project management, teaching managers on how to build and manage effective project teams, developing effective measures for scheduling and controlling projects, learning how to take a pro-active approach to contracts and ensuring project success, integrate vital quality management concepts with

project management practices, discover critical success factors and hidden risk inherent in IT projects, learn how to analyze negotiation styles and turn conflict into advantage, grasp how finance and accounting can impact your project, gain sound strategies that provide a foundation for success, discover how to effectively implement project management across organizations, ensure project credibility by aligning your project with your organizational goals, learn to manage constant change, learn how to overcome the unique obstacles and challenges of global projects, learn to select which projects are suitable for an agile environment.

Since project management is about improving business performance by adopting specific principles, such as completing project on time, within budget and to specifications. Public enterprises will be at advantage in Nigeria, if managers are given sufficient training in this dispensation for it will put them in a strong competitive position. Some common project performance metrics that have been used in the previous research include budget, time, cost, quality, satisfaction, expectation, functionality, schedule, and administration (Bogus et al, 2010).

4.1.2.Team – building and Knowledge sharing
To enhance productivity in the public enterprises, public managers should be taught how to build team and share knowledge among workers. One approach to understanding leadership is to conceptualize it as a set of roles involved in managing key tasks and functions essential for team performance (Mintzberg, 1973). Examples of such roles include organizing, envisioning, spanning and social Maintenance (Barry, 1991:31-47). Four prominent roles performed by leaders: knowledge building, team building, stake holders' liaison and standard upholders (Gillespie et al, 2006). Knowledge sharing in a team is not automatic; the team's leader has the potential to strongly influence the extent of knowledge sharing (Srivastava et al, 2006:1239-1251). In a situation whereby every individual tend to work in isolation, the organization will not be able to achieve its goals. As noted by Ajayi, "the social cohesiveness, unity and team maintenance enterprise in an organization (sic) become part of the functions of contemporary managers who want to succeed (Ajayi, 2004: 7). Team work provides an environment in which people can grow and utilize the available resources efficiently to enhance rapid improvement and growth of workers in an organization.

4.1.3. Maintenance Culture
The lack of maintenance of public infrastructure in Nigeria has been the bane of public sector managers. Nigerian President Goodluck Ebele Jonathan asserted that: "Nigerians lack a maintenance culture" (Next, 2010). For the Nigerian public enterprises to be more productive, "leaders should be trained to cultivate a maintenance culture" (NBF News, 2010). When office accessories are damaged, performances of workers will be jeopardized. Leaders should be trained to maintain office facilities by repairing them. The building, generators, and other assets should be reconstructed, serviced and refurbished respectively. When those facilities are in order and at the reach of the workers, it will boost their performances and zeal to work. Level of productivity can be determined by the quality and quantity of resources available for workers.

According to Dimeji Bankole (2008), "For too long, Nigeria has been engaged in the negative, even wasteful attitude of replacement instead of a maintenance culture. In many instances, our tendency has been to allow infrastructure and monument to waste, while we seek for annual appropriations to acquire new ones.

4.1.4. Accountability and Probity
With particular reference to corruption, the problem is usually conceived of as fraudulent misappropriation of public funds by pubic officers (Ulayi, 2006:13). Corruption is any induced or uninduced behaviour within a complex or private organization to falsify its integrity, purpose, virtue and ethics for private end (Bello-Imam, 2005:266-281). Corruption is a hydra-headed phenomenon that has eaten into the fabric of Nigerian System. It is identified as greed and element of stumbling block to national development (Thisday, 2010). Corruption is not only pervasive, alarming and endemic in Nigeria but according to Achebe, (1983), "the vice has entered the fatal state in the country". Achebe went further in another instance to say that "the trouble with Nigeria is simply and squarely a failure of leadership (Adamolekun, 2002:11). Probity enables the other potentially conflicting aims to be harmonized so that the mix is sustainable, ethical and successful. Probity is the strict adherence to a code of ethics based on undeviating honesty, especially in commercial (monetary) and beyond legal requirements. Managers in the public enterprises and the entire public sector should be trained to be disciplined in financial matters. They should be enlightened of the evil of corruption to the economy. They should be tutored on the need to be prudent and accountable. There is need for public managers to understand the benefit of honesty, transparency, a good conduct and ethic of behavior to the growth of Nigerian economy and the success of the existing public enterprises. Most public organizations are inefficient not because they were not given government subvention but because their managers regularly engage in mismanagement. Corruption always exists when there is no proper accountability. A manager is someone who is held accountable for the output of others and for coordinating and motivating a team capable of producing those outputs. A manager is therefore accountable not only for his or her own performance, but also for the performance of other people.   Leaders should be trained on how to assess the task done to know whether they are discharged satisfactorily. They should be taught how to delegate responsibilities and on the need for feedback. The effective performance of the public enterprises will only be realistic when managerial roles are analyzed and managerial authority fully carried out. Accountability itself is based on the analysis of managerial roles and managerial authority and that which "calls for human judgment as to whether tasks have been satisfactorily discharged" (Elliot, 1977:47). Managers of public enterprises should be sponsored to attend seminars and conferences on accountability both at local and international levels to boost their performance base. According to Irene Chigue, the immediate past Director General of Bureau of Public Enterprises, "Our country's publicly owned enterprises have been by and large grossly inefficient, corrupt and wasteful" (Daily Champion, 2010). The overall result then is that hardly is any public service rendered free without a consideration of something in return

(Sanusi, 2006:18). To lend credence to the height of corruption in Nigerian public enterprises, the Independent Corrupt Practices Commission (ICPC), rated the Power Holding Company of Nigeria (PHCN), and the police the most corrupt public institutions in Nigeria (Vanguard, 2006). The Managing Director, Hussein Labo of PHCN admitted that there was heavy corruption in the organization. He made a vow to stamp out corruption "in an attempt to create new values in the power sector" (NBF News, 2010).

4.1.5. Practical Creativity and Innovation
Public managers in Nigeria can come out of their luke warmness and complacency if they are given required training that will enable them to develop strong vision for their organizations. Vision without creativity is vague. Hence, managers in public enterprises should be trained on how to generate ideas that will speed up growth. Creativity and innovation are major factors to the growth of a business, particularly when strategizing plan, and when designing new products and services. These two concepts became essential in the face of increasing competition, diversity among customers and availability to new forms of technology. Creativity by individuals and team is a starting point for innovation (Amabile, 1996:1154-1184). Creativity is the ability to generate innovative ideas and manifest them from thought into reality. The process involves original thinking and then producing. Creativity has been attributed variously to divine intervention, cognitive processes, the social environment, personality traits, and chance ("accident," "serendipity"). It has been associated with genius (Cai et al, 2009).
To enhance productivity in the public enterprises, managers should be less reliance on outdated technology by fashioning out new ways of doing things in their organizations. The public enterprises in Nigeria have often been "perceived as corrupt, outdated in technology, lacking in creativity, slow in responding to issues and structurally weak…" (Ahmed, 2004)

4.2. Total Quality Management
Organizational features and poor performance are often linked to inefficient and ineffective leadership skill and training among managers in Nigeria in public enterprises. The quality of services and goods produced are extremely below standard. The enterprise determines the quality of the product or service it provides by means of performance indices. When developing the corporate plan and measuring the effectiveness of implementation, it uses the ability of managers to meet the target to determine their performances. The leaders in Nigeria should be willing to emphasize on the people-oriented elements of management commitment and people's involvement, which will increase or change the process elements of continuous improvement and the people of Nigeria's satisfaction in improving the effectiveness of performance must be highlighted (Oriaku and Oriaku, 2008: 44) Areas that leaders should be trained include: how to form total quality management teams, initiate companywide awareness of TQM, implement education elements of business plan, develop total quality management strategies for both the high and low in the organization, develop total quality tools or documentation, for work process analysis, requirements and measurement, establish review procedures and continuous improvement of quality (Osamwoyi and Ugiagba, 2005) Total Quality Management (TQM) is the process of change towards an organizational culture of total and continuous improvement. It is making it right the first time (Macdonald, 1999).

4.3. Time Management
In time management, punctuality is key subject matter because it is the starting point to one's success or failure. For policies to be result-oriented, through complete involvement, by all arms, leadership role and application by examples should be the role model (Aniukwu, 2010).
To enable enterprises to be more productive, there is need for time management training for leaders. The training is necessary to enable them to know how to use new tools and practices that will make them to be more focused, manage the overflow caused by modern communication technologies (phone, IM, E-mail, SMS, Web Conferencing, etc) and use their time and E-mail Management Software (e.g. MS Outlook) more efficiently, operate pro-actively (short and long term) instead of operating in an "emergency mode", work without any "lose ends", maintain work life balance, evaluate correctly when they need to say 'NO', plan, prioritize and control activities on a daily basis. The key challenges that people face in time management are time wasters, perfectionism and procrastination (Adaoti, 1999:25-26). Public enterprise executives should be trained to coli date the available time in order to have them in large chunks instead of in small bits (Drucker, 1967).
The training of managers should also contain, the writing of memos, conducting of research on what to write, writing minutes in clear, concise and simple language, preparation of memorandum draft of speeches and arrangement of their thoughts and ideas in logical segment. When mangers are exposed to these areas, their time will be effectively utilized in the course of performing a task.

4.4. Stress Managemnt
Stress is the "condition of strain on one's emotions, thought, processes and physical conditions" (Davies, 1981:52). It is the "physical condition and emotional response that occurs when the requirements of the job do not match the capabilities, resources, needs of the employee" (Di Martino, 2003). People on one hand can become dysfunctional at work due to stress, which can result to serious health problems. On the other hand, managers need to equip themselves with some stress management strategies that will enable them adequately cope with the consequences of stress in the workplace (Ugoji, 2009: 472-478).
Excessive high level of stress may retard manager's performance as well as lead to absenteeism and turnover (George an d Jones, 1996). Managers in enterprises should be trained on the evil of stress at place of work. The training should contain: advising managers to rest or take time off whenever there is sign of exhaustion, teach them to prioritize their task to avoid misplacement, encourage them to delegate responsibilities to competent subordinates, need to manage their limited time, need to engage in work relation, need to inoculate and monitor their stress, engaging in regular exercise, develop self-control, engaging in role negotiation

and "net-working" (Luthans, 1985). The best way to avoid burnout is by mixing leisure with work and with other stress management strategies (Frank and Wallen, 1996). When you reduce employee stress, you not only reduce safety-related expenses, you can reduce costs associated with absenteeism, turnover, reduced productivity, grievances, and litigation (Lee, 2000), which sometimes affect the public sector.

4.5. Corporate Planning

In every enterprise, the profit rate is determined by both technical and market factors. The technical factors include how good the firm is at transforming physical inputs into physical output (productive efficiency), and market factors in terms of the value placed upon both inputs and outputs (Hills, 1992:44-45). The public enterprise like the business enterprise seeks profit that will provide a socially acceptable rate on investment (Moore, 1971:19).   The output of efficient and economically performance is the profitability of the enterprise and from that, the accrual of earned profits to the owners (Brech, 1967:202-203).

Although enterprises established by government are expected to generate minimal profit to enable them to survive in the competitive environment, the attainment of this profit is tantamount to the manager's skill, in setting the right objectives and ensuring their accomplishment through the application of right strategy, right methods, utilization of appropriate equipment and a sound basis of planning and control. From a company's perspective, corporate planning involves formulating long term business goals so that the strategic planning of an enterprise may be developed and acted upon.

Strategic planning is allocating limited resources to each one with plans assembled in a complete, carefully programme package. (Ansoff,1969). Strategic planning is necessary because the available resources of an organization are limited. To be able to attain the goal of the organization, managers are expected to allocate the resources among staff in such a way that it will yield maximum result. The objective of a public enterprise is to provide quality services and goods to the citizens. To achieve this, managers must be trained the nitty gritty of corporate planning on how to set objectives, conduct environmental scanning for the plan, analyze existing strategies, define strategic issues, develop new/revised strategies, establish critical success factors, prepare operational, resource, projects plans for strategy implementation and monitor results.

The government enterprises are challenged with unrealistic plans and inconsistent plans due to unprofessional strategy applied in the process of formulating and implementing plans. The general organizational objectives will persistently be jeopardized for lack of strategy.   Strategy is required "for achieving specified objectives" (French and Seward, 1975:94). In order to enhance the corporate goals, public managers must be equipped with the how of strategic planning. The strategic plan comprises (1) goals, evaluation and plans in existing lines; (2) new projects under consideration or planned; (3) production and facility requirements; and (4) detailed financial projections. (Dymaza, 1972:266).

4.6. Leadership and Communication

Communication is a process by which meaning is assigned and conveyed in an attempt to create shared understanding. This process requires a vast repertoire of skills in intrapersonal and interpersonal processing, listening, observing, speaking, questioning, analyzing, and evaluating. It is through communication that collaboration and cooperation occur (Office of Superintendent of Public Instruction, 2008). Leaders in the public enterprises of third world countries should be trained on the need to communicate to their subordinates and to the management on issues affecting their units. A leader who has poor leadership communication will find leading far more challenging than a great communicator. Most public managers find it difficult to perform well because of their inability to carry their workers along in the process of engaging in their day-to-day activities. A lot of official activities are done through oral and written means. There should be communication between managers and the team of workers collaborating with them to realize the goal of the organization. The best accessible medium should be used in the process of communicating.

4.7. Computerization

The public managers are not performing to maximal level due to lack of technological know-how, particularly the use of computer. The application of computer technology helps to ensure effective managerial decision making. However it is essential to say that in "Nigeria as well as most African Countries, computerization of their public administration services is limited largely because of lack of comprehensive policies on computerization" (Ezeani, 2005). Lack of trained manpower, the high cost of telecommunications and document delivery, and the cost of information itself are the barriers developing countries are struggling with. However, there is need for the enterprises to send them for training to boost their human capacity at workplace. To enhance this, there is need for Nigeria to modify its national IT policy in such a way that technology is put at the centre of the development planning.

5. Benefits of Leadership Training to Public Enterprises

There are several benefits associated with the idea of training of personnel in an organization, be it public or private. Employee leadership training programmes are usually embarked upon by private and public organizations either on a one-time or recurring basis due to certain positive results emanating from it. Programmes are designed in several ways. There is in-house or genetic programmes, examples are employees registering with a local University, College or training center. The following reasons should justify the employee leadership training in the public enterprises.

5.1. To Provide New Techniques

In order to be able to secure new methods of performing task, there is need for valuable information to be made available. Leadership has to do with ability to apply new techniques to enable the organization to triumph over others in the competitive

market environment. New information, tangible enough to enhance productivity is made available for leaders when they attend seminars, and conferences. To assist the public sector managers to be more vibrant and virile, training fund should be allotted to enterprises to enable them travel abroad or at home to participate in conferences relating to modern ways of producing goods and services. The constant application of traditional techniques in performing a task might affect productivity.

5.2. To Enhance Efficiency in Task Performance
In the face of market competition, public sector managers should be equipped to enable their services and goods to be patronized by domestic and foreign consumers. This is necessary to ensure the sustenance of the organizations. Efficiency in task performance will spring up when there is work simplification, on time delivery, rise in quantity, quality and consistent patronage of products by consumer. These measures can only be attained when leaders are trained.

5.3. To Promote Complete Reengineering
To enhance productive performance in Nigerian public enterprises there should be training of managers to enable them to serve as instruments of reengineering in their various organizations. Government enterprises need total over-hauling to keep them in tab with current entrepreneurial environment. Engineering is originally conceived as technique to introduce radical changes in improving business operations and competitiveness. It is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed (Harmer and Champy, 1993:32). When leaders are trained on the nitty-gritty of re-engineering, it will enable them to promote the idea in their enterprises.

5.4. To Promote Conflict Resolution
Public enterprises in Nigeria are always faced with suspicion, distrust, intrigues, discord, grievances which often degenerated to conflict within the organization if it is not quickly arrested. To be able to control this situation, public managers must be equipped with certain administrative and managerial skill. In the course of training leaders on how to resolve conflict in the organization, they are taught how to identify a safe place for negotiation, approach problem-solving with flexibility, manage impasse with calm, patience and respect, build an agreement that works, clarify personal needs threatened by the leaders who came in with traditional methods.

5.5. To Boost Confidence in Leaders
Leadership training gives public managers the enablement to be able to reflect the image of the organization. Through training, leaders are being exposed to certain practical interactions among trainees. They are trained directly or indirectly on how to communicate ideas to employees, hold meetings and take decisions concerning the organization. The problems with public enterprises are lack of confidence among leaders to handle issues affecting their daily routines. In the course of making their vision realistic, they must have confidence. It is this confidence that will grant them the strength to convince their colleagues and other workers on why they need to adopt a vision. It is when such is fruitful that leaders can assert good leadership.

5.6. Leadership Ethics and Values are Transforming Agents
To enhance the growth of the public enterprises, certain values should be internalized by leaders to enable them to administer well in their organizations. When managers are trained, they will know what it entails to be called a leader. They are taught also ethical behaviour that should be found in a leader such as ambition, competency, individuality, respect, dedication, improvement, diversity, service, responsibility, accuracy, equality, integrity, loyalty, credibility, innovativeness, excellence, teamwork, empathy, accomplishment, empowerment, quality, efficiency, dignity, collaboration, influence, learning, compassion, friendliness, discipline/order, generosity, persistency, dependability and other values. Public enterprises are facing challenges because public managers lack leadership ethics and values.

5.7. It Prevents Manpower Obsolescence
It prevents the existence of manpower obsolescence. In other words, leadership training revitalizes manpower's skills to enable them cope with the ever increasing challenges of modern business. Some Nigerian public enterprises are dwindling due to the existence of staff obsolescence. Some leaders with traditional methods are still using them in the days of modern technology. Obviously such outdated methods have made some of the leaders not being relevant. They are no more useful to the growth of the enterprises. Obsolescence in this sense means the state of being which occurs when an object, service or practice is no longer wanted even though it may still be in good working order. Obsolescence frequently occurs because a replacement has become available that is superior in one or more aspects. Obsolete refers to something that is already discussed or discarded or outdated (Thompson, 1995). When leaders are sent for training, it will enable them to overcome, technical obsolescence, functional obsolescence, style obsolescence and postponement obsolescence affecting their performances in enterprises.

5.8. It Prepares Managers for Next Level
Certain skills and experience are needed in order to perform at the next level. For managers to be able to take up higher managerial responsibility, employee's skills and abilities must be developed. The public enterprises are beset with shortage of manpower at top echelon level because adequate trainings were not conducted in the past. It is when such technical, administrative and human relations abilities are secured that such individuals will be able to have access to higher position.

Government is sometimes liable to wrong selection of appointees or arbitrary secondment of officers to occupy vacant positions, even when they lack technical, operational and administrative skills. Hence they need to be trained

5.9. It Reduces Employee Turnover
The public enterprises may continue to decline due to absence of continuity resulting from persistent turnover of workers. Some public officers are resigning due to redundancy. Top flight officers are seen withdrawing their services from public to private sector or where they believe task performance are more challenging. To discourage public enterprises managers from taking this action, training should be conducted to enable them to occupy the more challenging positions. Lack of career opportunities and challenges, dissatisfaction with the job-scope or conflict with management have been cited as predictors of high turnover (Dijkstra, 2008).   Promoting a work environment that fosters personal and professional growth promotes harmony and encouragement on all levels (Testa, 2008).
Leadership training of employees will definitely assist by reducing the high rate of labour turnover in the enterprises. The danger posed by labour turnover is minimized when workers are made to realize the gains associated with building a career in the public sector. This sensitization could be secured in the course of going for leadership conferences and seminars at home and abroad. Continual training and reinforcement develops a workforce that is competent, consistent, competitive, effective and efficient (Costello, 2006:48-49). Lack of continuity due to turn- over of workers can be devastating on services and goods produced. This may discourage customer patronage.

5.10. It Increases Employee Motivation and Commitment
Training of public managers can serve as a way of enhancing higher productivity. Public managers are not performing well in their enterprises partly because they did not have the leverage of being trained. The morale of workers should be boosted through training. High morale is a manifestation of the employees' strength, dependability, pride, confidence, and devotion. Stimulating leadership through training can greatly lengthen morale.

6. Barriers to Leadership Training in the Public Enterprises
There are certain factors that normally impede leadership training in the public enterprises. These are:

6.1. Cost Of Training
The cost of training managers in the public enterprises is high. Some firms always refrain from training employees because of the huge costs. Firms normally incur at least three types of training costs.
- The explicit monetary costs of employing individuals to serve as trainers and the costs of materials used up during the training process;
- The implicit or opportunity costs of using capital equipment and experienced employees to do the training in less-formal training situations.
- The implicit or opportunity cost of the trainee's time (individuals undergoing training are not producing as much output as they would if all of their training were devoted to production activities (Ehrenberg and Smith, 1994:132-133). The training of mangers for leadership training is borne by the government. When adequate fund is not available, training becomes difficult.

6.2. Mismanagement
Those in the top echelon are sometimes using their position to resist training in the public sector. The fund allocated for the training programmes could be siphoned and diverted into other unprofitable projects. The public officials commit this act by either inflating the training costs or seeking for incompetent training institutions. Some Public officers are not transparent in financial accountability.

6.3. Problems Of Securing Competent Training Institutions
The problem of seeking competent training institution that will saddle the responsibility of conducting quality teaching is a seemingly challenging barrier affecting the leadership training programmes. The activities and goals of the various public enterprises differ. The training that will work for a particular enterprise may not be realistic in others. The problems of getting training institution with competent trainers and modern training methods always impair employee leadership training.

6.4. Implementation Of Employee Training Policy
In almost every public enterprise, there should be employee training policy designed by the Human Resource units. The problem is normally how to implement it. From time- to-time policies in these enterprises are revised to keep pace with generally accepted business practices and comply with certain trends in state or federal law.   One of the reasons why top managers   discourage HR units from implementing the employee training policy effectively and accordingly may be due to fear of being replaced by newly trained leaders. Secondly, there is this colonial mentality among the executives, that the traditional means inherited from the colonial lords were the best

7. Conclusion

Invigorating the nation's enterprises is essential to the success of Nigeria's economic reform. In order to invigorate large enterprises, aside from the control, pricing, financing and employee motivational measures, there is need to train managers of various enterprises certain leadership skills. The role of the Human Resource Management department of any public institution is to inject leadership training that will boost the performance level of the public managers. Efficiency and effectiveness of task performance of managers are connected to modern leadership training granted to them. In recent years, there has been a healthy trend of encouraging public managers to participate in leadership training that will expose them to long term corporate plans, innovation and creativity, time management, accountability and probity, project management, computerization, team building, stress management and performance management.

Leadership development focuses on the development of leadership as a process. This studies the inter personal relationships, social influence process, and the team dynamics between the leader and his/her team at the different levels, the contextual factors surrounding the team such as the perception of the organizational climate and the soul network linkages between the team and other groups in the organization. The Nigerian public managers are in need of leadership skill to enable public organizations improving in their performances. The public enterprise has lost its prestige due to inability of leaders to handle some vital areas of their responsibilities. These areas as mentioned above have damaging effects on the enterprise if not addressed by those in the top echelon. These challenges can only be overcome through training organized either within or through external consultants. Effective productivity of public managers in the various enterprises is the only way by which the policy of privatization could be forestalled or discouraged. In the word of Agagu, (2008, 243:244-252), "The public service which was seen as the custodian of rules and regulations and the engine of the development had lost its prestige and confidence. The aftermath of this is the invention of series of reforms which, had led to the right – sizing of the public service and even minimizing the role of the public sector or the National life. Although the ineffective performances of public enterprises could have a negative bearing on the economy, the evil of privatization could be more damaging. The major negative effect of privatization policy on workers is retrenchment, to consumers; price inflation, to government; loss of control and denial of ownership of such institutions. The remedy to inefficiency in the public sector is regular training of leaders to enable them to constantly improve on their performances.

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