

Ibadan Journal Of Educational Studies (IJES)

VOL 22 | NO. 1 & 2, JANUARY / JUNE, 2025

ISSN: 1596-5953



Ibadan Journal of Educational Studies (IJES)

*A Publication of the Faculty of Education
University of Ibadan, Ibadan, Nigeria*

ISSN: 1596-5953
Vol. 22 No. 1. 2025

Content

Exploring The Influence of Historical Monuments on History Education In Secondary Schools In Ilorin West, Kwara State <i>Oniye M. I., Balogun A. A., Mas'ud T. O., Sanni A. M. and Alabi J. A.</i>	1
Parental Involvement And Learning Motivation Of Undergraduates In Kwara State University <i>Saadu, Y. O., FADIPE, R. A., ATOYEBI, O. K., & ATOYEBI M. O. O.</i>	11
Students' Perception Of Industrial Actions And Academic Performance In Tertiary Institutions In Abeokuta, Ogun State, Nigeria <i>Adeniji E. O., Oluwole D. A. and Ajose S. T.</i>	20
An Ethical Diagnosis of Proverbs 6:6-8 About Leadership Failure in Nigeria <i>O. P. Òké,</i>	30
Big Five – Personality Traits And Gender Factor On Academic Resilience Of In-School Adolescents In The Ibadan North Local Government, Oyo State, Nigeria <i>Aremu A. O. and Adetokunbo O. I.</i>	43
Promoting National Security and Socio-Economic Development In Nigeria and Its Implications for Social Studies and Civic Education <i>Ayanwale O.</i>	60
The Big Five Personality Factors and Emotional Intelligence as Correlates of Offending Behaviour among Secondary School Students In Calabar Municipality <i>Adeyemo D. A. and Effiom D. D.</i>	68
Undergraduates' Gender and Peer Influence as Determinants of Cohabitation Behaviour in Nigerian Public Universities. <i>Olawole A. O. Joseph, C. H., Adaramoye T. O. and Arogundade, A. O.</i>	82
Administrative and Psycho-Social as Determinant of Students' Participation in Secondary School Sports in Ibarapa, Oyo State <i>Jaiyeoba O. M. and Olutola, O. M,</i>	101
Harnessing Artificial Intelligence (AI) Technologies in Secondary Education: Exploring the benefits and challenges in teaching and learning in secondary schools in Nigeria <i>Ogwezzy, Richardson Gomenti, Edakpor, Eloho Ph.D and Ibeanokpe, Valentina Ofejiro</i>	111

An Ethical Diagnosis of Proverbs 6:6-8 About Leadership Failure in Nigeria

Olúségun Peter Òkè, Ph.D.

Department of Religious Studies,

University of Ibadan, Ibadan

okeolusegun25@gmail.com

Abstract

The bane of growth in the nation's political trajectory has been caused by leadership failure and its impact on the populace. Once acknowledged and revered as Africa's developmental power house in all respects, Nigeria has lost its pride due to selfish leaders and avaricious followers who always prioritise their interests over the good of the whole. The process of motivating, directing, and persuading people to realise a common vision, aim, or objective is known as leadership. A proactive approach, activity, or attitude that motivates and sways others to accomplish a particular objective is more important than a title. It is the capacity to guide and lead a team towards a goal successfully. Sadly, the situation is the exact opposite in Africa, and Nigeria in particular, where the ruling elite has transformed the nation into a conduit through which our commonwealth is being greedily siphoned for the benefit of themselves and their progeny. Scholarly works that have already been written about leadership in Nigeria have mostly focused on how Nigerian leaders have shaped the nation's development since its independence, with little attention paid to the importance of Proverbs Chapter 6:6–8, which offers an ethical diagnosis of the social, political, and economic problems arising from the nation's political leaders' incompetence, ignorance, carelessness, and irresponsibility. From a methodological standpoint, the research employed qualitative methods to gather data. According to the paper's results, leadership failure has caused the African continent to fall behind other developed nations, and the advice given by Solomon in Proverbs 6:6–8 can help address the region's plethora of issues and take her back to its position as a giant of Africa indeed.

Keywords: Ethical diagnosis, Proverbs 6:6-8, leadership failure, Nigeria

Introduction

Leadership is a pivotal element in shaping the development and progress of societies. However, Africa, once revered as a beacon of regional development, has been plagued by recurring leadership crises. Corruption, poor governance, and mismanagement have stifled progress across various nations, resulting in widespread poverty,

inequality, and underdevelopment. According to the Transparency International Corruption Perceptions Index (2023), many African nations consistently rank among the most corrupt globally, directly impacting their socio-economic stability. This phenomenon underscores a critical need for ethical reflection and systemic change in

leadership paradigms. Moreover, leadership failure has stagnated development and exacerbated public distrust in governance, leading to societal unrest and diminished hope for future generations. Given the profound effects of these crises on the well-being of African populations, it is imperative to critically analyse this phenomenon to offer practical and ethical solutions.

Previous studies on leadership in Africa have predominantly focused on socio-economic dimensions, examining the roles of political systems, colonial histories, and resource allocation in shaping governance (Achebe, 1983; Anazodo & Igbokwe-Ibeto, 2015). Another stream of research has explored the influence of corruption and its detrimental impact on public trust and institutional integrity (Bhandari, 2023; Manjo, 2024). While these studies provide valuable insights, there is a noticeable gap in integrating religious and ethical frameworks into the discourse on leadership transformation. Religious texts, such as *Proverbs 6:6-8*, offer profound ethical principles that remain underexplored in contemporary leadership discussions. Furthermore, limited attention has been given to how these ethical teachings can address specific challenges in African governance, such as the lack of accountability, transparency, and long-term vision. This study seeks to fill this gap by bridging the ethical wisdom of *Proverbs 6:6-8* with the practical realities of leadership in Africa.

The primary objective of this research is to conduct an ethical diagnosis of *Proverbs 6:6-8* about leadership failure within the African context. Specifically, this study

aims to explore how the values encapsulated in this scriptural passage—such as hard work, planning, unity, and altruism—can be adapted as a moral framework for proactive and transformative leadership. By addressing the gaps identified in previous literature, this study seeks to propose actionable solutions to mitigate leadership failures and promote sustainable development in Africa. The research also aims to contribute to the broader discourse on the intersection of religion and governance, highlighting the relevance of ancient wisdom in contemporary leadership practices.

This study hypothesises that the ethical principles outlined in *Proverbs 6:6-8* provide a viable framework for addressing leadership deficiencies in Africa. Specifically, it posits that adopting values such as diligence, foresight, unity, and the spirit of sharing can foster a culture of accountability and effective governance. The hypothesis further suggests that integrating these principles into leadership training and policy-making can significantly reduce corruption, enhance resource management, and rebuild public trust in governance. Additionally, the study argues that a failure to embrace such ethical paradigms will perpetuate the cycles of poverty and underdevelopment currently afflicting the continent.

Diagnosing Proverbs 6: 6-8

It is crucial to establish a connection between the wisdom of King Solomon in *Proverbs 6:6-8*, where he explicitly advises the lazy person to learn from ants, and the behaviour of the political elite in Nigeria.

Solomon urges the lazy person to observe the ways of ants and gain wisdom from them. Despite having no leader or supervisor, ants diligently gather food during the summer and store it for the harvest. (Immutable Law, 2012). The same passage is also duplicated in Proverbs 30:25. "The ants are a weak species." "However, they cook their meat during the summer." The question that should occupy our thoughts is, "By what means do they accomplish this?" The solution is straightforward: they strategically plan and stockpile food in advance to sustain themselves over the summer. The prevailing shortage of food goods in the country indicates issues with the administration. (Ahmad, Shahnawaz and Alam, 2021). General Yakubu Gowon, the former Military President of Nigeria, made a statement almost 40 years ago in which he clearly said that Nigeria's issue was not related to financial resources but instead focused on the proper allocation of such resources. This comment was made between September 1973 and May 1974, when the revenue from crude oil increased by more than four times. To harness the increase in revenue generation for national development, the administration squandered it, leaving the population to persist in poverty (Ani and Onu, 2022). Although one of the tiniest species, Solomon suggests ants as a source of learning. Ants exhibit forward-thinking behaviour by pooling their resources for the benefit of the entire colony (Gordon, 2019). Unlike the political class in Nigeria, which pursues governmental posts with the intention of embezzlement. (Ogeidi, 2012).

Leadership encompasses strategically managing activities, tasks, and resources to

foster the holistic growth of a group, family, community, and nation. Leaders must place collective welfare above personal interests, a fundamental value that cannot be emphasized enough. The problem stems from the leaders' reluctance or incapacity to meet the standards (Philip and Moses, 2013). The predicament experienced by Nigerians can be compared to the sentiment expressed by Chinua Achebe in his literary masterpiece. In his book "The Trouble with Nigeria," the author states that the main issue in Nigeria is a clear and direct lack of leadership. The character of Nigeria is flawless. Nigerian land, climate, water, air, etc., are all in good condition. The Nigerian personal exemplification is the defining characteristic of genuine leadership (Achebe, 1983).

Attributes of Ants and Nigeria's Political Situation

In Proverbs 6:6-8, Solomon implores individuals to observe the behaviour of ants and gain wisdom from their actions (Mphahlele, 2015). There are around 10,000 species of ants, and they can pull objects that weigh 20 times their body weight. In light of Solomon's caution, it is crucial to thoroughly analyse the diverse characteristics of ants to tackle leadership shortcomings in Nigeria and grasp the significance of employing divine wisdom to enhance individuals' lives.

The Power of Organization

Being organised entails adopting a systematic and well-organized approach to managing time, resources, and activities. Being structured is advantageous for individuals, organisations, and countries to accomplish their objectives. Political

leaders in Nigeria display policy reversals, unkept promises, apathy, indifference, and negligence towards the well-being of the populace they control (Anazodo and Igbokwe-Ibeto, 2015). Ants are so organised that they efficiently complete their tasks by dividing their work. They are intentional and establish specific timeframes for each job.(Gordon, 2019). Each ant can identify and understand its particular function and obligation within the colony. There is no unnecessary usage of resources as they assure optimum utilisation for the colony's benefit. The mismanagement of funds by successive administrations in Nigeria has resulted in the wastage of billions of dollars that were generated from the sale of crude oil and other mineral resources. These funds, which could have been used to propel the nation towards development and improve the lives of those facing hardship, have been squandered instead. (Duru and Dibia, 2017).

Attribute of Unity

Unity is the state of being united to accomplish a common objective. It entails accepting and celebrating differences while seeking areas of agreement and collaborating towards a unified goal. National unity can be attained by pursuing shared objectives, fostering transparent communication, and promoting teamwork. Given this situation, Nigeria must recognise the need for togetherness to achieve lasting peace and stability, even in the face of cultural differences. Unity and growth can only be accomplished in a peaceful atmosphere (Iruonnagbe and Egbrevba, 2015). A society's combination of diverse elements is essential for progress, as nation can be considered

exceptional without it. Attaining national cohesiveness, growth, peace, and stability is only possible when all sectors embrace the principles of unity and solidarity. Ants exhibit this characteristic. They demonstrate cohesion in all their actions (Lorkpen, 2022). Whenever an ant discovers any food source, it promptly communicates this information to its fellow ants. When a worker ant finds a favourable food source, it emits a scent trail to guide other ants in the colony towards the food (Moody,1993). Nigerians' current situation at the hands of their political leaders is a distinct deviation from the norm. Political office-holders perceive their positions as an opportunity to engage in embezzlement. They have a widespread tendency towards self-centeredness (Manjo,2024). Their ideology is to acquire power through whatever means, whether just or unjust; once they have obtained it, they must also be capable of preserving it. Hence, it is advisable to disregard morals while engaging in this activity. One should employ unethical methods to achieve success in it (Omoregbe, 1993).

Spirit of Sharing

Another attribute of ants is their tendency to share all of their possessions. They always dine in the company of others. They exhibit a profound level of curiosity and empathy for others Bhathacherjee (2022). They exhibit a commendable level of generosity and consistently demonstrate a lack of selfishness. They prioritise the welfare of others. Altruism is a moral aspiration; the greater a person's adherence to altruism, which involves sharing and showing

concern for the well-being of others, the higher their moral standing. He frequently makes selfless sacrifices for the benefit of others. Altruism refers to the guiding belief and action of prioritising the well and contentment of others. The current politicians and political office-holders in Nigeria are characterised by their self-centeredness. This was seen during the COVID-19 pandemic when hungry and enraged young people across the country seized politicians' stockpiled food supplies. The food products allocated to states as relief measures to improve the situation of the general population were stored in the residences of politicians (Amusan and Agunyal, 2021). Ants feel a strong sense of loyalty and devotion to their colony, a quality that is noticeably absent in our political leaders. Patriotic leaders are deeply concerned for their citizens and the nation's contentment and welfare. Genuine patriotism can only be achieved when those entrusted with managing our collective resources embrace the principles of integrity, sincerity, and responsibility (Joseph, 2024). This can be accomplished by prioritising the well-being of the millions of people suffering from hunger and deprivation. Leaders must empathise with the sentiments of the majority and implement policies that will alleviate their hardships.

Long-Term Vision and Planning

Ants are renowned for their ability to anticipate and strategies (Hollis, 2017). Ants endeavour to preserve food during the warmer months to ensure its longevity over the entire season. They possess the ability to foresee difficulties and make

arrangements in advance. Ants exhibit excellent time management skills. This lesson is essential for persons in positions of authority to guarantee that resources are managed effectively to benefit the people they control. Many politicians possess a mindset focused on embezzling as much as possible without considering the detrimental impact of their actions on the public. The former Minister of Finance, Dr. Mrs. Okonjo Iweala, during the tenure of Dr. Goodluck Ebele Jonathan, urged the governors to practice fiscal prudence and set aside funds for future uncertainties. However, the Governors disregarded the request and insisted on distributing the funds generated from the surplus crude oil. Upon the minister's refusal, the government initiated legal proceedings against the ministry. The funds were ultimately distributed to governors (Nwbufo, 2016), but there is no evidence of any development projects they launched. This suggests that those in positions of authority across all levels of government are selfish and lacking in empathy.

Division of labour.

Ants are eusocial insects, and the eusocial organisation of ant colonies typically consists of distinct castes, including queen ants, worker ants, and soldier ants, each fulfilling certain functions and duties. Keller and Chapuisat, 2017). Every individual inside the colony has different abilities and characteristics. Their diverse composition enhances the colony's capabilities, allowing it to handle various duties efficiently and effectively (Scharnhorst, Freidler and Frank, 2021). Soldier ants are specialised members of ant

society specifically assigned fighting duties. They employ several measures to safeguard their colony from external invasion. In addition, they furnish sustenance and several essential supplies required within the colony. Their distinct physical composition sets them apart from other ants in the colony (Zhang, 2015). The worker ants in a colony are called ergates, making up the most significant portion of the ant population Steiner, Crosier and Schilick, 2009). The primary functions of these organisms are excavation, scavenging, combat, childcare, and sanitation. (Sakata and Katayama, 2001). The conspicuous variety in their structure and purpose ensures the collaboration and specialisation of societal tasks (Kaats and Opheij, 2014). Due to their abundance, they collaborate to obtain sustenance from every available source.

The military personnel and the labour force collaborate to safeguard the colony's external security. Although the workers mainly clean the surrounding environment, soldier ants possess exceptional combat skills and cluster near the nest to respond to threats and carry out efficient defence promptly. (Ji, 2024). Soldier ants synchronise their movements by emitting pheromones and using their formidable mandibles or stingers to initiate assaults on adversaries. The underlying message is evident regarding allocating specific tasks to individual members within the ant colony. Nepotism, tribalism, and the "man-know-man" syndrome have significantly hindered effective governance in Nigeria throughout its political history (Manjo, 2024). Politicians have assumed control of every area of the country and inundated it with individuals lacking the necessary

skills and abilities. Suppose competent individuals capable of performing their tasks promptly and proficiently are appointed to positions of authority. In that case, it will benefit others and improve the quality of life (Kolzow, 2014).

Communication Skills

Communication is the exchange of ideas, information, or messages between people, groups, or organisations using signs, symbols, or behaviours (Tatimayin, 2018). The Oxford Advanced Learners Dictionary defines communication as the sharing or imparting knowledge by writing, speaking, or other means (Oxford Advanced Dictionary,). Ants are unique among insects in that they have helpful communication abilities. Ants exhibit perfect coordination and feedback-giving skills when they move in a queue. Ants have a solid and efficient communication network to alert others to impending danger when they are assaulted (Jackson and (Ratniek, 2006). Effective communication depends on building connections, exchanging ideas, settling disputes, and accomplishing private and public objectives (Musheke and Phiri, 2021). John Locke and Jean-Jacques Rousseau believed that the social contract bound government (Laskar, 2013). Citizens must defend their lives and property after ceding part of their liberties and rights to the state. Nowadays, many in positions of power like to keep crucial information from the general people. The public needs to be given access to many urgently needed subjects of national importance. Government organisations deceive the public by withholding vital

information, negatively impacting the country's development (Gender for External Policy, 2021).

There have been instances where two ministries provide divergent viewpoints on the same subject. The Freedom of Information Act (FOIA) allows a person, group, association, agency, parastatal, or organisation to obtain information from the current government. However, due to the government's failure to sign the measure into law, this hasn't been the case for the past year (Ekwe and Mbadugha, 2011). This is the unalienable right of citizens to obtain information made possible by-laws. (Human Rights Principle, 2005). Any person holding public office is a public figure, and as far as governance is concerned, they should not keep anything from the people who voted them into office. A fundamental human right, the right to information, is guaranteed by Section 39(1) of the Federal Republic of Nigeria's 1999 Constitution, which states that "everyone shall be entitled to expression including freedom to hold opinion and to receive and impart information and ideas. (Ekwe and Mbadugba, 2011)." Corruption is encouraged by inadequate public information sources and access. The citizens' ability to evaluate the judgments made by individuals in government and make informed decisions needs to be improved by a lack of communication from the government. When the government communicates effectively with its people, they can learn about the roles and functions of the government and grow to have a rare level of trust in their leaders.(Obun-Andy and Banjo, 2021). An effective administration relies heavily on

communication. When a government withholds facts from its citizens, it is implied that it is not sincere about its electoral promises (Mitu, 2021).

Hard work

Working hard devotes considerable time, energy, and effort to a task or goal. It calls for perseverance, diligence, self-control, fortitude, sacrifice, and resolve. Ants are known to carry objects that are more significant than themselves. Ants exemplify the notion of self-motivation. They are unrestricted by their size, scarcity, or geographical position. They are committed and diligent in their pursuit of fulfilling things. They possess intrinsic motivation, actively carry out their duties, and cooperate for the collective advantage without requiring external pressure. Ants exhibit innate discipline and self-motivation, making a captain or leader superfluous. They work hard and are determined to accomplish this goal. They like laboriously and delicately carrying the object to their colony so that other ants can eat it; they are not afraid of extensive undertakings. Ants possess exceptional foresight regarding the well-being of their fellow ants. Foresight refers to the ability to anticipate or predict future events or outcomes (Moffett et.al.2021). Ants consistently exhibit vigilance towards their fellow ants within the group. They scan the route in search of another ant's requirements.

The Nigerian political elite has differing opinions about the value of diligence. While some elected officials exhibit strong work ethics and a solid commitment to guaranteeing their constituents enjoy democracy, others are under fire for their

lack of effort and devotion to the nation's advancement. Political office-holders who fail to represent those who voted them into office adequately have occasionally been stoned or beaten by the voters. Protesters attacked Senator George Akume of Benue state in 2017 (Gunmen attack George Akume, 2017); they also struck Senator Dino Melaye of Kogi State in 2018; (Akinbola, 2017). In 2019, demonstrators attacked Senator Mohammed Sani of Kaduna State. The list is not all-inclusive, but no one condones the acts of angry young people who wish to enact their laws. This suggests that the people and the country face problems. The only way for them to voice their discontent is to physically assault politicians to encourage others to view government as a calling to duty.

Team Spirit

Team spirit is the combined effort, excitement, and dedication of individuals and groups working together to accomplish a particular purpose, goal, or objective. Team cohesion promotes solidarity and a feeling of inclusion. Recognition of team spirit often leads to significant progress due to the shared mindset of the individuals involved (Cardona and Wilkinson, 2006). Despite their diminutive size, ants collaborate efficiently to achieve outcomes. Every action an ant performs is in the colony's best interest (McCullen, 2020). Each clearly understands its assigned responsibilities and will diligently ensure timely execution. Whenever ants need to initiate a project or relocate an object, they get together to guarantee the operation is executed promptly. Ants exhibit interdependence, relying on each other for

both survival and advancement (Nelsen, Ree and Moreau, 2018). Political leaders in Nigeria are likewise expected to fulfill this need. Collective cohesion fosters societal progress, as individuals rely on one another for sustenance and personal advancement. Our survival is interdependent, as we are relied upon by others. Fostering team spirit in society augments the overall standard of living. Ants rely on their collective strength to achieve greatness. Leadership positions should only be filled by persons who exhibit reliability and responsibility. Upon completion of this task, civilisation will experience a state of tranquillity and advancement. (Ghandi, 2022).

Concluding Remarks

Political office-holders should heed the advice provided by Solomon in Proverbs 6:6–8. Ants are very obedient, diligent, industrious, and dependable organisms. Ants demonstrate exceptional inventiveness and demonstrate a noteworthy level of compassion towards their fellow ants. By adopting the qualities of ants, as outlined in Proverbs 6:6–8 and Proverbs 30:25, politicians and individuals in positions of power can effectively remove economic hardships that often result in antisocial behaviour. In a nation characterised by leaders who consistently fulfil their obligations, individuals are given a favourable environment to demonstrate their skills, recent graduates attain significant employment, retirees receive pensions without obstacles, and workers are promptly compensated without engaging in protests or strikes. Due to the government's inability to tackle

the myriad of issues plaguing the nation, young and skilled persons are searching for more advantageous opportunities overseas. To tackle the difficulties confronting the country, we make the following recommendations.

1. Political office-holders should emulate the sagacity of ants and commit themselves to exhibiting a commendable level of discipline, honesty, diligence, and perseverance in fulfilling their responsibilities to the public.
2. Religious organisations in Nigeria should prioritise instructing their members on the significance of self-sacrifice. This is significant since most individuals in the political sphere adhere to one religious belief or another. Religious leaders can significantly assist in this matter by delivering an unadulterated message without considering the social standing of individuals under their guidance.
3. Parents are the primary educators of their children. Hence, they must embody the qualities of integrity, honesty, accountability, and unwavering devotion to the correct course of action, thereby setting a commendable precedent for their children to emulate and adhere to.
4. Supporters of politicians and those holding political positions should refrain from exerting excessive financial demands on them. Many individuals, to appease their followers, engage in behaviours that deviate from the societal standards and values

5. The instruction of ethical principles should commence during early childhood education and continue throughout primary school and university. This would greatly assist in combating the exuberant and antisocial behaviours that have infiltrated all levels of society in recent years.

Reference

- Achebe, C. (1983). *The Trouble with Nigeria*. Heineman Pearson Education Limited.
- Ahmad, N., Shahnawaz, S.K. and Alam, Z. (2021). Food Insecurity: Concepts, Causes, Effects, and Possible Solution. *IAR Journal of Humanities and Social Sciences*. Vol.2(1).
- Aknbola, A. (2017). Gunmen Reportedly Abduct Dino Melaye. <https://www.channelstv.com/2018/07/26/gunmen-reportedly-abduct-dino-melaye/>
- Amusan, L. and Agunyal, S.C. (2021). The COVID-19 Pandemic and the Crisis of Lockdowns in Nigeria: The Household Food Security Perspectives. *Africa's Public Service Delivery & Performance Review*.
- Anazodo, R.O. and Igbokwe-Ibeto, C.J. (2015). Leadership, Corruption, and Governance in Nigeria: Issues and Categorical Imperatives. *African Research Review: An International Multidisciplinary Journal*. Vol.9(2)No.37.
- Ani, P.O. and Onu, A. (2022). Military Factor in Nigeria's History since 1960. *Nsukka Journal of the Humanities*. Vol.30, No.2.

- Bhandari, M.P. (2023). The Corruption a Chronic Disease of Humanity: Causes, Effects and Consequences. *ASEJ: Scientific Journal of Bielsko-Biala School of Finance and Law*. Vol.27,
- Bhattacharjee, Y. (2022). What are animals thinking? They feel empathy, grieve, and seek joy just like us. *National Geographic*.
- Bojang, M.B.S. (2017). Critical Issues Affecting Africa's Democratic Principles and Governance as an Alternative for Socio-Economic Development in Africa. *International Journal of Inspiration Resilience*. Vol.1(1).
- Brandy, D. and Spence, M. (2010). Leadership and Growth. Commission for Growth and Development.
- Bwalya, A.R. (2023). Leadership Styles. *Journal of Entrepreneurship Management*. Vol.11(8).
- Cammaerts, M.C. (2017). Ants' Ability in Solving Simple Problems. *International Journal of Biology*. 9(3).
- Cardona, P. and Wilkinson, H. (2006). Team Work. *IESE Business School*.
- Cook, S.C., Eubanks, M. and Gold, R.E. (2016). Summer and Fall ants have different Psychological reasons for food Macronutrient content. *Journal of Insect Physiology*. *Journal of Insect Physiology*.
- Cornejo, A. et al. Task Allocation in Ant Colonies. *School Engineering and Applied Sciences*. Harvard University.
- Czaczkas, T.J. and Ratnieks, F.L.W. (2012). Cooperative Transport in Ants (Hymenoptera Formicidae). *Myrmecological News*.
- Duru, M. and Dibia, O. (2017) Crude Oil, Resource Curse and the Splintering of Nigeria into National Pieces. *Covenant Journal of Business and Social Sciences*. (CJBSS). Vol8, No.2.
- Egbulem, J.C. (2019). The Evolution of Nigeria's Foreign Policy from Pre-independence and Post-Post-Independence Perspectives. *International Journal of Research in Humanities and Social Studies*. Vol.6, Issue,11.
- Ekwe, M. and Mbadugha, J. (2011) Obstacles to implementing the Freedom of Information Act. *African Journal Online*.
- Falola, A. T. and Heaton, M.M. (2008) A History of Nigeria. Cambridge University Press.
- Gandhi, N. (2022) Visionary Leadership and Job Satisfaction. https://www.researchgate.net/publication/367085848_Visionary_leadership_and_job_satisfaction
- Gordon, D.M. (2019). The Ecology of Collective Behaviour in Ants. *Annual Review of Entomology*.
- Gordon, D.M. Ants at Work: How an Insect Society is Organised. [searchgate.net/publication/220688995_Ants_at_Work_How_an_Insect_Society_Is_Organized](https://www.researchgate.net/publication/220688995_Ants_at_Work_How_an_Insect_Society_Is_Organized). Assessed 24/07/2024.
- Gunmen Attack on Governor Georg Akume in 2017. <https://www.voanews.com/a/a-13-a-2004-03-03-44-gunmen/292157.html>.

- Hollis, K. L. (2017). Ants and antlions: The Impact of ecology, coevolution, and Learning on an insect Predator-Prey Relationship. *Behavioural Process*.
- Horlings, L., Roep, D. and Wellbrock, W. (2018) The Role of Leadership in Place-Based Development and Building Institutional Arrangement. *Local Economy: Journal of the Local Economy Policy Unit*.
- Human Rights Principles. 2005. United Nations Population Fund. <https://www.unfpa.org/resources/human-rights-principle>.
- Iruonagbe, C., and Egharevba, M.E. (2015), Unity in Diversity and National Security: The Nigerian Situation. *Developing Countries Studies*. Vol.5, No.4.
- Jackson, D.E. and Ratniek, F.L.W. (2006). Communication in Ants. *Current Biology*. https://www.researchgate.net/publication/6895501_Communication_in_ants
- Joseph, T.T. (2024) Patriotism and Loyalty. The Missing Ingredients in Nation-Building. <https://www.thecable.ng/patriotism-and-loyalty-the-missing-ingredients-in-nation-building/>. Accessed on 12/7/2024.
- Kaats, E. and Opheij, W. (2014) Collaboration: A Fundamental Capacity in Society and Organisation. https://www.researchgate.net/publication/299677288_Collaboration_A_Fundamental_Capability_in_Society_and_Organizations.
- Keller, L. and Chapuisat, M. (2017) *Eusociality and Cooperation*. John Wiley & Sons Limited.
- Kolzow, D.R. (2014) Leadership from within Building Organisational Leadership Capacity.
- Kouly, M. (2023). Selfless Leadership: The Power of Sacrifice for the Greater Good.
- Laskar, M.E. (2013) Summary of Social Contract Theory by Hobbes, Locke and Rousseau. *SSRN Electronic Journal*.
- Lorkpen, N. (2022) Peace and Security-Essential Tools for National Development. *International Journal of Research and Innovation in Social Science (IJRISS)* Vol. vi, Issue 1.
- Manjo, Y.G. (2024) Corruption Phenomenon in Nigeria (1960-2023). Patterns, Trends, Causes, Effects, and Strategies to prevent and control Corruption for Sustainable Development in Nigeria. *Ganji-LRN. Research Centre for Policy, Governance and Development, Kwara State*.
- Manjo, Y.G. (2024) Reflections on Development of Underdevelopment in Nigeria-Six Decades after Independence. Symptoms, Causes and Perpetrators of Underdevelopment in Nigeria. *Ganji-LRN Research Centre for Policy, Governance and Development*.
- McCullen, A. (2020) Innovation Lessons from Ants: Collaboratively Exploit and Explore. <https://www.linkedin.com/pulse/innovation-lessons-from-hive-mind-aidan-mccullen>.
- Mitu, N.E. (2021) Importance of Communication in Public

- Administration. *Centrul de Cercetări Bancare și Financiare (CEBAFI)*.
- Moffett, M.W. et al. (2021) Ant Colonies: Building Complex Organisations with Minuscule brains and no leaders. *Journal of Organisation Design*. Vol. 10(5).
- Moody, D. (1993) A Field of the Ant Trail Phenomenon. Association of Biology Laboratory Education (ABLE)
- Moustakas, L. (2023) Social Cohesion: Definitions, Causes and Consequences. https://www.researchgate.net/publication/373456414_Social_Cohesion_Definitions_Causes_and_Consequences
- Mphahlele, M.M.N. (2015). In the Ant's School of Wisdom: A Historic African-South African Reading of Proverbs 6:6-11. *Old Testament Essays*. Vol.28(2).
- Muigua, K. (2014). Utilising African Natural Resources to Fight Poverty. [K m c o . c o . k e / w p - content/uploads/2019/06](http://kmcocoke/wp-content/uploads/2019/06). Accessed 23/07/2024.
- Musheke, M.M. and Phiri, J. (2021) The Effect of Effective Communication on Organisational Performance based on the Systems Theory. *Open Journal of Business and Management*. Vol.9 No.2.
- Nelsen, M.P. Ree, R.H. and Moreau, C.S. (2018). Ant-Plant Interactions evolved through increasing Independence. [researchgate.net/publication/328892032_Ant-plant_interactions_evolved_through_increasing_interdependence](https://www.researchgate.net/publication/328892032_Ant-plant_interactions_evolved_through_increasing_interdependence).
- Nwbufo, F. (2016) Okonjo-Iweala: I said governors, not Jonathan, lacked the political will to save. <https://www.thecable.ng/okonjo-iweala-govs-not-gej-lacked-will-save/>. Accessed on 16/7/2024.
- Obun-Andy, M. and Banjo, A.O. (2021) Effective Communication as a tool for good Governance in Nigeria. *FEPI-JPOAS*. Vol.3(2).
- Ogeidi, M.M. (2012). Political Leadership and Corruption in Nigeria since 1960: A Socio-economic Analysis. *Journal of Nigerian Studies*. Vol.1(2).
- Okafor, O.C. (2017) Personality and Politics in Nigeria: A Psychological Exploration of the Agentic Theory of Political Participation. *Afro Asian Journal of Social Science*. Vol. 111, No.11.
- Omoregbe, J.I. (1993) ETHICS: A Systematic and Historical study. Joja Educational Research and Publishers Limited.
- Organisation and Time Management. <https://studyhub.fxplus.ac.uk/study-guides/getting-organised/organisation-time-management>. Assessed 14/07/2024.
- Oxford Advanced Learners' Dictionary. https://www.oed.com/dictionary/communication_n
- Philip, D.D. and Moses, A.O. (2013). Corruption as a Bane for Under-Development in Nigeria: Issues and Challenges. *International Affairs and Global Strategy*. Vol.15.

- Ranganathan, S. Cooperate Effort, Lesson from Ants. <https://www.slideshare.net/slideshow/corporate-effort-lesson-from-ants/18793266>. Assessed on 12/07/2024.
- Sakata, H. and Katayama, N. (2001) Ant defence System. A Mechanism Organisation individual responses into efficient collective Behaviour. *Ecological Research*. Vol. 16(2).
- Scharnhorst, V. Fiedler, K. and Frank, T. (2021) Ant Community Composition and Functional Traits in new Grassland strip within Agricultural Landscape. Vol.11(4).
- Steiner, F.M. Crosier, R.H, Schilick - Steiner, B.C. (2009) Colony Structure.
- Tatimayin, F.F. (2018) What is Communication? https://www.researchgate.net/publication/337649561_What_is_Communication. Assessed 21/7/2024.
- The Impact of Disinformation on Democratic Processes and Human Rights in the World. Directorate General for External Policy. Policy Department 2021.
- The Power of Unity- Lesson from the Ant. Our Firm Foundation. The Immutable Law of God. Vol.27(12).
- The Wisdom of the Ants. Kingdom Capstone Outreach Ministry. Assessed 13/07/2024.
- Thomas, P. (2022) Why Politicians are not qualified to run a country. <https://www.linkedin.com/pulse/why-politicians-qualified-run-country-paul-thomas>.
- Wagaman, M.A. and Segal, E.A. (2014) The Relationship Between Empathy and Attitudes Towards Government Intervention. *The Journal of Sociology and Social Welfare*. Vol.14.
- Yijia.Ji, Y. (2024) Adaptability and Strategies of Ant Society: Analysis of Cooperation and Defense Behaviour. BIO Web of Conference.
- Zhang, X. (2015) An Improved ant colony algorithm with Soldiers ants. 11th International Conference on National Computation.
- Ziknovic, S. (2022) Empathy in Leadership: How it enhances Effectiveness. It accessed on 18/6/2024.