

Strategic Leadership as Chiropractor for Unsustainable Public Housing Delivery in Nigeria: Research Agenda

Ewurum, Nonso Izuchukwu¹; Egolum, Charles C.² and Ogbuefi, Joseph U.³

^{1,3} Department of Estate Management, University of Nigeria, Nsukka, Nigeria.

² Department of Estate Management, Nnamdi Azikiwe University, Awka, Nigeria.

Corresponding Author: Ewurum, Nonso Izuchukwu

ABSTRACT: Worried by the high level of unsustainability in the delivery of public housing in Nigeria, the paper investigated the prospects of strategic leadership in enhancing sustainable public housing delivery in Nigeria. Literature was reviewed conceptually, theoretically and empirically in a bid to establish the result of such implementation in other sectors globally and what can be learned in adapting such to the Nigeria housing industry. Following this process, the paper identified certain gaps which prior research findings did not address as most studies of strategic leadership focused on common and over-used constructs such as leadership style, expansion strategy, strategic thinking, innovation, and reposition for future benefits. However, few have studied the concept in line with constructs as stimulus control, vision articulation, and stakeholder management. Furthermore, there is a conspicuous gap in literature on how these proxies relate to sustainable housing approach, end user driven initiatives and social housing delivery in a developing country like Nigeria. The significance of this existing gap in literature lies in the fact that literature exposed effective leadership as the fundamental challenge of public housing delivery in Nigeria. The paper concluded that strategic leadership has the potential to reduce the unsustainability that has characterized public housing delivery in Nigeria. As a result, the paper contributed to knowledge by advancing the need for scholarly thought on a measurement of strategic leadership to include stimulus control, and stakeholder management as it influences sustainable public housing delivery in a developing economy.

KEY WORD: Strategic Leadership, Sustainable Public Housing Delivery, Stakeholder Management

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I. Introduction

Today's leaders face an array of remarkably complex challenges, such as the constantly evolving, highly competitive and globalized business environment, which affect their capabilities of leading their organizations. To arrest the situation, extant literature has responded with a shift in focus from visionary and managerial leadership to strategic leadership (Wheeler, McFarland and Kleiner, 2008; Obiwuru, Okwu, Akpa and Nwankwere, 2011). The focus on strategy arises from the need to focus effort and promote coordination of activities towards the attainment of organizational goals, without which an organization may be reduced to a bunch of selfish individuals.

Strategic leadership as a discipline dates back to the 1960s and focused on controlling and influencing organizational resources towards an identified outcome. It refers to the ability to anticipate, prepare and get positioned for the future (Wheeler et al., 2008), and this depends on the level of efficiency attained in resources mobilization, allocation, and utilization (Obiwuru et al., 2011). To develop and maintain this capacity, four critical elements need to be integrated together: the commitment to the organisation's purpose, the makeup of the top management team, the capabilities and integration of stakeholders and a sequence of well-chosen strategic initiatives towards improving organizational performance (Wheeler et al., 2008).

For the public housing provider in Nigeria, organizational performance refers to the sustainable delivery of public housing to the targeted market. The relevance of strategic leadership in this regard is found in the work of Maduanyi, Oke, Fadeyi and Ajegbe (2015), who see performance as a measure of the consequences that result from management decision and the execution of those decisions by organizational stakeholders. In this stead, organizations have examined this nexus between strategic leadership and organizational performance. When domestic flights were suspended indefinitely in the United States in the wake of the September 11 attacks, Southwest Airlines employed strategic leadership in remaining active and proactive in the height of the uncertainty in the industry (Bisk, 2014). By so doing, the organization through vision articulation transformed an anxious situation into a holiday programme for their customers, and remained profitable during the period.

Lear (2012) posits that Merrill Lynch utilized the strategic leadership principles of systemic innovativeness and stakeholder management to engineer a shift from markets to minds, thereby offering a

mitigation of mere sophisticated knowledge about market forces, in favour of strategic identification of vulnerabilities in those forces and exploiting them. Today, the bank has achieved success through managing relevant mental processes in overcoming their own and others' cognitive limitations in pursuing distant opportunities. Despite these positive outcomes of strategic leadership proxies, to date, little is presently known about the consequences of adopting strategic leadership in public housing delivery in developing countries similar to Nigeria.

Recent developments in the Nigerian public housing industry have heightened the need for a study of this nature. For instance, earlier studies and observations strongly suggest quantitative and qualitative housing problems across the country (Ifediora, Igwe and Ukpere, 2015; Kumolu, 2013), with a public housing deficit of over 17 million units (Uroko and Akintola, 2008). This unfortunate statistic is more glaring in comparison to the assertion that the Nigerian population of over 170 million has witnessed 60% growth rate between 1990 to date (Enghbal, 2008). Contrarily, Canada, Australia and South Africa have engaged vision articulation, stimulus control and stakeholder management attributes in sustaining effective public housing delivery. Far too little attention has been paid to the relationship between these strategic leadership attributes and sustainable public housing delivery in Nigeria. The study presents the agenda for further research into this phenomenon.

II. Review

2.1 Conceptual Framework

A highly evolving and increasingly complex project such as public housing delivery requires visionary leadership - leaders willing to learn, experiment and influence organizational change (Meyer, 2000). This assertion portrays leadership as possessing the knowledge of what should be done, and influencing others to carry it out effectively. This however, only describes the basic order of leadership which is achieving through others. Literature has shown that strategic leadership goes beyond this leadership principle with its panoramic view of where the organization is coming from, where it is and where it is going. This thought process finds agreement in literature (Zona, 2016) with the contention that the theories of leadership are about leadership "in" the organization whereas strategic leadership represents leadership "of" the organization.

This distinction presents strategic leadership as leadership that transcends the work environment and further envelops a systemic concern for the organization as a nucleus of the external environment. This covers the evolution of the organization within its operating environment, as well as the selection, development and maintenance of the requisite resources and capabilities to enable it to compete. This argument is advanced by the research of Abudho-Riwo, Njanja and Ochieng (2012) who buttress that strategic leadership is the ability to envision the future of the organization. Ekpunobi (2010) strengthens the argument with the assertion that corporate visioning entails the articulation of the intrinsic and extrinsic variables affecting the organization in the past, present and future.

Consistently, Pearce and Robinson (2011) aver that strategic leadership challenge is to galvanize commitment among people within an organization as well as stakeholders outside the organization to embrace change and implement strategies intended to position the organization to succeed in a vastly different future. It therefore encompasses the capacity to communicate the vision of the organization and to motivate stakeholders towards the implementation of the strategic goals. Several definitions of strategic leadership have examined this concept in this context. Similar to the envisioning trait offered by Abugho-Riwa et al. (2012), Dess' (2008) definition of strategic leadership depicts the concept as the process of transforming organizations from what they are to what the leader would have them become. This entails a proactive, goal oriented and focused creation and implementation of a creative vision.

The implication is that strategic leadership is not content with the status quo, and is thus, a driver of organizational change. Such change in the Nigerian housing industry will be manifested in a seismic shift towards a drastic reduction of the public housing deficit in the country. Dess (2012) lends credence with the contention that strategic leadership is a continuous assessment of the organizational direction (in terms of vision and mission), designing the organization, and nurturing culture dedicated to excellence and ethical behavior. The key words here are envisioning and influence.

More specifically, organizational direction is about the development of the organization's heritage and culture, as embedded in their vision, in such a way that it serves as a motivator for improved performance, as is consistent with the view of the U.S. Army War College (2015) that strategic leadership is the process used by a leader to affect the achievement of a desirable and clearly understood vision by influencing the organizational culture, allocating resources, directing through policy and directive, and building consensus within a volatile, uncertain, complex, and ambiguous global environment which is marked by opportunities and threats.

Similarly, Zhang, Ullrich and van Dick (2015) aver that strategic direction involves specifying the image and character that an organization seeks to develop over time. By indication, the strategic leader is faced with enlightening organizational stakeholders on: a core ideology and an envisioned future. Lending their voice, Boal and Hooijberg (2001) opine that strategic leadership focuses on understanding how leaders influence

others to share their vision and values and commit to it. To achieve the commitment aspect through influential leadership, Dess' (2012) position of designing the organization refers. Commitment to strategic direction is attained by designing appropriate and motivational strategies, structures and systems (Dess, 2012). More specifically, this refers to the creation and nurturing of a conducive environment that positively influences performance.

Lending credence, Duggar (2009) argues that the aim of strategic leadership is to develop an environment in which employees forecast the organization's needs in context of their own job so that they are able to efficiently execute their duties and achieve pre-determined goals. The environment here entails both the work and external environment. This is in consonance with Kjelin's (2009) argument that effective strategic leadership represents the deliberate attempt to position an organization strategically within the industry in order to tap and exploit the opportunities that the environment presents to the organization. Suggestively, strategic leadership identifies a process, influences the commitment towards the process, and implements the process to successful fruition.

So, the expanding role of strategic leadership arouses the stakeholder's desire to understand the impact of the corporate vision on the performance of the organization (Carter and Greer, 2013). This school of thought has driven scholars (Dries and Pepermans, 2012; Zona, 2014) towards spelling out the implications for the measurement of leadership potential and testing the level of consensus on leadership potential analysis. Strategic consensus refers to the act of sharing common understanding and agreement on the organizations' strategic priorities from the lower to upper management levels (Walter, Kellermanns, Floyd, Veiga and Matherne, 2013). Scholars attribute this multifunctional attribute of strategic leadership to the determination of strategic direction (Dess, 2012), establishment of balanced organisational controls (Zona, 2016), effective management of the organisation's resource portfolio (Zhang et al., 2015), sustaining of an effective organisational culture (Dess, 2012) and emphasizing of ethical practices (Pearce et al., 2011).

These definitions seem to highlight that, at its core, strategic leadership entails the articulation of the vision, direction, purpose for growth, and all-inclusiveness for the creation of greater value, and devising appropriate sustainability strategies in a dynamic environment. This definition forms the conceptual framework of strategic leadership for the study.

2.1.2 Strategic Leadership Proxies

Stressing the relevance of our conceptual framework of strategic leadership, it is pertinent to note that more recently, authors emphasize different components or themes of strategic leadership which are similar to the position of this study on the meaning of the concept. Simsek, Jansen, Minichilli and Escriba-Esteve (2015) stress the importance of vision articulation which they present as goals and a strategy for achieving and communicating them extensively in leading change. Sun and Anderson (2012), and Tulimieri and Banai (2010) both identify the role of managing organization's stakeholders as necessary in strategic alignment. Walker et al. (2014) opine that strategic alignment is the seamless integration of strategic goals and organizational support systems.

Strategic consensus and alignment are the primary challenges facing contemporary leadership constructs but positively relate to organization's performance (Walter et al., 2013). This indicates that strategic leaders therefore focus to develop and effectively deliver the purpose of the organization through stakeholder engagement and management at many levels. Lending credence, Sun et al. (2012) argue that the skill of the leader comes in combining and managing such inputs so that many in the organization feel that they have made a contribution and at the same time are willing to follow and work towards the strategic direction defined by the leader.

From the background of the study, there is a glaring reminder of the nous to achieve profitable and sustainable growth through strategic leadership that sees possibilities beyond an organization's traditional markets. Shaw (2017) stresses the importance of influence in this regard through the identification of stimulus control as a key proxy. The strategic leader utilizes the power of influence in evoking a desired outcome through the control of a particular behavior. This implies that strategic leadership directs stakeholders to graciously and dedicatedly follow an unintended path envisioned by the leader to guarantee a desired goal (Raes, Bruch and de Jong, 2013). Stressing the essence of stimulus control, Capon (2008) defines strategic leadership as the ability to influence a group towards the achievement of goals.

In line with these submissions, the study identifies vision articulation (Simsek et al., 2015), stakeholder management (Sun et al., 2012; Tulimieri et al., 2010; Walker et al., 2014; Walter, Kellermanns, Floyd, Veiga and Matherne, 2013), and stimulus control (Shaw, 2017; Raes et al., 2013; Capon, 2008) as proxies for strategic leadership. This is in agreement with our earlier stated conceptual framework which sees strategic leadership as the articulation of the vision, direction, purpose for growth, and all-inclusiveness for the creation of greater value, and devising appropriate sustainability strategies in a dynamic environment. Therefore, these strategic leadership constructs will be discussed in light of their role in shaping sustainable public housing delivery in Nigeria. They are further discussed in detail as follows.

2.1.2.1 Vision Articulation

In the view of Thompson (2004), vision articulation is an organization's strategic intent that spells out its particular business position with the view of achieving its goals. It provides a long-term goal that is ambitious, builds upon and stretches the firms existing core competencies and draws from all levels of the organization (Pieper, Klein and Jaskiewicz, 2008). In addition to being referred to as strategic intent, vision articulation has also been often depicted in literature as strategic thinking, and helicopter thinking. Simsek, Jansen, Minichilli and Escriba-Esteve (2015) view the concept as the creative and relentless process of teasing out options for action which offer maximum advantage to arrive at an implementable, cunning plan.

This is illustrative of the vision articulation of public housing providers in Nigeria, the likes of the Federal Ministry of Housing, State Housing Corporations, Federal Mortgage Bank of Nigeria, Federal Ministry of Lands and Urban Development, Primary Mortgage Institutions, and the Federal Housing Authority; which is to fuse the deficit in the urban housing stock. In light of the seemingly unassailable deficit of 17 million, Simsek, Jansen, Minichilli and Escriba-Esteve (2015) posit that ambitious organizations usually start with strategic intents that are out of proportion to their immediate capabilities and market positions. So, such target is not really out of place, and this further illustrates the role of strategic leaders as change agents whose success is measured by how effectively they implement strategic vision towards organizational goals.

Vision articulation therefore is the setting of direction the organization takes whose success lies in the holistic understanding of an organization's stakeholders (Preston et al., 2006). This requires an ability of the strategic leader to scan the environment with the view of developing knowledge of all the organization's stakeholders and other salient environmental situations and integrate this knowledge into a vision of what the organization could become. Developing such provides many benefits namely a clear future direction, a framework for the organization's mission and goals, and enhanced stakeholder communication, participation and commitment (Simsek et al., 2015). Thus, vision articulation is a guideline to a firm's overall purpose to create internal and external value by leveraging corporate resources (Pieper et al., 2008).

By so doing, it looks into the future and establishes clear milestones for sustainable performance. This forward looking orientation is crucial because without it organizations can easily be embroiled in their current quagmire. This infers that strategic leaders embrace change management strategies in motivating stakeholders to embrace change by setting forth a clear vision of where the business's strategy needs to take the organization. This strategic intent also implies that stakeholders be kept informed and integrated in the planning and implementation of the organization's projects, in this case, the delivery of sustainable public housing. The paper advocates for a study on how this affects the delivery of sustainable housing approach in Nigeria.

2.1.2.2 Stakeholder Management

Prior to a review of stakeholder management as a proxy of strategic leadership in consistence with the position of Sun et al. (2012), Tulimieri et al. (2010), Walker et al. (2014) and Walter et al. (2013), a brief aide-mémoire of our strategic leadership conceptual framework is essential. The study defines strategic leadership as the articulation of the vision, direction, purpose for growth, and all-inclusiveness for the creation of greater value, and devising appropriate sustainability strategies in a dynamic environment. With respect to the vision articulation aspect of strategic leadership, Botelho, Powell, Kincaid and Wang (2017) introduces the management of stakeholders with the view that strategic leadership typically manages, motivates and persuades individuals to share that same vision, and can be an important tool for implementing change or creating organizational structure within a business.

Likewise, with regards to the conceptual framework of strategic leadership developed by the study, the aspect of directing for greater value creation in a dynamic environment such as the Nigerian housing industry calls for a coordination of all parties who have a stake in the delivery of public housing for low and middle income earners. This is typical of the leadership concept of achieving goals through influencing people as is consistent with the leadership definition offered by Rauch and Behling (1984) which sees leadership as the process of influencing the activities of an organized group towards goal achievement. This organized group refers to stakeholders from diverse backgrounds, with diverse interests united by a subject of focus such as housing.

Concurringly, Pearce and Robinson (2011) argue that the strategic leadership challenge is to galvanize commitment among people within an organization as well as stakeholders outside the organization to embrace change and implement strategies intended to position the organization to succeed in a vastly different future. Consequential upon this, stakeholder management is the effective coordination, organization and development of communications and relationships with stakeholders (Aaltonen, Jaakko and Tuomas, 2008). The term "stakeholder" is defined as "any group or individual who can affect or is affected by the achievement of the project's objectives" (Hammad, 2013). They are, in the words of Vaagaasar (2011), those without whose participation, the corporation cannot survive.

Thus, every stakeholder in any organisation is interested directly or indirectly in the effective management and performance of the organisation. Ewurum (2019) identifies stakeholders of public housing

delivery in Nigeria as governmental organizations, community representatives, non-governmental organizations, developers, transporters, financial institutions and the academia, who have significant obligations in the planning and implementation of sustainable public housing delivery in the country. In this stead, stakeholder management is the integration of influential elements in the planning and implementation of project phases in a bid to achieve an effective and sustainable outcome. The study in line with this narrative advances thought on the need for ascertaining the effect of stakeholder management on end-user driven initiatives in the Nigerian housing industry.

2.1.2.3 Stimulus Control

Capon (2008) defines strategic leadership as the ability to influence a group towards the achievement of goals. This can be simplified as the act of leading through others. This assertion presents the relevance of stimulus control in the strategic leadership discourse. Research has shown this nexus (Shaw, 2017; Raes et al., 2013) between stimulus control and strategic leadership. Shaw (2017) argues the importance of influence in the strategic leadership discourse through the identification of stimulus control as a key proxy. The strategic leader utilizes the power of influence in evoking a desired outcome through the control of a particular behavior. This implies that strategic leadership directs an employee to graciously and dedicatedly follow an unintended path envisioned by the leader to guarantee a desired goal (Raes, Bruch and de Jong, 2013).

Stressing the essence of stimulus control in the discourse, behavioral psychologists assert that stimulus control is a phenomenon that occurs when an organism behaves in one way in the presence of a given stimulus and another way in its absence (Baum, 2005). Lending credence, Mazur (2006) avers that stimulus control of behavior occurs when the performance of a particular behavior is controlled by the presence or absence of a discriminative stimulus. This is illustrative of when a traffic light turns red (a discriminative stimulus) which is an indication that the probability that "braking" behavior will occur increases.

Dess (2007) argues that successful leadership requires effective use of power and influence to control behaviours towards overcoming barriers to change. In this way, stimulus control of behavior occurs when the performance of a particular behavior is controlled through influential leadership actions towards the attainment of a desired goal. This refers to a leader's ability to get things done in a way he or she wants them to be done. It is a leader's ability to influence other people's behavior, to persuade them to do things that they otherwise would not have done and overcome resistance and opposition to changing direction. When organisms reliably and predictably change their behavior in the presence of a discriminative stimulus, they are said to be under stimulus control (Baum, 2005). Discriminative stimulus refers to the effective use of power and is essential for successful leadership (Chaumpoux, 2000), and is further derived from organizational and personal sources (Dess, 2007).

The organizational determinant of stimulus control stems from the power a person wields because of holding a formal leadership position and Dess (2007) classifies this as follows:

- i.) legitimate power,
- ii) reward power,
- iii) coercive power
- iv) information power.

Legitimate power is derived from organizationally conferred decision making authority and is exercised by virtue of a manager's position in the organization. Reward power depends on the ability of the leader or manager to confer rewards for positive behaviors or outcomes. Coercive power is the power exercised by use of fear of punishment for errors of omission or commission on the part of employees. Information power arises from a manager's access, control, and distribution of information that is not freely available to everyone in an organization (Dess, 2007).

Apart from the organizationally derived power, a leader might be able to influence subordinates through his/her personality characteristics and behavior. These are the personal bases of power namely referent and expert (Dess, 2007). The referent power is shown in subordinates' identification with the leader whereby a leader's personal attributes or charisma influences subordinates, thereby making them get devoted to the leader. On the other hand, expert power refers to the leader's expertise and knowledge in a given field whereby the subordinates depend on the leader for the information required to do their jobs successfully (Dess, 2007).

Whatever is the case, the presence of the power and influence of the leader motivates a response from the employee towards the leader's identified goal for the organization. Thompson (2004) stresses that in business organizations, the core ideology of stimulus control is to motivate employees through the organization's heritage, while the envisioned future encourages employees to stretch beyond their expectations of accomplishment and require significant change and progress to be realized. This is indicative of the fact that the foundation of stimulus control lies in the ability to motivate.

Lending credence, Terry (2011) opines that motivation is a conscious or unconscious driving force that arouses and directs action towards the achievement of a desired goal. It is identified as an energizing force that induces action in employees (Clark, 2006). This force has implications for the form, direction, intensity, and

duration of behaviour. It explains what employees are motivated to accomplish, how they will attempt to accomplish it, how hard they will work to do so, and when they will stop. It is the process that initiates, guides and maintains such goal-oriented behaviors (Terry, 2011). As Dess (2007) suggested, a motivated individual has his/her goals aligned with those of the organization and directs his/her efforts in that direction. This is the dream of stimulus control, as getting everyone to reach their full potential in committing to the organizational goal ensures sustainability of performance.

Stimulus control procedures vary widely (Hersen, Rosqvist, Gross, Drabman, Sugai and Horner, 2017). In the antecedent procedure, the stimulus that is intended to evoke the desired behavior is manipulated in some way to make it more salient thus increasing the likelihood that the behavior will occur desirably (Fisher, Groff and Roane, 2011). A less direct use of stimulus control can be considered an environmental stimulus control strategy (sometimes conceptualized as a setting event or establishing operation) and involves changing the actual physical environment that was associated with the past undesirable behavior (Herson et al., 2017).

By this technique, the strategic leader makes the work environment and organizational culture conducive enough for the employee to have a sense of belonging in the organization and thereby become more motivated to give their best. Mba (2016) alludes that this is achieved through employee participation and recognition in decision making, and effective stakeholder engagement. The study thus presents the argument for research direction towards investigating how stimulus control affects sustainable social delivery by public housing providers in Nigeria.

2.2 Theoretical Framework

2.2.1 Transformational Leadership Theory

The transformational conceptualization of leadership was derived from Burns (1978) and elaborated by Bass (1985) (Bass, 1997). Burns (1978) had argued that a transforming leader has the ability to move the followers to go beyond self-interest for the good of the group, organization, or society. This brings this theory into focus in the discourse of stimulus control. It should be recalled that stimulus control of behavior occurs when the performance of a particular behavior is controlled through influential leadership actions towards the attainment of a desired goal.

It is ideal to disclose here also, the relevance of the transformational leadership theory in the vision articulation discourse. Vision articulation is the characterization of what the company must become to establish and sustain strategic leadership, by helping stakeholders understand what is needed to be done. This is consistent with Chelladurai's (2001) view on transformational leadership which defines transformational leadership as the process of influencing major changes in attitudes and assumptions of organizational members, and building commitment for the organization's mission and objectives. Reinforcing the argument, Resick et al. (2009) echoes that transformational leadership communicates a vision that inspires and motivates people to achieve something extraordinary.

In this vein, transformational leaders encourage subordinates to adopt the organizational vision as their own through inspiration. In addition, it is widely accepted that transformational leadership occurs when people engage with each other in such a way that leaders and followers raise each other's level of motivation. Furthermore, these leaders attempt to elevate the needs of the follower in line with the leaders' own goals and objectives. Introducing the motivation aspect of stimulus control in transformational leadership, Sosik, Goldshalk and Yammarino (2004) posit that transactional leaders focus on cognition and motivation to show subordinates how effort is linked to rewards, such as pay and security.

Assumptions

The theory assumes that the role of a leader is to foster cooperation, ethics and community in addition to the higher human values. It also assumes that cooperation, as opposed to competition, is more successful in achieving goals as more can be accomplished through collective action.

Criticism

Criticisms of this theory argue that transformational approach may not be as efficient where employees have assertive personalities and intelligence. This may take considerable time to arrive at decisions and perform the required tasks. In extreme cases, indecision may lead to the organization's ruin, especially if there are a number of individuals that are more predisposed to being decision-makers rather than followers.

Given these contributions, the study utilizes the arguments of this theory in the context of the vision articulation and stimulus control constructs of strategic leadership as influencers of sustainable housing delivery in Nigeria.

2.2.2 The Stakeholder Theory

The study examines the stakeholder management theory as theoretical foundation for hypothesis that stakeholder management significantly predicts sustainable housing approach in the Nigerian housing industry.

The stakeholder theory was originally detailed by Ian Mitroff in his book "Stakeholders of the Organizational Mind, published in 1983 in San Francisco and argues that stakeholder identification, engagement and conflict management is a key precursor to the attainment of organizational goals and objectives.

Criticism of the Stakeholder Theory

The Stakeholder Theory has been criticised by political philosopher Blattberg (2004) who developed an antithesis called the Patriotic Conception of the Corporation which dwells on the use of conversation to quell stakeholder conflicts as everyone is bound by patriotism to work towards the achievement of the goal. Mansell (2013) agrees with the assertion that by applying the political concept of a 'social contract' to the corporation, stakeholder theory undermines the principles on which a market economy is based. Relating this to the discourse, the theory lays a foundation for research into the effect of stakeholder management on end user driven initiatives in the public housing industry in Nigeria.

2.3 Empirical Review

Taiwo, Lawal and Agwu (2016) carried out a study on the extent to which performance enhancing roles of mission and vision is a myth or heuristic device in the attainment of organizational goals in Ota, Ogun State, Nigeria. The study used the survey method on a population obtained from Diamond Bank Plc, Covenant University, and Dangote Plc. Confirmatory factor analysis and Z-test were used to test the hypotheses. The findings indicate that vision and mission statements that were properly crafted and implemented (vision articulation) could influence organizational employee in their day-to-day activities and assist in the attainment of organizational goals.

From the theoretical framework of the study, it can be recalled that stimulus control was likened to the transformational leadership theory. This is reminiscent of the study by Isaacs (2016) on the impact of transformational leadership on performance management in Eastern Cape, South Africa. The work hypothesized that the theory has the potential to raise the morale, motivation, and performance of both the follower and the personnel in striving for self-attainment and the achievement of organisational goals. The study utilized semi-structured interviews among five (5) supervisors in Cradock, Queenstown and Lady Frere who are part of middle management or higher, and thus concluded that transformational leadership through stimulus control exhibited the most preferred choice of leadership style for performance management.

Zedan (2017) studied the relationship between stakeholder management and customer satisfaction in owner-occupied housing in Melbourne, Australia. The article used a Social Network Analysis (SNA) approach to visualize the social networks of the stakeholders of a number of owner-occupied housing case studies in Australia. The study found a significant positive relationship between stakeholder network analysis and identification, and customer satisfaction.

Shah and Naqvi (2014) conducted a study of 87 well reputed software houses of Lahore in an investigation of the effect of internal stakeholder's engagement on customer satisfaction in Lahore, Pakistan. Analysis of data was performed by Pearson correlation and Step wise Hierarchical Regression. Results explained that internal stakeholder's engagement had an insignificant effect on customer satisfaction, but with moderating effect of role clarity, internal stakeholder's engagement showing strong and highly significant effect on customer satisfaction. The study showed that the ramification of stakeholders was phase-peculiar and that role clarity affected the nature of the relationship between the internal stakeholder's engagement and customer satisfaction as a moderator.

Research by Choongo (2017) investigated the impact of External Stakeholder Management on firm performance in Lusaka, Zambia. The study used a longitudinal design in small and medium-sized enterprises (SMEs). Data were collected from 153 entrepreneurs in two surveys and changes in external stakeholder management and firm performance measures were analysed over a 12-month period using Smart PLS structural equation modelling. The relationship between ESM and financial performance was found to be significant.

III. Conclusion And Recommendations

The paper focused on the potential of strategic leadership in influencing sustainable public housing delivery in Nigeria. In the conceptual framework, various definitions of strategic leadership were reviewed. The conceptual framework also examined the components of strategic leadership such as vision articulation, stimulus control and stakeholder management in consistence with the arguments of Simsek et al. (2015), Sauerwald et al. (2016), Botelho et al. (2017), and Shaw (2017) respectively. The paper also looked at theories that are fundamental to the strategic leadership discourse such as the Transformational Leadership Theory, and the Stakeholder Theory.

Transformational Leadership Theory argues that sustainable housing approach and social housing delivery could be achieved through the communication and articulation of a vision, and motivating and influencing behaviours to key into the vision by stimulus control. The Stakeholder Theory argues that end user

driven initiatives and customer satisfaction are achieved through the management of internal and external stakeholders. The empirical review provided evidence of the outcome of strategic leadership in different organizations with a preponderance of improved service delivery.

Following this process, the paper identified certain gaps which prior research findings did not address. Most studies of strategic leadership focused on common and over-used constructs such as leadership style, expansion strategy, strategic thinking, innovation, and reposition for future benefits. However, few have studied the concept in line with constructs as stimulus control, vision articulation, and stakeholder management, and systemic innovativeness (Bisk, 2014; Lear, 2012; Sakariya et al., 2010; Ondera, 2013; Wheeler et al., 2008). Furthermore, there is a conspicuous gap in literature on how these proxies relate to sustainable housing approach, end user driven initiatives and social housing delivery in a developing country like Nigeria.

The significance of this existing gap in literature lies in the fact that the fundamental challenge of public housing delivery in Nigeria is effective leadership (Ifediora et al., 2015; Olayiwola, 2010; Umoren, 2012; Adenikinju, Busari and Oloffin, 2009). The study thus concluded that strategic leadership has the potential to reduce the unsustainability that has characterized public housing delivery in Nigeria. As a result, the study recommended that empirical study be carried out in order to establish the effect of strategic leadership proxies such as stakeholder management on sustainable housing delivery in Nigeria and other emerging economies.

3.1 Contribution to Knowledge

The paper made important theoretical contributions to existing knowledge with the identification of a gap on the effect of strategic leadership on sustainable housing delivery in Nigeria. It also contributed to knowledge by advancing the need for scholarly thought on a measurement of strategic leadership to include stimulus control, and stakeholder management as it influences sustainable public housing delivery in a developing economy.

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