

TOURISM AND LEADERSHIP VALUES: A SYNTHESIS FOR SUSTAINABLE TOURISM DEVELOPMENT

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Abstract

Diversification in economic base has dominated the economic policy of many nations recently. Tourism as one of the world's largest industries has aided many nations in Africa, especially nations from the eastern part of Africa, in competing favourably amongst some other nations in the global market. Much has not been done in exploring tourism potentialities in economic empowerment of Nigeria. This is owing to the dearth of information and holistic ignorance of Nigerian leaders on the viabilities of tourism to national development. The sustenance and productivity of a nation depends more on the efficiency of leaders and leadership values. These two variables work in harmony for the progress of a nation. However, this paper reveals the implication of tourism negligence on the national economy. It further delineates ways of synthesizing tourism and leadership values through educational curriculum, the media, tourism clubs, the principle of public and private tourism, symposia, etc. It also unveiled the possible results from the synthesis as national consciousness, infrastructural and superstructural development, rehabilitation and development of tourist destinations and national economic development. The resultant effect is expected to be the exploring of more undeveloped tourist destinations, rehabilitating of the existing destinations and result-oriented tourism planning in Nigeria.

Keywords: Tourism, Leadership, Leadership Values, Sustainable Tourism Development.

Preamble:

The concept of tourism has been conceived recently as part of the bedrock of national growth in most developed nations of the world due to its economic implications. "The World Tourism Organization reports that tourism has become major source of foreign exchange in many countries. International tourism has grown rapidly in recent decades and ranks second only to oil in world trade" (Chu, 2004). For instance, "the output value ratio of the service and manufacturing industry in Taiwan was 1:34 in 1991 and increase to 2:23 in 2003. According to the Tourism Bureau's report, the greatest number of the people visited Taiwan in 2002, when the growth rate was 4.18 percent" (Wann-Yih, Shih-Wen and Cheng-Hun, 2008). Tourism has impacted much on the Taiwanese economy through time thereby revealing the impact of tourism in lifting national economies. Nigeria as a nation has numerous tourist sites that could enhance the economic development of the nation.

It is a perceived phenomenon that the problem of Nigeria is not economic scarcity but lack of prudence and probity in the management of the nation's economy. It is believed that proficient management in the various public sectors of the Nigerian economy would go a long way in impacting positively on the economic standard of the nation and thereby lifting the nation above the league of developing nations of the world. For instance, other neglected sectors of the Nigerian economy abandoned for the oil sector, i.e. agricultural sector, tourism sector, etc, can equally give this nation an even development if properly harnessed. It is a truism that Nigeria's economic backwardness is a resultant effect from poor leadership values and conservatism amongst leaders of all categories. Most of the time, good policies towards achieving economic growth and productivity of this nation are promulgated, but often suffer from corruption, inadequate monitoring and implementation policies.

However, Nigeria is a nation blessed with much tourism potentials in every nook and cranny, ranging from rich cultural festivals, ecotourism, national parks, tourist villages, wildlife tourism, etc, but the problem has always been the attitude of leaders of this nation towards tourism and its viability to national economic growth. It is regrettable that many tourism potentials in Nigeria have remained undeveloped through time and the few developed ones are left to suffer from abandonment and ineffective maintenance culture. Nigeria is a nation that has countless natural caves from virtually all the states, festivals that has proven internationally outstanding and attractive, which are celebrated in this country annually, yet they could not be harnessed to boost the economic growth of this nation. For instance, tourism has done a great deal in reviving the economy of New York when Giddens *et al*, noted that,

Under the leadership of former Mayor Rudolph Giuliani, New York City became what urban sociologists call a 'tourist city', attracting over 30 million visitors a year from all over the globe. As in many urban areas around the world, tourism has had a great effect on both the street life and the economic well-being of the city. For example, whereas the neighborhood around Times Square was once full of porn shops, X-rated theaters, strip joints, drug dealers, and cheap restaurants, it is now home to the Disney Store, theme restaurants, mainstream movie theaters, and other tourist attractions. In addition, the amount of money spent by tourists on theater tickets, hotel rooms, restaurant meals, and the like has pumped billions of dollars into the local economy. Once feared and shunned because of its so-called urban problems, New York is now one of the world's leading tourist destinations, where millions go for 'New York experience' (Giddens, Duneler and Appelbaum, 2003).

Therefore, one would begin to wonder the problem with the tourism sector of this nation; why should the government have little or no regard to the sector? Does it mean that this country can only be developed with proceeds from the oil sector? Or that the nation is blessed with minimal and non-viable tourism potentials? The problem is that most of the time, national policies revolved around the oil sector of the economy which is perceived by leaders as more viable where the country can only rely for economic survival, and are only compelled to reluctantly invest little to the tourism sector due to their wrongly perceived non-viability nature of the sector to the national economic growth and productivity. Few state governors had in the past perceived tourism as a viable sector and invested in it which helped in the socio-economic promotion of their states. For instance, the former governor of Cross River State, Nigeria, Donald Duke invested much on the tourism sector of the state by harnessing the tourism potentials of Obudu Cattle Ranch and providing basic amenities in the state to facilitate tourism and ease the smooth passage of Cross River State to the league of viable tourist destinations in the world, attracting all forms of tourists from every part of the world, where as most leaders in Nigeria do not have the knowledge of the basic understanding of tourism as a concept and wrongly perceived any investment on tourism as economic waste. Even some of them who are in charge of tourism ministries and agencies are not left out in this ignorance. For instance, in December, 2007, I visited the Honourable Commissioner for Culture and Tourism of one of the states in Nigeria, to discuss the contributions of Hotels to Tourism development in the state. To my utmost surprise, I discovered that the Honourable Commissioner, a pharmacist by profession, did not know the connect between hotel and tourism, and the meeting was called off owing to his ignorance for the subject of discussion. This situation has called for a way of instilling tourism consciousness in the leadership values of Nigerian leaders (both present and future) towards effective economic development of this nation. In most of the countries where tourism is thriving, like the East African nations of Kenya, Tanzania, etc, tourism consciousness is part of their leadership values and that is why most of their leaders build their economic policies around the tourism sector, using tourism to improve the economy of the nation even in the absence of oil, their nations enjoy improved economy. This work tends to look at ways of improving the Nigerian economy through tourism by way of integrating tourism consciousness to Nigerian leadership values. It is expected that at the end, the work would have bridged the long barrier that has existed amidst tourism and leadership values in Nigeria.

**Table I: Tourism Consumption in 2003, Broken Down by Products and Services
PERCENTAGE SHARE IN TOTAL**

AGGREGATES	AUSTRIA	UPPER AUSTRIA	VIENNA
Accommodation (a)	28.60	10.39	21.79
Restaurants	41.83	43.53	26.81
Transport	21.70	14.73	36.56
Travel Agencies, Tour Operators (b)	1.36	1.11	5.88
Shopping	22.20	27.19	12.57
Entertainment	6.21	3.54	9.69
Culture	5.49	6.60	7.55
Sports, others	1.22	3.31	0.95
TOTAL	100.00	100.00	100.00

a) Including second and weekend homes, excluding the spending of the Viennese in Vienna in second homes and weekend houses.

b) Margins only; package-tour parts are included in the relevant goods.

Source: Statistic Austria, Austrian Institute of Economics Research (WIFO). (Smeral, 2006)

Table II: Estimated Economic Benefit Resulting from a Regional Festival.

EVENT	DURATION OF EVENTS	ATTENDEES SAMPLED	ESTIMATED ECONOMIC BENEFIT TO THE REGION	NUMBER OF EFFECTIVE FULL TIME JOBS	AGGREGATE MULTIPLIER
Festival A	1	132	\$125,786	4.0	.41
Festival B	10	357	\$ 3,301, 276	104.7	.41
Festival C	3	245	\$ 150, 245	4.3	.39
Festival D	5	352	\$ 431, 928	13.8	.41
Festival E	3	138	\$ 26, 058	0.8	.40
Festival F	3	100	\$ 244, 486	7.5	.40
Festival G	1	80	\$ 38, 404	1.0	.39

Source: Jackson , Houghton, Russel and Triandos (2005).

Table III: I-O and CGE Output, GSP, and Employment Multipliers for NSW and RoA for a large Event Held in NSW.

	I-O MODEL →			CGE MODEL →		
	NSW	RoA	Australia	NSW	RoA	Australia
Change in real output (\$ million)	112.00	8.1	120.1	56.70	-32.24	24.46
Change in GSP/GDP (\$ million)	38.90	4.4	43.3	19.41	-10.61	8.80
Change in employment (number of jobs)	521	71	592	318	-189	129
Output multiplier	2.2	0.16	2.3	1.2	-0.3	0.9
GSP/GDP (or value added multiplier)	0.8	0.09	0.8	0.4	-0.2	0.3
Employment multiplier (per million Dollar)	10.2	1.4	11.6	6.2	-3.7	2.5

Note: Shock = \$ 51.25 million; I-O = Input-Output; CGE = Computable General Equilibrium; GSP = Gross State Product; GDP = Gross National Product; NSW = New South Wales; RoA = Rest of Australia.

Source: Dwyer, Forsyth and Spurr (2005).

General Notes on the illustrations above: The above illustrations, elucidates more on the overall contribution of tourism to national growth and productivity of some sampled nations where tourism industry is beginning to see the light of the day. Same would be obtainable in the Nigerian situation through efficient and sustainable tourism policies devoid of prejudice and corruption. For instance, Table I; looks at possible sectors in an economy where tourists to a nation do spend their monies while on vacation and such spending has overall impact on the revenue base of the nation. Table II; illustrates the economic implications of tourism in an environment through

well planned events like festivals. This is because such events draw the attention of tourists from all over the world to a given tourist destination. Finally, **Table III**; illustrates the antecedents of a well planned tourism sector of a nation, how it reacts positively to different sectors of the economy. This is only possible under a planned national economy with tourism consciousness in the leadership values.

Basic clarifications

It will be pertinent at this juncture to consider the clarification of some basic concepts towards ensuring the understanding of the work: **Leadership**- This can succinctly defined as the practice of coordinating and managing the affairs of two or more individuals bonded with unique identity and ideology. Ogbonnia (2007) observed two types of leadership; ideal and effective leadership. Ideal leadership could be defined as leading in the interest of the people and equally moving the organization forward in a positive direction. Effective leadership, on the other hand, “is the ability to successfully integrate and maximize available resources within the internal and external environment for the attainment of organizational or societal goals” (Ogbonnia, 2007). “Since the late 1980’s, much of the leadership research in North America had concentrated on the distinction between two styles of leadership: transactional and transformational leadership” (Bass, 1985; Bennis and Nanus, 1985; Sashking, 1988; Tichy and Davanna, 1990; in Ardichvili and Gasparishvili, 2001). Transformational leaders motivate their followers by inspiring them, offering them challenges and encouraging individual development...transactional leaders stress specific benefit their subordinates would receive by accomplishing agreed-upon tasks ...involves negotiations between the leaders and their subordinates, and exchange relationships between them. (Bass, 1985; in Ardichvili and Gasparishvili, 2001). **Tourism**- many definitions exist towards the understanding of the concept from varying degrees. For instance it can be seen as, “the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes” (WTO and UNSTAT, 1994; in Cooper, Fletcher, Fyall, Gilbert and Wanhil, 2005). Also, the tourist must pass at least a night in the place visited without engaging in any profit making venture, rather he has to spend only the money that he traveled with in his tourist destination. Varying factors could influence one in making choice of where to spend some days as a tourist out of his original residence. This could be attraction, accessibility and accommodation. **Sustainable Tourism Development**- “the concept of sustainable development was introduced in 1987 by the World Conference on Environment and Development [known as the Bundtland Commission] whose report defined sustainable development as development meeting the needs of the present without compromising the ability of future generation to meet their own needs.” (WCED, 1987; in Tepelus, 2008). World Tourism Organization affirms that,

Sustainable tourism development meets the needs of the present tourists and hosts regions while protecting and enhancing opportunity for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, and biological diversity, and life support systems (WTO, in Cooper et al, 2005).

Sustainable tourism development is a kind of development that harmonizes interests of both present and future tourists and tourist destinations in its policy formulations and implementations. **Economy-** economy can be defined as the total economic condition of any given geographically bounded society. It is most of the time adjudged by the living condition of the people in a given area, ranging from the income level, individual expenditure and poverty level. However, "economic development is the increase in the standard of living of a nation's population associated with sustained growth from a simple, low-income economy to a modern, high-income economy" (Myint and Krueger; 2009). "Its scope includes the process by which a nation improves the economic, political and social well being of its people" (O'Sullivan and Sheffrin, 2003). Therefore, a viable national economy is the economic atmosphere of a given sovereign nation where the parameters set above are met. That is to say a kind of economic condition of a country where both the public and private sectors of the economy enjoy a comfortable and sustainable economic atmosphere with the masses not left out in this favorability in the economic condition of the nation.

The Synthesis

It is pertinent to consider ways towards integrating tourism consciousness in leadership values in Nigeria. This has become imperative because Nigeria as a nation may not maximize the indispensable contribution of tourism to the national economy without maximum appreciation of tourism by Nigerian leaders at all levels through imbibed tourism consciousness, more especially the younger generation who are the future leaders of this nation. This could be done in varying ways;

Education Curriculum: most Nigerian fail to understand the concept of tourism owing to the dearth of fundamental knowledge on the concept. It was observed that "...the goal of tourism and hospitality education will remain to educate and train the future generations..." (Smith and Cooper, 2000). This has called for imminent inclusion of tourism related subjects into the education curriculum, mostly at the primary and post-primary levels of education in Nigeria. Also, in tertiary institutions, apart from having tourism as a certificate course, some courses from tourism should equally be included in the general studies programme, and each student made to take at least one course from tourism prior to his or her graduation, no matter his or her base department. This would enable the future leaders in Nigeria to have an early grasp of the concept of tourism and appreciate it even when they could not continue

with tourism as a certificate course in the higher institutions. In such tourism related subjects/courses, one is expected to know the meaning, typology, positive and negative impacts, socio-economic impacts, socio-cultural impacts, environmental impacts, categories of tourists, etc, at the end.

The Media; the media and its various forms have been discovered to be one of the simplest and more efficient medium of disseminating information across different segments of the public. A well packaged tourism related programmes in form of jingles, round table discussions, editorials, articles, cartoons, quiz, etc, sponsored by tourism agencies, NGO's, tourism institutions, Nigerian Tourism Development Cooperation, State Tourism Boards, Local Government Tourism Committees, tourism establishments like hotels, travel agencies, tour operators, national parks, tourist villages, museum institutes, heritage institutes, etc, via media (electronic and print), would go a long way in motivating tourism consciousness. Such programmes should dwell more on the various impacts of tourism in an environment not excluding the meaning of the concept. These include; environmental impacts, socio-cultural impacts, socio-economic impacts, tourism and poverty alleviation, negative tendencies of tourism and mitigating measures to that effect, and finally contribution of tourism to national growth and productivity.

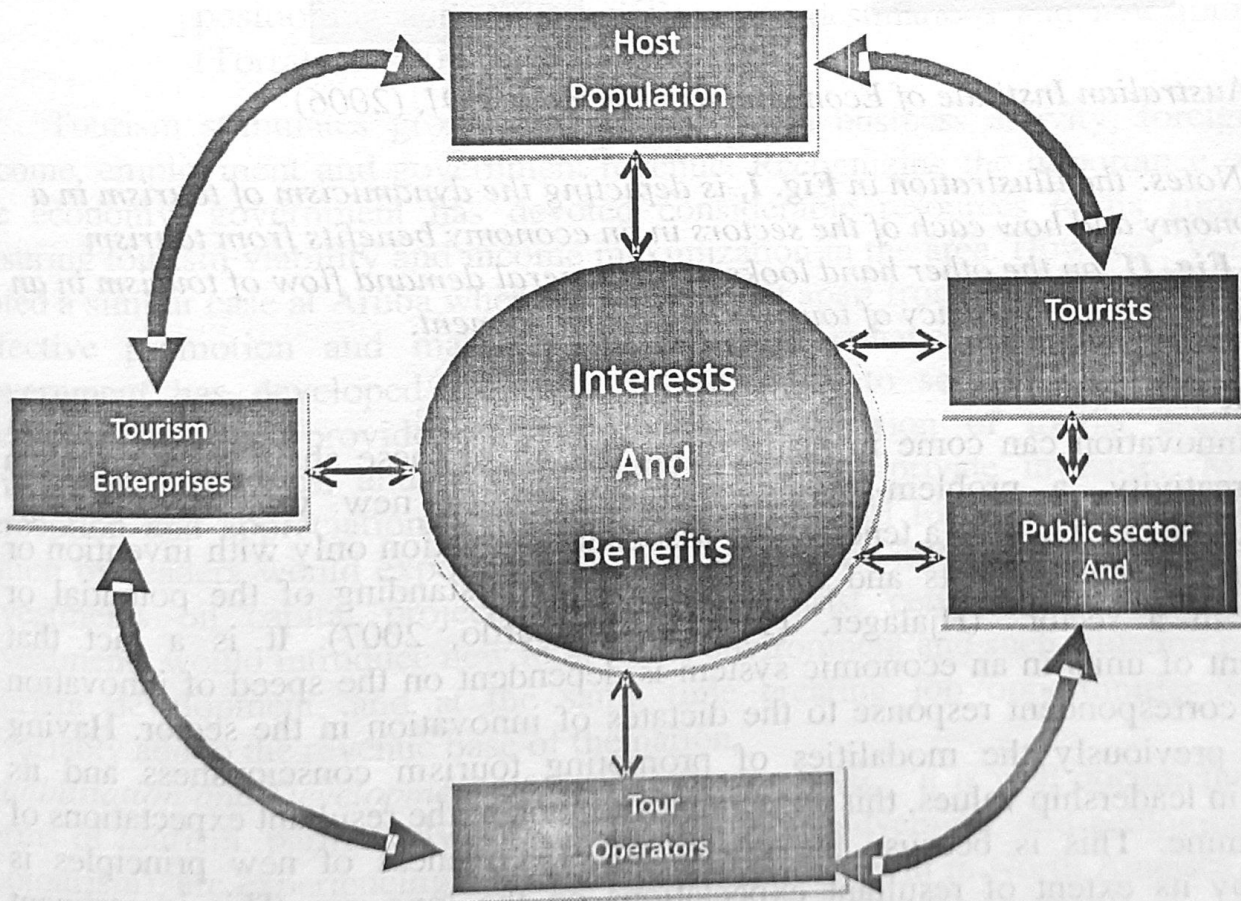
Tourism Clubs; students at various level of education starting from the primary education should be encouraged to form tourism clubs in their various schools where they would be well informed about tourism and also appreciate the role of tourism to national development. Activities of such clubs should be guided by their teachers who are their staff advisers, so as to ensure that the aim of setting up such clubs is not defeated at the end.

The Principle of Public and Practical Tourism; this is one of the proposing principles towards developing tourism in Nigeria and at the same time maximizing its economic viabilities to the economic growth of a nation. The main concern of the principle is bridging the gap between tourism and the general public, integrating the public into the effectiveness of tourism and at the same time using the public to promote tourism development in a country like Nigeria. This could take so many forms in intimating and inculcating the general public into tourism effectiveness to national growth and productivity. The principle makes use of instruments peculiar to each segment of the public so as to enhance understanding and participation in tourism development projects.

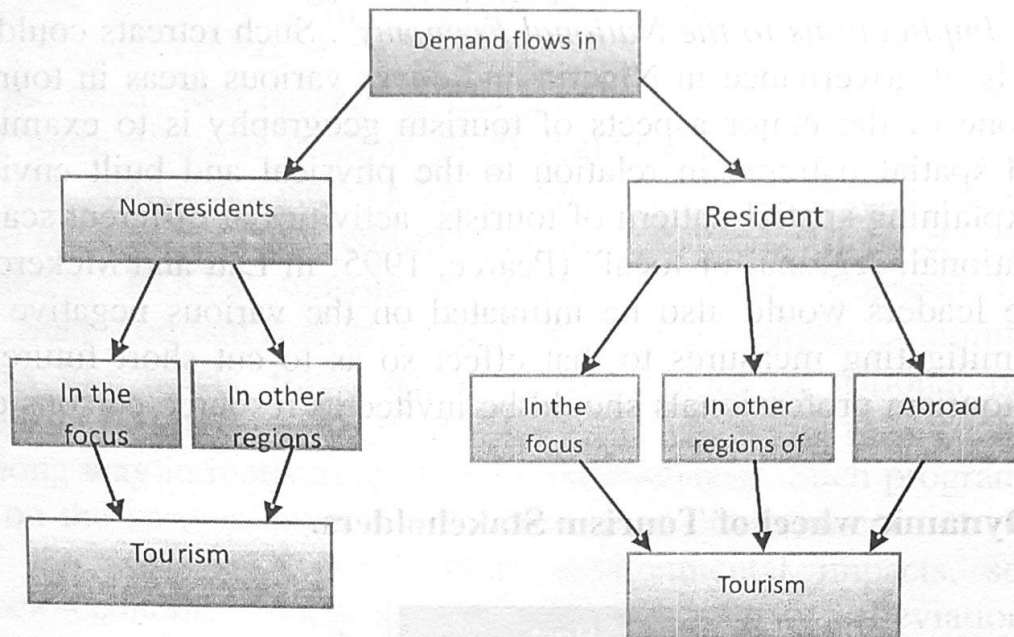
Symposia; the Nigerian national economy may not necessarily be waiting for the leadership values of the future leaders of this nation, before it could get to a higher level, rather present leaders should be inculcated in this programme, ranging from the legislature, executive, judiciary, and other categories of leaders in Nigeria. There is need to overhaul the leadership of this nation, intimating them on the need to invest in some other sectors of the economy apart from the oil sector, and also inculcating the spirit of tourism consciousness in them for the upward movement of the Nigerian

economy. This could be done by way of organizing retreats for the different tiers of government in Nigeria with a unique theme on “*Tourism and sustainable development: Implications to the National Economy*”. Such retreats could be done at different levels of governance in Nigeria and cover various areas in tourism. It was noted that, “one of the major aspects of tourism geography is to examine tourists’ activities and spatial patterns in relation to the physical and built environment. It focuses on explaining spatial pattern of tourists’ activities at different scales of, such as global, national, regional or local” (Pearce, 1995; in Lau and Mckercher, 2006). However, the leaders would also be intimated on the various negative impacts of tourism and mitigating measures to that effect so as to cut short future ignorance. Experienced tourism professionals should be invited as resource persons during such retreats.

Fig. I: The Dynamic wheel of Tourism Stakeholders.



Source: Buhalis, 2000

Fig. II: Spatial Demand flows in Tourism.

Source: Australian Institute of Economic Research [WIFO], (2006)

General Notes: the illustration in Fig. I, is depicting the dynamicism of tourism in a given economy and how each of the sectors in an economy benefits from tourism viability. Fig. II, on the other hand looks at the general demand flow of tourism in an environment and the tendency of tourism in the environment.

The Result

“Innovation can come in many forms but all of these share three common elements-creativity, a problem-solving approach and a new way of thinking” (Moscardo, 2007). “There is a tendency to associate innovation only with invention or the creation of new products and this limits our understanding of the potential or innovation in a sector” (Hjalager, 1997; in Moscardo, 2007). It is a fact that improvement of units in an economic system is dependent on the speed of innovation and also a correspondent response to the dictates of innovation in the sector. Having considered previously the modalities of promoting tourism consciousness and its integration in leadership values, this aspect tends to look at the resultant expectations of the programme. This is because the degree of effectiveness of new principles is measured by its extent of resultant expectations on the long run. This is pertinent because “lack of understanding can result in false expectations about the benefits of tourism, a lack of preparedness for the changes associated with tourism and inability to benefit from tourism development opportunities” (Hall, 2005). *National Consciousness*- one of the roles of tourism to nations is the promotion of national consciousness among citizens. Aspects of tourism that bring this national gain are natural/ecotourism, cultural tourism, sports tourism, etc. They help to build identity of

the people and at the same time making them to appreciate and embrace their cultural and physical environment. This is because tourism contributes immensely in packaging this aspect of people's life. East Africans are very proud to have associated with the region due to their rich and well cherished ecotourism and wildlife tourism, which are second to none in the world. It is only when tourism consciousness is promoted among citizens of a country that they would have a better understanding of tourism and contribute their quota to national development via tourism.

Infrastructural and Superstructural Development- a sustainable and well planned tourism policy shines as light in the environment. It globalizes the entire economic condition of any given environment.

This globalization process has meant a horizontal and vertical penetration of tourist firms, which has led to high levels of competition in all tourist areas. Equally, globalization has led to the disappearance of some market limits, forcing tourist destinations into competition, and reducing the possibility of positioning and differentiating new destinations and new tourist products (Torraleja, 2009).

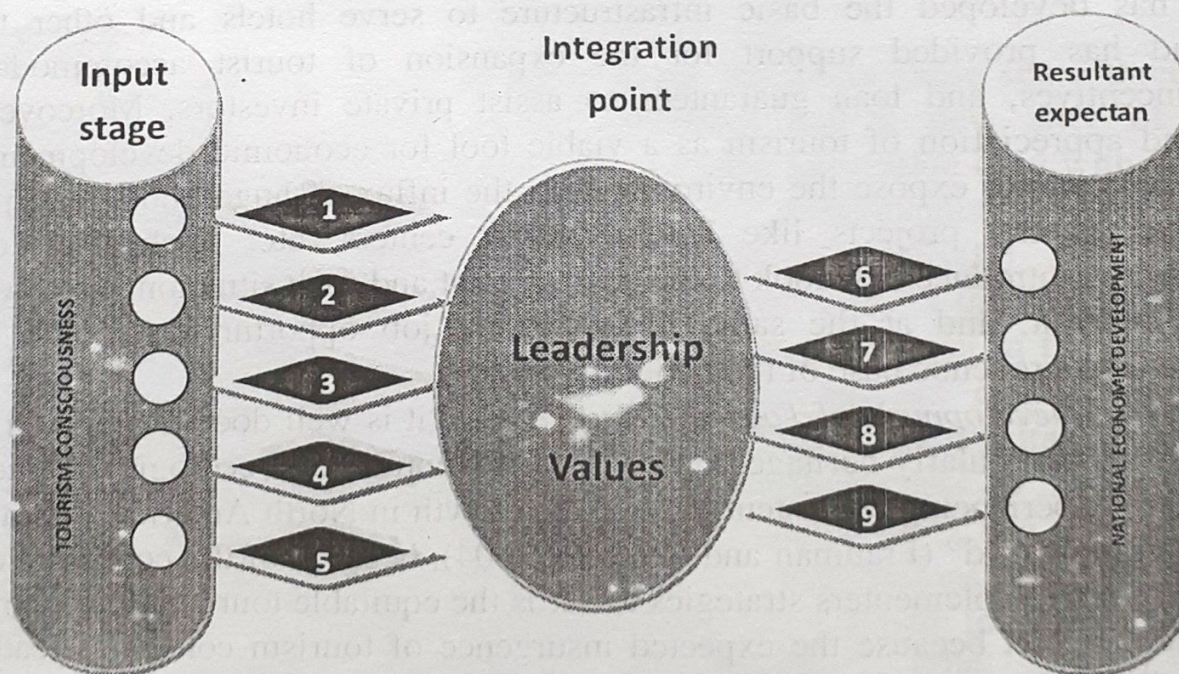
Tourism stimulates growth and prosperity in business activity, foreign exchange, income, employment and government revenue. Recognizing the importance of tourism to the economy, government has devoted considerable resources to its support towards ensuring tourism viability and income maximization in the area. However, Venegas (2009) noted a similar case at Aruba when he asserted that apart from the implementation of a very effective promotion and marketing activities to enhance the image of Aruba, the government has developed the basic infrastructure to serve hotels and other tourist facilities, and has provided support for the expansion of tourist accommodations, investment incentives, and loan guarantees to assist private investors. Moreover, the perception and appreciation of tourism as a viable tool for economic development of a nation by leaders would expose the environment to the influx of huge public and private investments on capital projects like hotels, tourist centers, etc. Such huge capital investments would introduce new look to the environment and such situation paves way for tourism development, and at the same time creating job opportunities which would invariably add to the revenue base of the nation.

Rehabilitation and Development of Tourist Destinations; "it is well documented that many forms of tourism, particularly heritage, agricultural, adventure, and ecological-based (eg., ecotourism), are experiencing consistent patterns of growth in North America and in many respects around the world" (Frauman and Norman, 2004), because of the concerted efforts of leaders and policy implementers strategies towards the equitable tourism development in the area. This is a fact because the expected insurgence of tourism conscious leaders in Nigeria will not only rehabilitate the existing tourist destinations that have been left dilapidated and abandoned over the years, but also embark on the development and setting up of more tourist destinations owing to the much availability of virgin tourism potentials in most parts of Nigeria. To this regard, a concerted efforts of the government and the local

community is necessary since it was observed that “residents of any host area may perceive tourism in a positive way because of its potential for job creation, income generation, and enhance community infrastructure, as has been found in many host communities” (Saveriades, 2000; Mitchel & Reid, 2001; Andriotis, 2002; in Andriotis & Vaughan, 2003). The local community in these tourist destinations has much role to play in the protection, enhancement and productivity of these tourist destinations. Tourism policy proposals and development/rehabilitation of these tourism proposals should be directed and monitored by tourism professionals to ensure efficiency, sustainability and productivity since tourism could turn out to bring adverse effect in an environment if not well monitored and controlled.

National Economic Development; “local governments in many rural regions promote tourism as a complement to their traditional economic base” (Leitch & Leistritz, 1985; Kottke, 1988; Taylor, Fletcher & Clabaugh, 1993; in Chhabra, Sills & Cabbage, 2003), due to the perceived economic value and contribution of tourism to national growth and productivity. For instance, “the tourism industry represents U.S. \$3.6 trillion of economic value of goods and services or 10.6% of gross global product” (World Travel and Tourism Council, 1998). The U.S. government is one of the national governments in the world who have benefited immensely from the economic gains of tourism. “Consistent with many of the trend of the past two decades, tourism is experiencing a growth in its ‘green’ sector. Ecotourism also called nature-based tourism and green tourism (see Buckey, 1994), is discussed as growing at an unprecedented rate...the number of travelers searching for ecotourism experience has been growing at a much higher rate than any other tourism segment” (Schouten, 1993; ‘Ecotourism; a Food Trip’ 1977; in Juric, Cornwell & Mather, 2002).

Fig. III: A Synthesis of Tourism Consciousness and Leadership Values.



- (1) – Educational curriculum
- (2) – The media

- (3) – Tourism clubs
- (4) - The principle of public and private tourism
- (5) - Tourism symposia
- (6) – National consciousness
- (7) - Infrastructure and superstructural development
- (8) - Rehabilitation and development of tourist destinations
- (9) – National economic growth and development

General Notes: Fig. III, can simply be described as the representation of the general ideology of this paper. Categorized into stages, the first stage, input stage, is illustrating the process of modeling tourism consciousness in an environment, the possible sources of tourism consciousness and how it can be achieved in the Nigeria setting; the second stage which is the integration point, is the point at which the machinery of tourism consciousness is put to motion in the leadership values, integrating tourism consciousness in the Nigerian leadership values. The final stage which is the resultant expectant is the expected output of the Nigerian leadership values after an effective and result oriented integration processes of tourism consciousness in the Nigerian leadership values. This would then lead the Nigerian economy towards attaining her desiring height of national economic growth.

Such situation reacts favourably to the economy of the nation. The economy of Nigerian is expected to experience a magnificent boost via the tourism sector, owing to the fact that the sector is gaining a consolidated effort from the government. Concerted efforts of the government and tourism professionals towards tourism sustainability would be productive on the nation's balance sheet at the end of any economic period. Also, "...tourism managers need to balance political support with a strategy that maintains the region' ecological integrity while demonstrating economic benefits and development of the region." (Crouch & Ritchie, 1990; Owen, Witt & Gammon, 1993; Ritchie, 1999; in Vincent & Thompson, 2002). This is pertinent considering the fact that much rise is expected on the gross domestic product of the nation owing to the fact that the nation is tourism generating in nature. This percentage increase is expected from many sectors of the economy ranging from the hospitality industrial, education, leisure, etc.

CONCLUSION:

The success of any nation is dependent on her economic stability and growth. It is then the desire of national leaders to discover sectors in the economy that would make much positive impact on their economic growth and productivity. Nigeria as a nation have so much depended on oil sector for her economic growth and productivity since the discovery of oil in large quantities at Oloibiri before national independence, with less concern to other sectors that would have been much supportive to the oil sector towards the economic growth of the nation. Much have been published in the past on the unavoidable contributions of tourism to national, regional, and local economies.

In any part of the world the tourism sector is seeing the light of the day. (e.g. Bull, 1991; Fletcher, 1994; Frechtling, 1994; Lundberg, Stavenga, & Krishnamoorthy, 1995; U.S. Travel Data Center, 1996; World Travel and Tourism Council, 1996). Most of these studies include estimates of what tourists or visitors to an area spend while there, which generates economic activity directly in the form of sales, labour earnings, and employment, at the same time making an increase in the revenue base of the area (Frechtling & Hoorvath, 1999). The tourism sector, from the literatures above, have proven to be one of most viable sectors that can turn around the weakness of national economies into strength, more especially nations with much tourism potentials like Nigeria. This has motivated this study on the synthesis of tourism and leadership values towards economic growth and productivity. This integration would enable for the appreciation of tourism and its economic impact to national growth and productivity. Such situation will equally allow for the promulgation and implementation of viable tourism policies, rehabilitation of abandoned tourist destinations, development of more tourist destinations, improve basic amenities that would enable tourism to thrive, infrastructural and super-structural development, attract foreign investors to the economy, and finally, promote national consciousness. These are expected to make open doors for fortunes in the Nigerian economy and thereby improving living condition in the country.

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