

## **EFFECTS OF LEADERSHIP STYLES AND ADMINISTRATIVE PATTERN ON SERVICE DELIVERY IN EKITI STATE LOCAL GOVERNMENTS**

**FEYISARA Olaitan Eunice**

Faculty of the Social Science, Department of Public Administration  
Ekiti State University, Nigeria.  
[olaitaneunice@gmail.com](mailto:olaitaneunice@gmail.com).

&

**FASUAN E. Olawale**

Institute of Peace, Security and Governance, Ekiti State University,  
Ekiti State, Nigeria.  
[olawale\\_fasuan@yahoo.com](mailto:olawale_fasuan@yahoo.com)

### **Abstract**

Leadership is seen as the ability to influence, control or coordinates the activities and functions of others in such a manners to facilitate the realization of organizational goals, objectives or results using definite approaches/styles or pattern. The effective leadership styles and administrative pattern has continuously being questioned following the persistent downward trends of socio-economic developments and growths, especially within the governmental organizations/establishments in good service delivery to the society. This work is designed based on this to find out the influence of leadership styles and patterns of administrations in engendering socio-economic development at the grassroots, using selected local governments in Ekiti state as a pilot study. The study adopted a qualitative approach and key informants were selected and interviewed. The study found that, the various leadership styles and administrative patterns in the study area have been significantly hampered and, local government administration/services are steering towards moribund reflecting from ineffective administrative pattern and inordinate leadership styles. The work recommends a definite but constructive and autonomous system of governance and a resourceful leadership styles into the administrative pattern of public establishments including local government's administrations.

Keywords: Administration, Leadership, Local governments, Service delivery, Styles and Pattern.

### **Introduction**

Leadership all over motivates human relations through relevant administrative styles. The styles according to Mondy & Premeaux, (1993) could be autocratic, democratic, free lead and participative styles of control. Goleman (2000) revealed that in the setting of goals in an establishment or organizations and, for any leaders to achieve results, a distinct administrative style must be applied which could be either coercive leadership styles, authoritative leadership styles, affiliate leadership styles, pace-setting leadership styles, bullying leadership and democratic leadership styles. The different styles always have punching effects on the performance and results

in any given establishments or organizations. And, this offers options for managers in switching in-between them to get the best results. Leadership is cardinal to policy conception and implementation. Leadership is about management of things with intuition, foresight and persuasive powers in leading people as well as the instrument of goal achievement. Leadership style is therefore very important in any administration.

The autocratic leaders in one hand is solely responsible for determining policies and goals which may hamper effective service delivery. On the other hand, democracy encourages group participation and involvement in goal setting and determination which in turn leads to effective service delivery whether at any level of governments and establishments and the democratic synergy promotes creative behavior, cooperation, strong work motivation, group-mindedness, and friendliness.

In respect to this, an evaluation and examination of leadership administrative pattern in effective service delivery is very important as it gives room for proper understanding of the significance attached to the leadership personality traits such as intelligence, dependability, skills, technical know-how, political and socio-economic status which are sacrosanct and important prerequisites in determining the performance of a leader in an organization/establishments settings including government departments such as local governments which are principally charged with the responsibility of delivering services to the public (Matshabaphala, 2013). Here, the delivery of services means to meet the necessities and needs of the public but the current situation at the local government is such a perplexing one, leadership should not only be about positions that people occupy but about their actions and what they have to offer to the public's then, how to drive the organization/establishments. Matshabaphala, (2013) considered leadership from three different perspectives; one, personal leadership; two, organizational leadership and three, public leadership. Unfortunately, there are issues currently at the local governments that picture personal leadership in the local administrations because leaders were not sensitive to the plights of those they ought to have responsible for; public leadership is becoming an alien and translating into a colossal effects on service delivery and failure of social responsibilities such as misappropriation/misplacement of public funds, poor maintenance, poor services delivery and, it's like things are not just working well at the local governments level. Whereas, the administration of these governments establishments is expected to deliver services that are promising, sustainable and publish service standards; delivered with improve programs that could promote capacity and good socio-economic development at the rural areas.

In any political system, the development of the rural areas ought to be its major concern, it should not be married with individual leadership's styles or being built on the altar of preferred administrative pattern. The indicator of a good governance is the efficient service delivery, development will be insignificant in any political system if government does not positively affect the life of people at the grassroots, or if developments eludes the grassroots dwellers. The problem of effective service delivery, particularly at the local levels has been in doldrums in the political history of Nigeria. Service delivery is conceptualized as the relationship between policy makers, service provider and people at the grass root, it encompasses services and its supporting system and, these are typically regarded as a state responsibility. The decline in effective service delivery is more felt at the grassroots because of the failure in meeting basic needs of the people, needs such as good roads, market, schools, pipe borne water, health services, sanitation work, empowerments

programs for women, financial aids to farmers which has gone a long way to slow down the pace of growth and development at the grass roots. Service delivery from the government to the people should not be seen as privilege but an alienable right of all and sundry. The system of government and the governmental policies has to the large extent affected the way and manner in which services are delivered to the grassroots. Service delivery is the sole responsibility of government in any democratic settings to its citizenry. It has been observed that series of contests are confronting leaders in political and organizational settings which has contributed to the downward trend of development and growth. According to Kunle Ajayi (2010) some of the problems with leadership includes lack of developmental and strategic planning in the local governments administration, corruption and abuse of office, arrogance of power, power elite collaboration of exploitation, failure of check and balances mechanism and societal indifference which engendered by lack of education and lack of formal stewardship and external monitoring body agency. These problems have been an established phenomenon that have affected better service delivery at the local government in Ekiti State. This paper is therefore designed to appraise leadership pattern to determine how effective is the service delivery at the grassroots, the leadership ability to be able to convert policies into practice that would enhanced and promote effective service delivery and socio-economic development.

## **Contextual Discussions**

### **Leadership Styles and Administrative Pattern**

Leadership style refers to the attitude towards governance and, approaches to administration. According to Bittel & Newstrom (1990) leadership required a special skill/proficiency of getting things through people. By implication of this description, leadership implies the essentials of having ranges of competencies, personal qualities and attitude to be able to get people to perform and delivered. Leadership concentrations are majorly on human relations and the ability to influence other resources to get results. In a bid to achieve this, leaders may rely on personal traits and styles to influence to get output. The summary of the general overview of any establishments/public institutions is seen from three perspectives. The Autocratic leader makes a decision without reference to the employee they display less creativity in their leadership styles which can definitely slow down the pace of development at the grassroots administration Adair (2005). Excessive use of authority could also distort productivity in the long run, the creative skills of the employee will become restrictive, there will be no communication nor socialization and it could eventually lead to frustration where nothing would be achieved through that Dawson (2002).

On the other hand, a democratic leadership focuses on the administration that provides guidance and bothers about consultation of the employee, they focus on using the skills, ideas and experience of others to achieve their goal. Through this styles, the performance at both in short term and long term will be improved, Kirege (2006). Also, there is participative leadership, Graver and Austin (1995) state that a participative leadership may initially be unproductive but in longer time, productivity will increase due to the feeling of permission and commitment to goal. Participative leadership allows development of additional leaders who can serve as the administration in the future, Mullins (2002). Here, the success of any organization on administration largely depends on the leadership traits and pattern of the administration.

## **Service Delivery**

Service is a system that provides something needed for the public, (Pocket English Dictionary pg. 448). Service delivery as regard to this context is when the combination of system works effectively together and conveys or releases socio-economic development that is essential to the people irrespective of the complication. The drive is to put public first through decent leadership styles that precipitate principles which position people at the mainstream of service delivery. It is an edge majorly, to get public establishments to be service-oriented, and to strive for excellence to commit continuously to service delivery and improvement.

## **Local Government Administration**

In a federal system of government, power is shared between Federal, State and Local governments. The Local government, as the third tier of government, is within the constitutional mandate of the state government that was created basically to bring and ensure development at the grassroots. Good governance have some major pre-requisites which are meant to promote development at the local level. Some of these are; participation, transparency, responsiveness accountability. The Nigerian local government system like those of other countries are characterized by political instability, scarcity of resources, lack of accountability, poor planning and maintenance and political apathy (Adebayo 2004). Local Government Authorities in Nigeria States is constituted for direct control and management of rural communities, the need is to bring actual recognition and place responsibilities on constituted authorities in order to convey governance and participation to people at the grassroots. The importance of local government administration cannot be overemphasized as it is altruistic to assert that countries all over the world adopt this tier of government (in various forms and under different categorizations) to ensure that democratic dividends get to the grassroots with accountability, rule of law, effectiveness, and efficiency.

## **Local Government Administration and the Use of Caretaker Committee**

The Local Government system is accommodated in the constitution of the Federal Republic of Nigeria, it was being taken care through section 8 CFRN 1999 3<sup>rd</sup> alteration and states that: “the system of local government by democratically elected local government councils under this constitution guaranteed” Also, there was provision for SIEC (State Independent Electoral Committee) Section 4, Part II 3<sup>rd</sup> Schedule CFRN 3<sup>rd</sup> Alteration whose duties are to organize, undertake and supervise all elections to local government council within the state and to equally ensure that local council is well administered by an electoral process. Having established the constitutional creation of local government, it is quite unfortunate that the State Governors were most of the time willfully circumspect this and install caretaker chairmen pending the election which in many cases never conducted.

Even at this, the State Governor do pretend to be busy amending the laws that regulate local government administration or orchestrate frivolous litigation in the court in order to delay local elections. The system is quite convenient to the state Governors who appoint their crannies to run the affairs of the local government without going through the election. The 1999 constitutions stated that local government system must be democratic but most time, state governments only

adhere to this in breach, the government often dissolve the elected chairmen even before the expiration of their tenure. The governors uses Caretaker Committee to administer local council areas and, the effect is that local government remain unaccountable to the people at the grassroots. Caretaker Committee system in local government administration has no place in the constitution of the Federal Republic of Nigeria. The caretakers' committees are always consisting of party loyalists appointed by state governors (Ananti, 2015)

And, since the political leadership in local government administration is being dictated by state governments, the loyalty of the appointees is to the governor rather than the people hence unrestrainedly siphoning of public funds that should have otherwise been invested in the socio-economic developments and well-being of the people (Mouritza & Svara, 2002) Since members of Caretaker Committees are appointed/selected by the state governor, their loyalty would be at first to the governor or the party that appointed them and not to the generality of the people. Consequently, the governors have in many occasions turned local government into some sort of personal business through arbitrary taking over of their financial allocations, taxes, counterpart funding and dictators through appointments of administrators. (Ananti, M.O, Onyekwelu, P.U & Madubueze, M.C. 2015).

Unfortunately, some of the local government administrators who have the intention to positively impacting the lives of rural dwellers are unable to achieve their good desires because of lack of autonomy among other factors which makes it impossible for them to appropriate and allocate funds as they wish. There are different models of leadership rules found at the local government administration. Layman rule, Managerial rule and Political rule. The Layman rule comprises of elected members of the community who are actively involved in decision-making processes. Managerial rules are those that take due process and consultative decisions. The political rule refers to elected officials who set policy direction and initiate particularly budgeting and other allied functions. They utilize available resources to achieve set goals and make things happen (Mouritza & Svara, 2002).

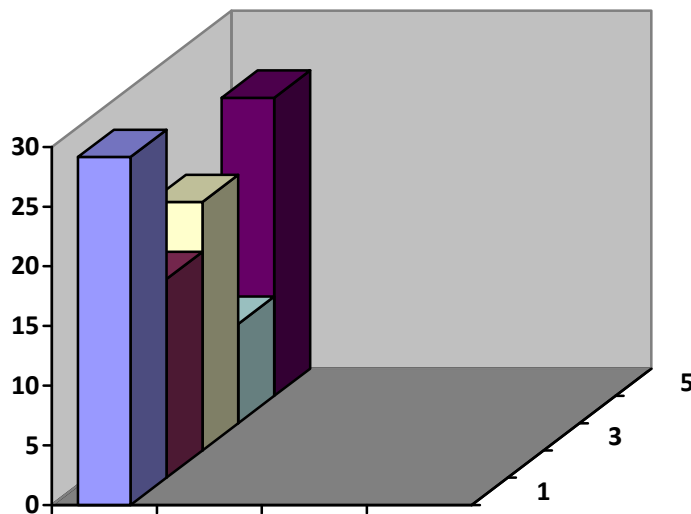
**Leadership Administrative Pattern and its Effects on Socio-Economic Development at the Rural Areas: A Model from Ekiti State Local Governments.**

To examine the effects of Leadership administrative pattern on socio-economic development at the rural areas. This study adopted a survey research across some purposively selected local governments in Ekiti state, this was done with the use of qualitative methods where key informants were selected and the interview were conducted with the participants. There are (16) local governments across three senatorial districts in Ekiti State as indicated below:

Ekiti Central Senatorial District	Ekiti North Senatorial District	Ekiti South Senatorial District
Ado Local Government	Ido-Osi Local Government	Ekiti East Local Government
Efon Local Government	Ikole Local Government	Ekiti South West Local Government
Ekiti West Local Government	Ilelemeje Local Government	Gboyin Local Government
Ijero Local Government	Moba Local Government	Ikere Local Local Government
Irepodun/Ifelodun	Oye Local Government	Ise/Orun Local Government

Three local governments were purposively selected from each of the three senatorial districts in Ekiti state and, the group of people who were characteristically important to the study were sampled as presented in the table below:

S/N	Group of interviewee	Sampled Senatorial District			Frequency	Percentage %
		Ekiti Central	Ekiti North	Ekiti South		
1	Community Leaders	15	10	10	35	29.16
2	Local Political/Executive Leaders	3	12	5	20	16.66
3	Local Government Administrators and Directors	5	10	10	25	20.83
4	Local Government Head/Chairmen	5	3	2	10	8.33
5	Local Government Union Leaders	10	10	10	30	25



Essential information were extracted from these sampled population. The interviews information were analyzed and the analysis was descriptive and explanatory. The general thought is that Leadership styles and administrative patterns determine the effectiveness of service delivery of any public establishments/organization, while a bad leader will be defective to a well-administered organization and vice versa.

### **Interview Structures**

The effect of Leadership styles and administrative pattern on service delivery?

The findings collected from the views of a different category of people interviewed on the effect of leadership styles and administrative pattern on service delivery are summarized and described as follows:

- i. **Community Leaders:** the community leaders that were interviewed across the selected area of study revealed that, they were not satisfied with the precarious situation of the local government administration alongside with the way most of the leaders behave at the local government level. The study found that most of the supposed leaders are wasters, selfish, corrupt with uncared attitudes. This action has perpetually lead to poor provision and improper management for essential services needed at the grassroots such as management of roads, healthcare services, the scholarship to students, erosion control, good drainage system and, assistance for farmers were not always available. Most of the people who responded to the interview, based on this complained aggressively and they were unpleasant in this regard that the impact of government was not been felt at the grass root.
- ii. **Local Political/Executive Leader:** The study found during the interview with some of the local political/executive leaders that, in Ekiti State, especially between 2010 and 2014, there was no local government election in the state. People perceive this as an aberration and gross misconduct by the state government. The state government only makes use of caretaker chairmen throughout the period. Most of these leaders did not care to see this as a direct violation of section 1(2) & 8 CFRN 1999. And, since he who pays the piper dictates the tune; the system gives the state governors unrestricted access to local government allocations/funds. Most of the local political/executive leaders who comments on this also admitted that the organizational organogram at the local governments' services are not being adhere to, They admitted further that, the flow of information and due process are poorly designed and even most of the time they were being ignored and what should be a flow, horizontally from the top and move along the ladder downward, or vertically among peers is not followed, often misused and neglected which gives room for improper feedback from workers and eventually affects better service delivery.
- iii. **Local Government Administrators and Directors:** findings from the Local Government Administrators and Directors revealed that maladministration were common at the local governments especially among the career officers working at the local governments' councils. Some of those interviewed also said that that politicians using their political muscles to put their kinship and associates through favoritism and putting junior officers who were often inexperienced, may not be able to coordinate for proper guidance, drive objectives, and give directives especially on the senior ones, hence slow down and jeopardizes effective service delivery.
- iv. **Local Government Head/Chairmen:** The Local Government Head/Chairmen that were interview admitted that the way leaders were elected at the local government are major contributors to ill-service delivery. Many of them pointed out that most of the time, the election that put the leaders in the positions were being manipulated, it does not often reflect the interest of the majority, hence poor leadership that would eventually leads to poor service delivery. It is believed that electorate were not given the opportunity to elect good leaders for themselves, No voters education, people were been induced to sell their conscience for money and, as a result of this, incredible leaders do emerge who does not have something worthwhile to offer to the public.

- v. **Local Government Union Leaders:** Majority of the Local Government Union Leaders that were interviewed pointed out the precarious situation of the local government and proper service delivery to the local communities. They reveals that, the rate at which the state governments run the local governments and make it handicap especially, their supposed allocation which the state government hold at will and even most often dictates to local governments on how to use their allocation in a way that suited the interest of the state governments. Most people who spoke on this affirmed that the chairmen at the local government ruled at the mercy of the state government who appointed them.

### **The Effect of Leadership Styles on Local Government Socio-Economic Development**

The enquiry made with the several stakeholders at various sampled local governments reveals that local communities remains under developed, neglected, and did not received adequate attentions especially in terms of socio-economic development from the concern levels governments. The study observed that budget/allocation for local government always comes directly from the federal allocations, through the state government and, this is always at the mercy of the state government to redistribute such to the various local governments which most of the times, the state government may choose to sit on it or divert it to other things and give peanut amount to the local government where the local governments heads and Chairmen who were most often appointed by the state governments would not be able to challenge the dictates and authority of his employer.

This is, however, an aberration to the arrangements and the purpose for the creation of local governments as the third tier of the governments, hence the poor state of the developments at the various local governments' area. Also, the political instability at the local government most often leads to an incessant change in local administration, and always affects the socio-economic development at the grass root. The local government heads and chairmen tenure which supposed to be two years irrespective of the government of the day had not been adhered to, the moment there is a change at the state level, automatically the political leaders at the local level will be removed which is not good for development. In addition, most of the people interview confirmed the fact that state government has completely taken over the funds and functions of local government and, therefore rendered them ineffective, unproductive, redundant and useless. It was also noted that the character of state government at any given time have greatly affected socio-economic development bearing in mind different administrations, with different characteristics and policies; some are with theoretical ideas that are not workable at the grass root, some are even with anomalies that usually hindered performance. Lack of accountability and proper monitoring by the federal government who sends allocation monthly to the local governments through the state governments was found to have been one of the major problems confronting proper service delivery at the local governments, and there was no forum for leaders to give the report of their stewardship, therefore, local finances were been mismanaged and handled with a levity by the states who is always the employer of the local government head/chairmen.

Findings also reveal that in Ekiti State, the incessant changes in government has not given room for an effective administrative pattern that can positively affect development at the grassroots. Also, the absence of democratically elected leadership at the local government level has significantly hampered its operations and rendered it almost moribund. Like most states of the Federation, local



government councils in Ekiti State are headed by Caretaker Administrations which most often handpicked by the mercy of state governors.

### **Conclusion and Recommendation**

This paper attempted to show what is meant to serve society through constructive leadership and administrative patterns in providing optimum service delivery at the local government level in Ekiti state, South West Nigeria. The work pointed out that the local governments are the third tiers of government in Nigeria which is supposed to be initiating and implementing policies that would have a direct and positive impact on the lives of rural dwellers. The paper observed that the local governments system has failed to achieve this and the failure was due to a number of factors but the prominent among them is the absence of democratically elected government at that level which makes the governors, the dictators of what goes on at the local government level. This has negatively affected local governments' administration in Nigeria and Ekiti State in particular. The absence of autonomy for that tier of government has robbed it of the services of competent hands since such 'competent hands' may not be in the good book of or the same political party of the governor. Widespread corruption, mismanagement and siphoning of funds are the other important factors challenging the efficient and effective service delivery at the local government level. Until that tier of government is fully democratized and granted full autonomy; the right set of people with experience, good styles, character, intellect, determination to serve and ability to deliver may never be achieved in local government administration in Nigeria generally and Ekiti State in particular.

Arising from the above, the following recommendations are hereby made, that:

- i. The constitution of the Federal Republic of Nigeria should be respected by the state governors especially section 8CFRN 1999 3<sup>rd</sup> alteration that states that: "the system of local government by democratically elected local government councils under this constitution guaranteed" the local governments should be allow to functions in accordance to the rules that establish it.
- ii. The state government should allow the local government autonomous, especially in the area of finance and they should be given free hands to manage their affairs themselves.
- iii. There should be a forum where leaders would be called upon to give a report of their stewardship and accountability and, there should also be means of proper monitoring by the Federal government to effect this.
- iv. Federal government should devise a means of sending allocations directly to the local government account without passing through the stage of government especially state governments.
- v. There should be citizen's control because they are the consumers of the delivery service at the local government so; there should be room for constructive criticism, report of any shortcomings to the higher authority.
- vi. The local government administrative patterns/styles should be adequately designed to guild the conduct of the leaders/heads at the local governments' level.
- vii. There should be a means to checkmate leadership styles at this level.

## References

- Adebayo, A (2004), Principles and Practice of Public Administration; Ibadan, Nigeria Spectrum bookshop limited.
- Adair J (2005) Not bosses but leaders; How to lead the way to success. MPG Book Limited.
- Ajayi Kunle. (2010), "Local Government Autonomy in Nigeria: Politics and Challenges of the 1999 Constitution", *International Journal of Advanced Local Studies and Governance* Vol.1. No.1
- Ananti, M. O. Onykwelu, P.U & Madubueze, M.C (2015), Caretaker Committee system and Democratic Governance in Nigeria local Government system; 2003-2004 in Anambra State; *Global Journal of Management and Business Research* Vol.XV, Issue1pp 33-38
- Bittel, L. R. & Newstrom, J.W.1990. What every supervisor should know. 6th Edition. New York. McGraw – Hill Publishing Company
- Dawson C (2002) Research Made Easy; Lesson for Research student, Chicago, USA
- Goleman, D. 2000. Leadership that gets results. Harvard Business Review, March – April: 78-90.
- Graver K. & Austin S. (1995) Additional evidence on insensitive plans and income Management; *Journal of Accounting and Economics* 19; 3-38.
- Kirega VPG (2006) Kampala City handbook, Gava associated services, Kampala Uganda
- Matshabaphala, M.D. (2013) Leadership in Public Service Delivery; Retrieved [http://www.dpsa.gov.za/bathopele/docs/a\\_fripusbar\\_day/A\\_PSD%20MDJ%20Matshabach\\_ala%20wits.pdf](http://www.dpsa.gov.za/bathopele/docs/a_fripusbar_day/A_PSD%20MDJ%20Matshabach_ala%20wits.pdf)
- Mullins J (2002) Management and Organisational behavior: Library of Congress cataloguing in Publication data, United Kingdom.
- Mondy, R. W & Premeaux, S. R., (1993). Management. Concepts, practices and skills. Boston. Allyn and Bacon.
- Moutiyzan, P. E. & Svava, .H (2002) Leadership at the Apex: Politician and Administrators in Western Local Governments, Pittsburgh PA: University off Pittsburg Press.
- The 1999 Constitution of the Federal Republic of Nigeria and Fundamental Rights, Rules with amendment 2011.