

Styles of Leadership and Service Delivery in Kogi State, Nigeria: A Case Study of Ankpa Local Government

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Abstract

Leadership contributes significantly in service delivery. The major objective of this study was to determine the effects of leadership styles on service delivery in Ankpa Local Government Area of Kogi State. The Survey design was used. Three research questions and three null hypotheses guided the study. The null hypotheses were tested at 0.05 level of significance. The population for this study was made up of 230 respondents. The proportionate sampling technique was used to draw sample for this study. A total of 230 questionnaire were distributed but 190 were returned. Chronbach's Alpha at 0.889 was used to test for internal consistency and validity of the instrument. Both descriptive and inferential statistics were used to analyze the data collected. While Kendall's tau-b (τ_b) was used to test the null hypotheses. The study found that autocratic and laissez-faire leadership styles exist in Ankpa Local Government. The study also found that democratic style though desirable, is not prevalent in the Local Government to a large extent. The study recommended amongst others that, Ankpa Local government should evolve an all-inclusive and participatory style that is based on merit and anchored on equity, fair play and justice.

Keywords: Leadership, Service Delivery, Ankpa, Autocratic Leadership, Democratic Leadership and Laissez-Faire Leadership

Introduction

In recent times, leadership and service delivery are interest points in public administration attracting attention from scholars and researchers for the fact that at any level, leadership and service delivery interact. Leading is the process of influencing and directing the activities of a group to accomplish goals (Ali, Sidow and Guleid 2013). Leadership is based on interpersonal relationship; as such, a leader must be a group member. This means that leadership prospers in an organization or group. In the views of Holmgren and Kringelum (2022), leadership can be described as the process of motivating and influencing other people or members of a given group put in their efforts to ensure success in the attainment of set objectives or goals of an organization or group of which they are members. In the views of Ali et al (2013), leader is one who has both personality and leadership skills to win the followership of others in the desired direction. A person who can bring about change is one who has this ability to be a leader.

Functional leadership involves motivation, management, inspiration, remuneration and analytical skills. When all these are present, a Local Government records increased employee satisfaction that positively influences the output or performance. Every leader needs the requisite abilities to propel innovation and creativity as this will surely boost commitment, followership and performance from the followers. This will encourage subordinate to challenge their own value system and improve their individual performance.

Service delivery is the provision of sufficient, affordable and quality basic services considered a core function of governments to the people. It also means provision of the basic amenities for the people of the state. This includes availability of good roads, health care facilities,

free or affordable education, housing, electricity and portable water supply. Service delivery is a comprehensive concept in governance. Service delivery is the result of the decisions of government and its institutions. Service delivery has direct impact on the people if it is delivered in the form of basic needs like good roads, hospital, education and water etc. which engender human development. Service delivery also propels the process of development. Development is a pre-condition for human development (Yasir, Imran, Irshad, Mohamad and Khan 2016).

Statement of the Problem

Leadership is a relationship of mutual abilities between the leader and the follower. Both create it so that both can do the right things. Kouzes and Posner (1987) saw leadership as an ongoing process of building and sustaining a relationship between those who aspire to lead and those willing to follow. The problem of poor service delivery in Ankpa Local Government is a matter of great concern. Unwillingness or inability of leaders to rise to their responsibility breeds poor service delivery (Ijewereme and Dunmade, 2014). Ankpa Local Government is among the Local Governments in Nigeria that has been grappling with inefficient service delivery. At the center of development problems of local governments in Kogi State are the problems of leadership and leadership styles which can mainly be linked to corruption, political and ethnic favouritism (Idoko, Agenyi and Emmanuel, 2015). Leadership styles if properly adopted could foster effective service delivery in Ankpa Local Government. However, most leaders do not pay serious attention to the issue of leadership styles considering its roles in any form of group. Leaders rather give more concern to party and personal interests, thereby neglecting leadership-based issues that could foster collective gains and public goods. The damaging aftermath of these are bad service delivery orchestrated by the adoption of wrong style of leadership and lack of transparency resulting in the high level of corruption, slow or retarded development and poor social cohesion. This constitutes a problem for which this research will proffer some workable solutions.

Research Questions

The following research questions guided the study:

- i. To what extent does autocratic leadership style affect service delivery in Ankpa Local Government?
- ii. To what extent does democratic leadership style affect service delivery in Ankpa Local Government?
- iii. To what extent does laissez-faire style of leadership affect service delivery in Ankpa Local Government?

Objectives of the Study

The main objective of this study was to examine the effect of leadership styles on service delivery in Ankpa Local Government Area of Kogi State. Specifically, the study sought to:

- i. assess the extent to which autocratic leadership style has an effect on service delivery in Ankpa Local Government;
- ii. determine whether democratic leadership style has an effect on service delivery in Ankpa Local Government; and
- iii. examine whether laissez-faire leadership style has an effect on service delivery in Ankpa Local Government

Hypotheses for the Study

The following hypotheses were tested:

H0₁: There is no significant relationship between the autocratic leadership style service delivery in Ankpa Local Government

H0₂: There is no significant relationship between the democratic leadership style and service delivery in Ankpa Local Government

H0₃: There is no significant relationship between the laissez-faire leadership style service delivery in Ankpa Local Government

Scope of the Study

The scope of this study was Ankpa Local Government. The study carried out an assessment of the effects of leadership styles on service delivery in Ankpa Local Government. This study focused on the civil servants and the people from the ten wards in the local government.

Methodology

This work, "Leadership Styles and Service Delivery in Ankpa Local Government adopted the Ex Post Facto (quantitative) research design because this study examines the effect the independent variable (leadership style) on the dependent variable (Service Delivery).

Population for the Study

The population for this study was made up of 130 staff randomly selected from the five (5) departments (Agriculture, Budget and Planning, Health, Education and Works,) and ten (10) respondents each from the thirteen (13) wards (Ankpa Township, Ankpa Suburb I, Ankpa Suburb II, Ankpa I, Ankpa II, Enjema I, Enjema II, Enjema III, Enjema IV, Ojoku I, Ojoku II, Ojoku III, Ojoku IV) in the Local Government.

Departments in Ankpa Local Government and Distribution/Return of Questionnaire

S/No	Departments	Number of Staff	Returned	Percentage Returned
1	Department of Agriculture	20	18	90%
2	Department of Budget and Planning	20	17	85%
3	Department of Education	20	18	90%
4	Department of Health	20	15	75%
5	Department of Works	20	16	80%
6	Ten Respondents each from the thirteen (13) wards	130	106	81.53%
TOTAL		230	190	83.59%

The primary and secondary sources were used to collect data for this study. Primary data was collected through questionnaire. Books, journals, newspapers, magazines, online resources constitute the secondary data sources.

Literature Review

Leadership within the context of this study is the art of motivating a group of people to act toward achieving a common goal. It means directing workers and colleagues with a strategy to achieve objectives or set goals. It is the ability to build up confidence among people and to create an urge in them to be led. Sudha, Shahnawaz and Farhat (2016) defined leadership as the process of influencing others towards achieving goals. Leadership is a process of influencing the activity of group towards achievement of objectives. It is about the behaviour of a person when he is directing and guiding the activities of other group members towards the attainment of a common goal. The success or failure

of a leader in attaining goals depends largely on his ability to effectively organize and manipulate the human and material resources available to him. This in turn depends on his leadership styles. Yahaya and Ebrahim (2016) see leadership style as the pattern of behaviour adopted by a leader in trying to influence members of a group and make appropriate decisions regarding the mission strategy and operations of group activities. They see leadership style as the approach or method of providing directions, implementing plans and motivating a group of people.

According to Kelly and MacDonald (2019), leaders in public service have been engaged in reckless use of government properties and have been channels to corrupt practices like wasteful spending, thievery and looting. Consequently, the cost of governance has continued to rise beyond comprehension, arising mostly from the burden of providing basic amenities to public servants, that is, accommodation, transport, medical service e utility services, fueling and maintenance of vehicles and many others.

According to (Abulu, 2017), recurrent expenditure is always higher than capital expenditure and this hampers meaningful development. A larger part of revenue is expended on recurrent expenditure at the detriment of capital expenditure which is supposed to be the bedrock of development. Besides, the extra looting in the name of procurement of resource and capital projects is beyond imagination “Members of the National Assembly have turned probes and public hearings into marketing assets”. The same applies to elected councilors and other political appointees. It has become a culture in Nigeria to read in the newspapers, hear on televisions and in radio about the looting of public treasury by political office holders who are elected to represent the collective interests of the masses. Instead of addressing state interests, people welfare and public good, leadership in most cases is centered on selfish interests. Some leaders arrogate and misuse powers to enrich themselves at the expense of the masses that elected them.

The legislative arm that is should represent the people’s interests and act as instrument for checks against bad governance has surprisingly turned into institution of corrupt practices engaged in self-serving and money making activities rather than serving as umpire and agent of justice to sustain the hope of the people (Sudha, et al 2016). Leadership is a process in which the leader and followers interact such that the leader influences the actions of the followers towards the achievement of certain aims or objectives. Thus, it is the ability of influencing the behaviour of others, or exerts influence within a group in other to achieve group task or collective objective. According to Ijewereme and Dunmade, (2014), the followers perceive the leader as having certain attributes or characteristics that endeared him/her to control or exert influence over them. Therefore, leadership, by concept, is a non-coercive capacity (i.e. is not the use of instrument of delegated power or authority), and followers (subordinate) willing consent to be influenced or directed by the leader.

Leadership is hence conferred from bottom by the electorates and not from top by elites for constructive engagement towards cooperative, collaborative efforts and mutual benefits. This study defines leadership within the confines of politics and bureaucracy (i.e. all political office holders and public bureaucrats). The institution of government was developed in line with the social contract philosophy to promote sustainable human development in ways that reduce disparities in security, income, well-being and opportunity between groups of citizens. It also ensures that people are sovereign, mandate to govern is a contract and the views and opinions of the majority should be sustained (Yasir et al 2016).

Longe (2014) citing Kurt Lewing, classified leadership into three basic variations and these include:

1. **Autocratic:** This deals with command and control where leaders operate in an “I’m the boss” fashion. They provide clear expectations and directions to subjects or followers, telling them

what to do, when and how to do it. Autocratic leaders make decisions on their own without consulting or taking input from any member of the group.

2. **Democratic:** This is a mix of task-oriented and people-oriented leadership styles is known as democratic or participative leadership. In this scenario, the leader provides guidance and direction, but also encourages feedback from the followers or subordinates and takes their opinions into account, although he or she makes the final say.
3. **Laissez-faire:** (“I do not care”) style. Here, the leader provides little or no directions; rather, decisions are made by the group without any supervision by the superior. For most administrators, this method of leadership can be hard to even imagine. The three basic types of leadership styles are summarily represented in the diagram below:

Democratic Leadership Style

According to (Ray and Ray 2012), the democratic style of leadership is a very open and collegial style of leading a team. This is so because ideas are collectively share between the group and issues are openly discussed. The views and opinions of every member of the group matter. Democratic leadership is one where there is active participation of group members in decision making processes. It is important to have enough time to allow people to contribute, develop a plan and collectively decide on the best course of action to be undertaken.

In the views of Khan and Islam (2014), the democratic leadership style has three main features which include:

- i. **Delegation of Responsibility:** A democratic leader should give other members the responsibilities and authorities to act in his stead to encourage members to participate in the decisions making process.
- ii. **Empowerment of Group Members:** Leaders as a matter of necessity should empower their team members so that they will be properly equipped to accomplish their tasks by providing the training necessary for the performance of assigned duties.
- iii. **Assisting in Decision Making:** Democratic leader ensures that debates are open for everyone to take part before making group decisions. The leader is should serve as a mediator between team members.

Autocratic Leadership Style: This is a leadership style that is usually characterized by individual control over all decisions with little or no input from group members. Autocratic leaders typically make choices based on their own ideas and judgments and hardly accept inputs, advice or contributions from followers. Autocratic leadership involves absolute and authoritarian control over a group. Some of the major features of autocratic leadership include: There is no input from members of the group, only the Leader takes decision, the leader is dictatorial, team members are not given decision making tasks to perform, threats and punishment are the only way to motivate employees and the leader is mostly concerned with achievement of goals and not employees’ satisfaction (Bhatti, Maitlo, Shaikh, Hashmi and Shaikh, 2012).

Laissez-Faire Leadership Style: Ojokuku and Odetayo (2012) and Kendra (2016) presented laissez-fair leadership as rejection of burdens or works and avoidance of decision-making roles. This type of leader does not involve himself in team or group work. Here, decisions are all made by the group or team members and subordinates without any form of interference from the leader. Laissez-Faire Leadership Style was described by Osmond (2015) as “Abdication of responsibilities and avoidance of decision making”. This style allows group members to take decisions without direction or interference from the leader. Antagonists of this leadership style are of the view that it is a great

risk to delegate the responsibilities of making decisions to followers or subordinates. Teams may not have the skills or knowledge to make productive decisions, but laissez-faire leaders grant freedom or rights to subordinates to fashion out procedures and decide how they choose to complete any given task.

Why Leaders Fail

Part of the most important questions a good leader should ask himself is why do most leaders fail? Nobody is perfect, but learning from the mistakes of others helps a great deal in preventing reoccurrence of such in the future. Leaders fail because they are human and can make mistakes irrespective of how good, knowledgeable or skilled they are in whatever they do. Some of the basic reasons why leaders fail include: selfishness, lack of team direction, greed, arrogance, too much focus on politics, lack of room for criticism, refusal to adapt, lack of understanding of self-leadership, non-proactive, lack of proper communication (Stashevsky, Burke and Burke 2006 & Ali et al 2013).

Theoretical Framework

The “Transformational and Contingency theories” constituted the framework and underpinning theories for this research.

Transformational Theory by MacGregor Burns (1978): This theory stresses on the way and manner leaders can create positive changes in their subordinates. Transformational style helps improve motivation, boost morale, and employees’ performance. Leadership is Transformational when behaviours of the leader affect the attitude of followers and spur them to do better (Northhouse, 2010). This theory is important and applicable to this study because, leadership is all about influencing others (followers) by inspiring a positive change in them and mentoring them to achieve desired success.

Contingency Theory: This theory was proposed by Fred Edward Fiedler (1964) in his work, "Contingency Model of Leadership Effectiveness." The theory dwells on how specific situations influence the effectiveness of a leader and how a leader’s ability to adapt can be their veritable instrument. This theory believes that the effectiveness of a leader is dependent on whether his leadership style fits a given situation or not.

The Transformational and Contingency leadership theories were adopted as the underpinning theories to this study because of the fact that there no sure leadership style is the best for all situations or circumstances.

Data Presentation, Analysis and Findings

From the literatures reviewed and the responses gathered through the distributed questionnaire, both descriptive and inferential statistics are used to analyze and present the findings of this work as shown hereunder:

Descriptive Statistics on the effect of Autocratic Leadership Style on service delivery in Ankpa Local Government

Questionnaire Items (Statements)	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
Employees or subordinates are not consulted before decisions are taken in the various departments	190	3.0782	.06361	.85099
Staff know little or nothing about income and expenditures in the departments	190	4.2291	.07714	1.03209
When projects are to be carried out, subordinates are not consulted to make their inputs	190	4.2682	.07945	1.06298
Methods and processes of working are dictated by the head (leader) alone	190	4.0000	.08234	1.10158
Staff of departments are treated with high-handedness when carrying out their official duties	190	3.8603	.08450	1.13055
Standing or in-house rules are strictly followed and as such, no room for personal ideas and creativity	190	2.4190	.11282	1.50947
The leader considers himself to be too superior and powerful above the subordinates	190	4.0335	.07386	.98813
Grand Mean		3.70		

The table (1) above shows the analyses of data in respect of the effect of autocratic leadership style on service delivery in Ankpa Local Government with a grand mean of 3.70 which is above the cutoff point of 3.50 while individual clusters in the table have the following means: Employees or subordinates are not consulted before decisions are taken in the various departments (3.07), Staff know little or nothing about income and expenditures in the departments (4.22) When projects are to be carried out, subordinates are not consulted to make their inputs (4.26), Methods and processes of working are dictated by the head (leader) alone (4.00), Staff of departments are treated with high-handedness when carrying out their official duties (3.86), Standing or in-house rules are strictly followed and as such, no room for personal ideas and creativity (2.41) and the leader considers himself to be too superior and powerful above the subordinates (4.03). These sets of data show that the autocratic style of leadership does not improve service delivery in Ankpa Local Government.

Descriptive Statistics on the effect of democratic leadership style on service delivery in Ankpa Local Government

Descriptive Statistics

Questionnaire Items (Statements)	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
Employees are given free hands to make useful contributions in the decision making process even though the leader has the final say	190	1.8603	.06711	.89790
Personal staff ideas and experiences are tolerated and rewarded accordingly in various departments and offices	190	1.8492	.06973	.93294
Subordinates (workers and followers) are frequently supported and given useful information by their leaders when the need arises	190	2.0056	.06792	.90874
The leader sees himself as a team member and not a lord over his subordinates in other to boost staff morale	190	1.6872	.05560	.74382
Interests are aggregated and harmonized to minimize conflict, bring all workers on board and carry everybody along	190	1.7877	.06905	.92388
Workers are basically satisfied with their jobs as a result of openness and inclusiveness in the leadership process	190	1.6816	.06408	.85738
Guidance are provided with minimal or no pressure from the leader when the need comes up	190	2.0335	.07512	1.00504
Grand Mean		1.84		

The able (2) above shows the analyses of data in respect of the effect of democratic leadership style on service delivery in Ankpa Local Government with a grand mean of (1.84) which is quite below the set cutoff point of 3.50. Individual clusters in the table have the following corresponding means accordingly: Employees are given free hands to make useful contributions in the decision making process even though the leader has the final say (1.86), Personal staff ideas and experiences are tolerated and rewarded accordingly in various departments and offices (1.84), Subordinates (workers and followers) are frequently supported and given useful information by their leaders when the need arises (2.00), The leader sees himself as a team member and not a lord over his subordinates in other to boost staff morale (1.68), Interests are aggregated and harmonized to minimize conflict, bring all workers on board and carry everybody along (1.78), Workers are basically satisfied with their jobs as a result of openness and inclusiveness in the leadership process (1.68) and Guidance are provided with minimal or no pressure from the leader when the need comes up (2.03). The group of data in the table above shows that the democratic style of leadership is not fully entrenched in Ankpa Local Government, hence, service delivery is not satisfactory.

Descriptive Statistics on the effect of laissez-faire leadership style on service delivery in Ankpa Local Government

Questionnaire Items (Statements)	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
Local government security is porous because leaders show little or no commitment on matters of security concerns	190	3.7542	.08664	1.15919
There is no guidance or advice from leaders on security issues when subordinates get confused or run into problem at work	190	3.7430	.08044	1.07625
Subordinates are left alone to solve any problem or issue they encounter while carrying out their jobs	190	3.6872	.08795	1.17674
Leaders take only charge of affairs only when they deem it fit and necessary to do so	190	3.0503	.10929	1.46216
Subordinates are always criticized by their executives or leaders anytime things go wrong	190	4.0726	.08534	1.14179
Enormous responsibilities are delegated to subordinates without any corresponding guide or assistance from the leaders	190	3.7654	.08425	1.12716
Most heads of departments give no attention to office work functions let alone provide directions	190	3.7765	.07904	1.05751
Grand Mean		3.69		

The table (3) above presents the analyses of data collected regarding the effect of laissez-faire leadership style service delivery in Ankpa Local Government. After analysis, the above set of data showed a grand mean of 3.69 which is apparently above the cutoff point of 3.50. Separate questionnaire items (clusters) in the table have their respective means as follow: Local government security is porous because leaders show little or no commitment on matters of security concerns (3.75), There is no guidance or advice from leaders on security issues when subordinates get confused or run into problem at work (3.74), Subordinates are left alone to solve any problem or issue they encounter while carrying out their jobs (3.68), Leaders take only charge of affairs only when they deem it fit and necessary to do so (3.05), Subordinates are always criticized by their executives or leaders anytime things go wrong (4.07), Enormous responsibilities are delegated to subordinates without any corresponding guide or assistance from the leaders (3.76) and Most heads of departments give attention to office work functions let alone provide directions (3.77). The group of data in the table above shows that the laissez-faire leadership style does not improve service delivery in *Ankpa* Local Government.

Test of Hypothesis 1

H₀: *There is no significant relationship between the autocratic leadership style and service delivery in Ankpa Local Government*

Correlations

			Autocratic leadership style	Service delivery
Kendall's tau-b	Autocratic leadership style	Correlation Coefficient	1.000	.5714
		Sig. (2-tailed)	.	.04
		N	190	190
	Service delivery	Correlation Coefficient	.5714	1.000
		Sig. (2-tailed)	.04	.
		N	190	190

Correlation is not significant at the 0.01 level (2-tailed).

From the output above, we can see that $P = 0.04 > 0.01$ and correlation coefficient (τ_b) = 0.5714 > 0.05. This implies that we accept (fail to reject) the null hypothesis and we therefore conclude that there is no significant and positive relationship between autocratic leadership style and service delivery in Ankpa Local Government.

Test of Hypothesis 2

H₀: *There is no significant relationship between the democratic leadership style and service delivery in Ankpa Local Government*

			Correlations	
			Democratic leadership style	Service delivery
Kendall's tau-b	Democratic leadership style	Correlation Coefficient	1.000	.115*
		Sig. (2-tailed)	.	.014
		N	190	190
	Service delivery	Correlation Coefficient	.115*	1.000
		Sig. (2-tailed)	.014	.
		N	190	190

*. Correlation is significant at the 0.05 level (2-tailed).

From the output above, we can see that $P = 0.014 < 0.05$ and correlation coefficient (τ_b) = 0.115 implies that we reject the null hypothesis and we therefore conclude that there is a statistically significant and positive relationship between democratic leadership style and service delivery in Ankpa Local Government. In other words, the higher the democratic leadership style, the higher the service delivery and vice versa.

Test of Hypothesis 3

H₀: *There is no significant relationship between the laissez-faire leadership style and service delivery in Ankpa Local Government*

			Correlations	
			Laissez-faire leadership style	Service delivery
Kendall's tau-b	Laissez-faire leadership style	Correlation Coefficient	1.000	.018
		Sig. (2-tailed)	.	.002
		N	190	190
	Service delivery	Correlation Coefficient	.018	1.000
		Sig. (2-tailed)	.002	.
		N	190	190

Correlation is significant at the 0.01 level (2-tailed).

From the output above, we can see that $P = 0.002 < 0.01$ and correlation coefficient (τ_b) = 0.018 implies that we accept the null hypothesis and we therefore conclude that there is no statistically significant and positive relationship between Laissez-fair leadership style and security of lives and property in Kogi State.

Key Findings

From the data collected and analyzed, the following key findings were made:

- i. There is no significant positive relationship between autocratic leadership style and service delivery in Ankpa Local Government.

- ii. There is a significant relationship between democratic leadership style and service delivery in Ankpa Local Government.
- iii. There is no significant positive relationship between Laissez-fair leadership style and service delivery in Ankpa Local Government.

Discussion of Findings

The study revealed the following findings as discussed below:

Autocratic leadership style and service delivery have no positive relationship in Ankpa Local Government and this adversely affects development. This finding is in consonance with the view of Dulewicz and Higg (2005) which said that autocratic leaders typically make choices based on their own ideas and judgments and as such, no meaningful development can be attained. This style of leadership kills innovative interest and retards staff creative ingenuity which in turn stagnates or decreases efficiency and productivity.

This study also revealed that, employees are not given opportunity to take part in decision making process in most cases and this is counterproductive because inclusiveness boost staff morale and creates a sense of belonging in workers. Greater participation from subordinates during the decision-making process could also result in more creative solutions and greater innovation to solve problems. Most heads of department do not see themselves as team members and co-workers but as lords and absolute superiors who should be feared and respected by all.

This study also found that, there no significant positive relationship between Laissez-faire leadership and service delivery. In the view of Gill (2016), Laissez-faire leadership is an absence of leadership style. Leaders of this style make no policies or group decisions. Rather, group members take control of all goals, decisions, and solutions.

Conclusion

Leadership is the process of motivating people as a group to achieve a collective purpose or objective. It can be described as the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of an organization or group of which they are members (Ali, et al 2013). The importance of adopting an appropriate leadership style in Ankpa Local Government is obvious given the increasing concern and complexities of service delivery. Leadership is a key factor that contributes in no small measure to the success or failure of any organization or group. There are various styles of leadership but adopting an appropriate one is imperative for effective service delivery and growth of Ankpa Local Government.

Recommendations

Based on the findings, the study recommends the following:

- i. Ankpa Local Government should evolve an all-inclusive and participatory leadership. This should be merit-based and anchored on equity, fair play and justice. This is in consonance with the view of Khan and Islam (2014) that the best recipes for good leadership are inclusiveness and participation which eliminate autocracy in leadership.
- ii. Ankpa Local Government should adopt to the fullest, the democratic style of leadership as this will bring onboard inputs and contributions from various individuals and this will enhance service delivery. This submission aligns with the positions of Kelly and MacDonald (2019). who recommended that democratic style of leadership is more productive as it ensures more commitment from all group members.

- iii. Alluding to the positions of Kendra (2016), Ankpa Local Government should reject the laissez-faire leadership style because it weakens staff commitment and reduces productivity. This is because the laissez-faire leaders do not care about how staff do their jobs and whatever goes on in the departments they lead.

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