

**Political Leadership, Administrative Capability and Service Delivery in Oyo State Local Governments, 2011 – 2019**

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Degree (PhD) in Public Administration**

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### **Certification**

This is to certify that **Samuel Olusegun AJANAKU** with matriculation number LCU/PG/001667 carried out this research work titled “Political Leadership, Administrative Capability and Service Delivery in Oyo State’s Local Governments, 2011 – 2019” in the Department of Politics and International Relations, Faculty of Management and Social Sciences, Lead City University, Ibadan, Oyo State, for the award of PhD in Public Administration and that this has not been previously submitted.

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### **Dedication**

Gratefully dedicated to the Almighty God and to the memory of my late parents: Mr. Nathaniel Oladipo Ajanaku and Mrs. Elizabeth Omojare Ajanaku who both ensured that I got educated.

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“Even though the above-mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the error (s) if any, found in this work”.

## Abstract

Local government (LG) constitutes a critical tier of government because it is the third tier and closest level of government to the citizens, strategically placed to serve as an effective instrument to achieve economic prosperity for the grassroots. However, a critical review of LG showed they had not achieved excellent service delivery. Poor service delivery reflected in poor service quality, operational inefficiency, and poor responsiveness to community needs remain an overwhelming challenge in most local governments in Nigeria. Thus, strengthening LG leadership and administrative capacity become critical in addressing these LG poor service delivery. A mixed research design was adopted with a population of 7,840,864, including LG-employee and their citizens. A sample size of 384 was computed through Krejcie and Morgan's sample-size table for the LG-employees and residents, respectively. The study adopted the multistage sampling technique to select the LG-employee and the purposive sampling to select the residents. The instrument designed for the study was adapted and validated. The Cronbach's Alpha coefficient range between 0.76 and 0.81. The response rate of 60.41% and 66.92% was achieved for both populations, and data were analysed through descriptive, content analysis, and inferential statistics. Findings revealed that Political leadership and administrative capacity had positive and significant effect on service delivery of selected LG in Oyo State, Nigeria *Adj R2*=0.462;  $p < 0.05$ ,  $Q2 = 0.148$ ). The study concluded a statistically significant effect of political leadership and administrative capacity on service delivery of selected LGs in Oyo State, Nigeria. The study recommended that the management of the LGs investigated should focus on improving service delivery by enhancing its administrative capacity through innovative and strategic planning and should also prioritize its good leadership process to improve citizenship engagement, operational efficiency, quality services, and responsiveness, which will eventually improve service delivery.

**Keywords:** Political leadership; Administrative Capacity; Service Delivery; Local Government Authority

**Word Count:** 292

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### List of Acronyms

| <b>Abbreviation</b> | <b>Meanings</b>                                     |
|---------------------|---|
| OECD                | - Organisational Economic Cooperation & Development |
| OE                  | - Operational Efficiency                            |
| AL                  | - Agile Leadership                                  |
| LG                  | - Local Government                                  |
| NPD                 | - New Product Development                           |
| CT                  | - Contingency Theory                                |
| DCT                 | - Dynamic Capability Theory                         |
| MMC                 | - Matara Municipal Council                          |
| SERVCOM             | - Service Communication                             |
| SERVPERF            | - Service Performance                               |
| SERVQUAL            | - Service Quality                                   |

## **Chapter One**

### **Introduction**

#### **1.1 Background to the Study**

Every responsible and responsive political system in the world is concerned about the development of local government because it is required to enable grassroots development. This is because growth and development have eluded the grassroots. Local government is a political and administrative organization at the local level that promotes decentralization, national integration, governance efficiency, and a sense of belonging. It is a type of administrative entity found throughout the world<sup>1</sup>. Local governance is linked to a variety of forms of participation, including democratic, civic, and community participation, as well as alternative development methods<sup>2</sup>. The job of a municipal government is to promote a society's democratic ideals while also managing local development programs<sup>3</sup>. It is expected to be the foundation for the community's socioeconomic development.

Local government administration plays a critical role in ensuring the efficient provision of public amenities to large rural populations. Many academics believe that the purpose of local governments is to encourage local participation in governance, promote self-government, and encourage people to find solutions to problems in their environment and for their own well-being through the formulation and implementation of relevant and adequate policies<sup>4</sup>. As a result, it is critical for local government to have the administrative capacity to ensure that the functions for which it was established are carried out. The ability to effectively implement policy plans

and programs, in particular, is critical to the success of the grass roots sector. Indeed, having a capable local government authority capable of optimally aligning resources with actions and implementing designed policies is widely regarded as a critical factor in any State's quality of government and the success of its developmental efforts<sup>5</sup>. Effective and rigorous implementation, as well as the ability to deliver on policy promises, are key factors that distinguish high-performing local government authorities from those that perform mediocly<sup>6</sup>. Administrative capacity is regarded by academics as "the government's ability to manage its human and physical resources in order to achieve its goals It focuses on how policy implementation and delivery are organized, as well as how agencies and networks, as well as their managers, who are in charge of delivering on policy promises, operate and perform". Administrative capacity includes strategic planning, management control, and the ability to innovate.

The number of resources available to local governments, as well as the prudence with which they are used, establishes the institution's primary goal. One approach to bringing government closer to the people at the grassroots level is to provide service in an acceptable, efficient, effective, and adequate manner<sup>5</sup>. Local government is responsible in modern society for providing basic services to the grassroots (local communities) in an efficient and effective manner; however, the third tier of government has become irrelevant in the country's administration due to its inefficiency and ineffectiveness in meeting the primary needs and wants of the people at the grassroots<sup>6</sup>.

Local government as a form of decentralization was adopted in some developing countries, such as Nigeria, in order to improve governmental performance. The transfer of responsibilities from central to subnational governments is intended to improve governmental efficiency, effectiveness, and responsiveness<sup>7</sup>. Local governments now have the ability to plan, fund, and manage social programs such as education and health care as a result of the transfer. In contrast, the obligations vary by country. Indeed, the primary goal of Nigeria's 1976 "Guidelines for Local Government Reform" is to improve local participation, encourage and promote local governance, encourage initiative and leadership potential, and mobilize human and material resources through member involvement, resulting in national development from the ground up<sup>8</sup>.

In Nigeria's sociopolitical context, with its multiplicity of culture, diversity of languages, and differentiated needs and means, the importance of such an organization in fostering the needed national consciousness, unity, and relative uniformity, as well as preservation of peculiar diversities, cannot be overstated. It is insignificant if development does not have a positive impact on the lives of people on the outskirts of decision-making processes<sup>9</sup>. As a result, the Nigerian government established local government as the third tier of government with the goal of providing citizens with effective, measurable, and efficient service delivery.

The Federal Republic of Nigeria's 1999 constitution (as amended) recognizes three administrative and governance divisions at the federal, state, and local government levels. Sections 2 and 3 of the constitution, which also list the number of states and local governments in the federation, refer to Nigeria as one indivisible and indissoluble sovereign state. Section 7 of the constitution states that "the system of

democratically elected local government councils is guaranteed under this constitution; and accordingly, the government of every state shall ensure their existence, subject to section 8 of this constitution, by providing for the establishment, structure, composition, finance, and functions of such councils."<sup>10</sup>. As a result, local government draws its existence from the state, and so the state government has the power to regulate its local governments through legislation.

However, providing services to the people at the grassroots level remains an important component of Nigeria's establishment of this tier of government. Service delivery refers to the provision of social or public goods that benefit citizens' socioeconomic well-being. The government is responsible for a variety of services, including public utilities, security, economic development initiatives, medical and health care, environmental protection, and law enforcement. Local governments' distribution of public goods and services is intended to raise the population's standard of living to the next level<sup>11</sup>.

Meanwhile, for many organizations, whether private or public, leadership as a social influencing process is critical to achieving corporate objectives<sup>12</sup>. Leadership is an important factor in determining whether a government succeeds or fails. The quality of leadership in any organization, religious, social, corporate, military, or otherwise, is widely held to have a significant impact on its success. Leaders must persuade their followers to listen to and accept their diagnoses and solutions to collective problems and crises. As a result, in order for local government to effectively carry out its mission, particularly in the area of service delivery, local political leadership must demonstrate appropriate leadership orientation that ensures effective and efficient service delivery.

In previous years, Oyo State's local governments have undergone various forms of political leadership in terms of structure and institution. To that end, local governments in the state had leaders who were both democratically elected in accordance with Nigeria's constitution and state government appointees during the research period. Both elected and appointed officials were forced to swallow the bitter pill of term truncation; they were denied the benefit of a full tenure as required by law. This has resulted in a state of political leadership insecurity in local government administration, particularly in Oyo State, and has weakened local governments' administrative capacity to deliver value to the grassroots economy. As a result, the emphasis of this study is on the implications for service delivery.

## **1.2 Statement of the Problem**

Local government is the most important level of government for creating momentum for long-term national development. Strengthening its leadership and administrative capacity has long been a priority for the Nigerian government in order to fully mobilize the people in support of national development and integration. The desire to develop a robust local government in Nigeria has resulted in a series of reforms dating back to the colonial era. Changes have been made at both the institutional and constitutional levels to better align local government with the needs of the country.

Local government, as the lowest and most accessible level of government to citizens, is strategically positioned to serve as an effective tool for development, service delivery, and democratic participation. However, there have been criticisms of the local government over the years that it has not served as a service delivery agent. Poor service delivery, as reflected in poor service quality, operational efficiency,

engagement, poor responsiveness, and bad governance, continues to be a major challenge in most Nigerian local governments.

Meanwhile, the leadership challenge continues to be a focal point and a fundamental issue in Nigeria's public administration. Local government political leaders are lacking in genuine leadership orientations such as authentic leadership, transformational leadership, Omoluabi leadership, and agile leadership. Given the challenges that local governments and the country face, these leadership orientations have become critical success factors. The lack of effective political leadership capable of exhibiting these leadership orientations capable of achieving the desired results through effective and efficient service delivery remains a critical and pressing issue in Nigeria's local government administration. Local government administration in Oyo State is beset by a slew of issues that are inextricably linked to leadership failure.

Aside from leadership challenges, another source of concern is local government administrative capacity to deliver value to the grassroots economy. Administrative capacity within the political space is the ability to improve the welfare of the governed, the citizens, by providing appropriate services, facilitating job creation, schooling, and health care, to name a few. When all public administrative resources are fully utilized, it is the maximum sustainable level of public output. However, Oyo State's local governments have yet to live up to expectations due to weakened administrative capacity caused by a lack of political, financial, and administrative autonomy.

Scholarly writings have been documented to support the importance of political leadership and administrative capacity, primarily through the use of the qualitative method and an exploratory research approach. These studies have concentrated on

organized private and public organizations, financial and administrative reforms, local government autonomy, and personnel management issues in research contexts other than those proposed in this study. Furthermore, the studies examined paid less attention to local government authority in Oyo State. As a result, empirical discussion on the relationship between political leadership, administration capacity, and service delivery of local governments in Oyo State has largely gone unexplored. This gap in the literature limits the broad conceptual and empirical understanding of how political leadership influences local government service delivery in Oyo State.

### **1.3 Aim and Objectives of the Study**

The aim of this study is to investigate the effects of political leadership (authentic, transformational, Omoluabi, and agile leadership) and administrative capacity (strategic planning, management control, and innovation capability), on service delivery (operational efficiency, service quality and responsiveness) at local governments in Oyo State from 2011 to 2019. The specific objectives are to:

- i. examine the extent to which political leadership affected operational efficiency in local government of Oyo State.
- ii. assess the effect of administrative capacity on service quality of local government in Oyo State.
- iii. examine the effect of administrative capacity on responsiveness of the local government in Oyo State.
- iv. evaluate the effect of political leadership and administrative capacity on service delivery of the local government in Oyo State.
- v. investigate the constraints of political leadership in the execution of constitutional responsibilities at the local government level in Oyo State.

#### **1.4 Research Questions**

- i. What are the effect of political leadership on operational efficiency in local government of Oyo State?
- ii. How does administrative capacity affect service quality of local government in Oyo State?
- iii. In what ways does administrative capacity affect responsiveness of the local governments in Oyo State?
- iv. What are the effect of political leadership and administrative capacity on service delivery of the local governments in Oyo State?
- vi. What are the constraints of political leadership in the execution of constitutional responsibilities at the local government level in Oyo State?

#### **1.5 Hypotheses**

This study tested the following hypotheses.

**H<sub>0</sub>1:** Political leadership has no significant effect on operational efficiency of local government level in Oyo State.

**H<sub>0</sub>2:** The effect of administrative capacity on service quality of local government level in Oyo State is not significant.

**H<sub>0</sub>3:** There is no significant effect of administrative capacity on responsiveness of local government level in Oyo State.

**H<sub>0</sub>4:** Political leadership and administrative capacity has no significant effect on service delivery of local government level in Oyo State.

#### **1.6 Significance of the Study**

Because of the complexities of modern local government administration, an in-depth understanding of the factors that facilitate good and efficient governance at the local level of administration is required. Leadership is essential in the transformation of the entire world. The successes of the strong and developed nations, as well as the failures of the weak and developing nations, can all be traced back to the impact that leadership had on them.

The above raises the mind-boggling question of whether good leaders can be found to steer this nation's vehicle. Scholars have remained steadfast in the face of Nigeria's lingering leadership crisis, which has hampered development. The fact is that all levels of government in Nigeria suffer from ineffective and uninspiring leadership. Local governments, which are supposed to foster mass participation and foster effective leadership, are severely impacted. Furthermore, studies have focused on the state and federal levels in addressing the issue. As a result of this study, the importance of political leadership and administrative capacity in the administration of local governments in Oyo state will be better understood.

This work is of great academic importance because it will add to the existing literature that have attempted to consider the problems confronting local government administration, particularly in Nigeria. Similarly, this study will shed light on the importance of having a strong political structure and administrative capacity at the local level to facilitate effective service delivery. It is significant in that it serves the purpose of increasing the government's and various stakeholders' understanding of the need to strengthen Nigeria's third tier of administration.

This research will fill a significant gap in the literature. It will be useful to other researchers and scholars who are interested in conducting additional research in this

field. The work will be used as a guide in decision making and policy implementation on local government issues. Other researchers will use the recommendations made in the research work as a reference point.

### **1.7 Scope of the Study**

This study investigates the effect of political leadership (authentic, transformational, Omoluabi, and agile leadership) and administrative capacity (strategic planning, management control, and innovation capability), on service delivery (service quality, operational efficiency, responsiveness) focusing on local governments in Oyo State, Nigeria. The study covers six local government areas in the three senatorial districts in Oyo State, Nigeria. Specifically, two local governments were considered in each of the senatorial districts because they represent the fairly rural and urban nature of the local government in the State. The period to be covered is between 2011 and 2019. Likewise, the study considered the citizens/residence of the six local governments under investigation to provide the necessary feedback on service delivery of the local governments. This is considered appropriate in reducing the bias that can result from asking the local government staff to provide feedback on their service delivery. This study seeks to adopt the quantitative and qualitative (mixed method) approaches regarding the issues under investigation.

### **1.8 Limitations of the Study**

The major limitation of this study bothered on data collection. The study adopted questionnaires and interviews as instruments of collecting primary data. Its drawbacks which range from difficulty in access to the respondents, low response rate and respondents having to overthink an interview question before responding. The

limitation was addressed by seeking permission with the relevant local government authority in each selected local government in Oyo State to enhance access to the respondents. In addition, the researcher ensured that items in the questionnaire were designed using simple English void of ambiguous statements and this was helpful as there were few questionnaires not properly filled. Moreover, the researcher guaranteed and re-emphasized confidentiality and anonymity of respondents in this study during the interview sessions.

### **1.9 Operational Definition of Terms**

**Administrative Capacity:** In this study, administrative capacity results from the combinations of skills and resources at each level, while the interplay between different competencies can explain cases of policy failure or success.

**Strategic Planning:** In this study, strategic planning is a process that determines the goals and objectives of an organization; the formulation of actions; and the allocation of resources that will be used to attain the identified goals and objectives.

**Innovation Capability:** This is the ability to absorb, adapt and transform a given technology into specific operational, managerial and transactional routines that can lead a firm to Schumpeterian profits, and suggesting how a firm can perpetuate itself over time".

**Management Control:** This encompasses the specification of organizational standards for aligning the actions of employees with the goals of the organization, as well as the monitoring and rewarding of the extent to which such standards are met.

**Political Leadership:** This refers to persons democratically elected, or those selected to direct the affairs of a particular local government within a stipulated period of time and possesses authentic, transformational, Omoluabi and agile leadership orientation.

**Authentic Leadership:** This is a positive form of leadership used to develop the trust and positive working environment to foster the employee for higher self-performance.

**Transformational Leadership:** In this study, transformational leadership refers to leaders who seek to create ideas and new perspectives, to create a new path of growth and prosperity in front of the organization

**Agile Leadership:** An agile leader is an adaptive leader who sets the direction, establishes the simple, generative rules of the system, and encouraging constant feedback, adaptation, and collaboration.

**Omoluabi Leadership:** Omoluabi describes the personality attribute of a person/leader that encapsulate the culture of hard work, transparency, accountability, respect for employees, possession of sound character, and wisdom in judgment; one equipped to handle problems both within and outside of the organization.

**Service Delivery:** It is the essential goods, basic services that are provided by the local governments for the populace within the locality.

**Operational Efficiency:** This is the capability of local government to deliver services to the public in the most cost-effective manner possible while still ensuring the high quality of its service rendered.

**Service Quality:** In this study, Service quality means the ability of a local government to satisfy societal needs in an efficient manner through which enhance the institutional performance.

**Responsiveness:** In this study, responsiveness is the effort that is made by a government agency to provide helpful, expeditious service to the public

**Local Government:** The third tier of government in Nigeria which is established and constitutionally empowered to carry out certain functions for the good of the grassroots people. Oyo State has thirty-three (33) local governments.

**Tier of Government:** It refers to a level of administration in a federal system such as Nigeria which has the federal, state and local levels of administration. Local government is the third, lowest in the hierarchy.

**Senatorial District:** The geographical division of a state in Nigeria into three parts which are referred to as districts, for the purpose of representation of the people in the districts in government, especially at the National Assembly. Each of the states of the Nigerian Federation has three districts, irrespective of the size or population.

**Urban Local Government:** The local government area that has its territorial jurisdiction and boundaries within the city.

**Rural Local Government:** A local government that is situated within a geographical location that is outside the city.

**Oyo State:** It refers to a geographical entity which lies in the South Western part of Nigeria. It has its capital in Ibadan and its people are predominantly Yoruba.

**Grassroots:** The very basic level of an organization. The people at the bedrock or development in Nigeria's federal system are referred as grassroots.

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## **Chapter Two**

### **Literature Review**

The literature for this study considered conceptual, empirical, and theoretical reviews.

This becomes vital as it helps the researcher understand and examine what has been done in existing studies given the variables under study.

#### **2.1 Conceptual Review**

- 2.1.1 Overview of Service Delivery
- 2.1.2 Overview of Political Leadership
- 2.1.3 Overview of Administrative Capacity
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## **2.2. Theoretical Review and Framework**

2.2.1 Contingency Theory

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## **2.3 Review of Empirical Studies**

2.3.1 Political Leadership and Service Delivery

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## **2.4 Conceptual Framework**

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## **2.1 Conceptual Review**

### **2.1.1 Service Delivery**

The Nigerian Constitution splits service delivery responsibilities across the three tiers of government, with states and local governments playing the most important roles in providing basic services<sup>1</sup>. Service delivery refers to the provision of social or public goods that improve citizens' socioeconomic well-being. The World Development Report establishes a strong link between service delivery and accountability, stating that many developing nations' service delivery has failed as a result of failures in accountability relationships<sup>2</sup>. Service delivery is seen as a business component that delineates the relationship between customers and suppliers of products and services, in which the client may gain or lose value from the provider's services. In this situation, the local

government is the supplier, and the inhabitants are the consumers. The word "service delivery" refers to the provision of basic services by the government, such as hospitals, sanitary services, licenses, roads, power, physical infrastructure, town planning, markets, education, and housing, to mention a few. Service delivery is defined as the supply of physical and intangible goods and services by the government in order to improve people' well-being<sup>3</sup>.

Service delivery refers to the relationship between policymakers, service providers, and underprivileged people<sup>4</sup>. According to these scholars, these services, along with their supporting systems, constitute the state's responsibility, which includes social services such as primary education and basic health care, as well as social amenities and infrastructure such as safe drinking water, sanitation, and well-maintained roads and bridges. Other academics define "Service Delivery" as the provision of services intended at reducing human suffering and, as a result, increasing people's standard of life<sup>5</sup>. The founding founders of Nigeria's local government system had good intentions. Their major objective was for this third layer of government to have a beneficial influence on regular people's lives. Unfortunately, politicians and high-ranking bureaucrats have 'hijacked' the system for personal advantage. In Nigeria, for example, local government may be satirically defined as a location where the chairman and other senior officials meet monthly to divide money.

According to this description, the provision of basic social services such as education, health, road maintenance, and other public utilities within the jurisdiction of most local governments in the country is both a myth and a mirage, because the tenure of local government chairmen is primitively conceived as a period of wealth accumulation rather than service delivery to the public. As a result, despite the fact that rural regions account

for 70% of Nigeria's population, ordinary folks at the grassroots level continue to endure lack of clean water, inadequate health care, poor cleanliness, and unemployment<sup>6</sup>. According to the constitution, the primary tasks of local governments are rural, urban, and community development. Instead of aiming to relieve poverty by providing these services to their people, they end up paying the wages of elementary school teachers and not much more. Local governments are responsible for rural, urban, and community development, according to the constitution. They end up paying the wages of primary school teachers and not much more, rather than attempting to alleviate poverty by giving these services to their people<sup>7</sup>. Citizens are progressively receiving more attention as businesses realize they are valued clients. It influences how governments think and act.

The significance of service delivery in poverty reduction strategies is underlined. Services are crucial to poverty alleviation and, both directly and indirectly, to meeting the Sustainable Development Goals (SDGs), which include increasing access to and affordability of education and health care, as well as empowering women via entrepreneurial and job opportunities<sup>8</sup>. According to some, services are a critical driver of quality of life that is not measured in terms of percentage income<sup>9</sup>. According to the Organisation for Economic Cooperation and Development (OECD), cities have the largest challenge in terms of service delivery due to population expansion<sup>10</sup>. According to a scholar, local administrations are still under pressure to improve service delivery. Citizens have grown more loud and discerning as the population's educational attainment grows, demanding better services and accountability from local government.

Service delivery refers to the interaction between policymakers, service providers, and the general population. This consists of services and the procedures that support them, and it is known as state responsibility<sup>11</sup>. Among these services are infrastructure, social

services, and personal security. In public service, the public and a government agency have a contractual relationship in which the latter is legally bound to give excellent service to the former<sup>12</sup>. The provision of public-interest services such as security, education, water, public transit, power, healthcare, and others is referred to as service delivery. These include tangible and intangible goods and services that the private sector is unable to provide. In this study, operational efficiency, responsiveness, and service quality are viewed as sub-measures of service delivery and are addressed further.

**Efficiency in Operations:** The term 'operations' refers to an organization's procedures and resources used to provide the best quality products or services in the most efficient manner feasible. Operations are occupations or activities that consist of one or more parts or subtasks and are normally executed in a single location<sup>13</sup>. Operations are responsible for converting resource or data inputs into desired goods, services, or outcomes, as well as creating and delivering customer value.

In the industrial organization and management literature, efficiency is considered as the result of business-specific characteristics such as managerial skills, innovation, cost control, and market share as predictors of current firm performance and stability<sup>14</sup>. Operational efficiency, on the other hand, refers to an organization's capacity to offer products or services to its clients in the most cost-effective manner feasible while still assuring the high quality of its products, services, and support<sup>15</sup>. The operational efficiency of an organization is determined by its capabilities and performance. It may also be defined as an organization's capacity to eliminate input waste and maximize resource utilization in order to provide quality, lower-cost products and services to its consumers. It is a useful metric for allocating available resources<sup>16</sup>.

The capacity of a service sector to deliver products or services to its clients in the most cost-effective manner feasible while maintaining high quality of its products, services, and support is referred to as operational efficiency. Although operational efficiency is driven by operational characteristics such as human resource management, supply chain management, quality control management, and the technology used, it is also influenced by customer satisfaction and public views. Operational efficiency may be defined as what happens when the proper combination of people, processes, and technology comes together to increase the productivity and worth of any corporate activity while bringing down the cost of everyday operations to a desired level<sup>17</sup>. Furthermore, resources formerly required to perform operational duties are reallocated to new, high-value projects that contribute to the organization's strengths. Operational efficiency (OE) is critical to enhancing organizations' current and future performance in both the public and private sectors of an economy<sup>18</sup>. The goal of operational efficiency is to deliver maximum satisfaction at the lowest possible cost. Operational efficiency, on the other hand, refers to an organization's capacity to offer products or services to its consumers in the most cost-effective manner feasible while still assuring the high quality of its products, services, and support<sup>19</sup>.

It is a useful metric for allocating available resources<sup>20</sup>. Operational efficiency is defined as a service sector's capacity to offer products or services to clients in the most cost-effective way feasible while maintaining the highest quality of its products, services, and support<sup>21</sup>. Efficiency is defined as achieving the highest feasible performance for any given expenditure of resources<sup>22</sup>. Economic efficiency, production efficiency, technical efficiency, and operational efficiency are the four types of efficiency. Organizational efficiency is primarily governed by a variety of elements, one of which is human

resource capabilities. Efficiency may be classified into four types: allocative and productive efficiency, technological efficiency, dynamic efficiency, and social efficiency<sup>23</sup>.

One advantage of business efficiency is that it generates economic value and social welfare whenever a firm produces a set of outputs valued by consumers at a rate greater than the value of the inputs consumed to produce the outputs<sup>24</sup>. Increased efficiency and profit through expanded inventive activities and better production at lower costs; increased product/service quality through innovation; and culture shift to one of continuous improvement, which offers the firm a distinct edge in the competitive marketplace<sup>25</sup>. Regardless of the business or sector in which the company works, operational efficiency is critical to increasing present and future performance<sup>26</sup>. Economic costs incurred as a result of operational inefficiency are a source of worry for organizations that lack operational efficiency. This study views operational efficiency as a vital success criterion that puts the capability of running organizational operations smoothly within budgeted costs while producing considerable organizational performance.

The action of assisting or performing work for someone is referred to as service. Service is defined as an activity or job that is completed by direct interaction between the customer or visitor and an agent or representatives of the service giving business, which can be provided by a person or through technology<sup>27</sup>. A service is any activity that does not necessarily result in the production of a physical product and is a non-good component of the transaction between the buyer (customer) and the supplier (provider). Services are common types of performances or activities. Goods are consumed directly, whereas services are experienced via the senses<sup>28</sup>.

As mentioned in the management study, the term "service" has a variety of meanings that lead to some confusion<sup>29</sup>. A service can be characterized as a transaction, a product, a performance, or a development. A service is an elusive act that serves as an important means for a corporation to obtain consumers, but it does not transfer the tenure from the service providing party to the customer<sup>30</sup>. Service is defined as "any intangible act or performance provided by one party to another that does not result in ownership of something." In summary, service may be described as an intangible provision made by one service provider to another in return for money for comfort and enjoyment<sup>31</sup>.

The most fundamental feature distinguishing services from goods is the inability to separate production from consumption. It is difficult to store non-material, short-lived services<sup>32</sup>. The inability to separate production from consumption and store services leads in simultaneous production and consumption, which implies we must utilize the service immediately, as is typical of most services. However, distinguishing between services and products can be difficult in practice. As a result, it's worth noting specific qualities of services that distinguish them from products. Intangibility, inseparability, variability, and perishability are the four main properties of services.

Scholars from throughout the academic spectrum have contributed to an understanding of service quality. However, with over two decades of research and much active discussion, conceptual work on service quality may be best defined as varied. The argument on service quality centres principally on two opposing perspectives: Nordic (Scandinavian or European) and the American schools. The Nordic school defines service quality using wide categorization words that cover technical- and functional quality characteristics. On the other hand, the American school utilizes descriptive

language and incorporates, among other things, the five characteristics of dependability, responsiveness, certainty, empathy, and tangibles<sup>34</sup>.

Service quality is described as a post-consumption appraisal of services by customers or consumers<sup>35</sup>. Service quality has specific relevance in the services area. While service quality is defined as the degree of fulfilling the customers' expectations and identifying their requirements and desires, another researcher presented a similar definition of satisfying the customer's expectations with the service provided<sup>35,37</sup>. By implication, service quality is an antecedent to customer contentment and favorably improves their satisfaction. Service quality is a crucial notion in the service business and is especially vital for financial service providers that have trouble presenting their customer's product differentiation<sup>38</sup>.

Service quality is an evaluation of how well a supplied service adheres to the client's expectations. Service quality denotes the capacity of a service provider to fulfill a client in an effective way through which he may enhance the performance of the business<sup>39</sup>. Service quality is the customer's total sense of the comparative inadequacy or superiority of the firm and its services<sup>40</sup>. Service quality is the overall rating of a single service business that compares that firm's performance with the customer's general expectations of how companies in that sector should perform<sup>41</sup>. Service quality is the degree and direction of the divergence between customers' service impressions and expectations<sup>42</sup>.

Service quality is the entire evaluation of service by the customer<sup>43</sup>. In service quality, firms would be capable to supply services with a greater quality level, which results in increased customer satisfaction<sup>43</sup>. SERVQUAL is meant to measure service quality as perceived by the consumer, and customers' expectations are considered in assessing the total service quality<sup>44</sup>. The "expectation" aspect from the SERVQUAL model was

omitted and formed the scale called SERVPERF, which only assessed the "performance" to measure service quality<sup>45</sup>. SERVPERF was deemed more advance since it contains about 50 percent less components than the SERVQUAL scale, it judged Service Quality based on how customers perceive the service, whereby when the performance surpasses customer expectation, the service quality is scored good<sup>46</sup>. If the performance falls below expectation, the quality is described as poor. Many services quality models are utilized in assessing service quality<sup>47</sup>.

Undoubtedly, Service quality is, thus, variably defined based on the strategy and starting points, where the customer impression of services supplied that is given is the increasingly visible component. Service quality is the cornerstone for client acquisition and retention, since service quality and service delivery in current business practices are frequently the source of long-term and sustainable competitive advantage. It is crucial to note that disputes on the nature of service quality are largely linked to the relationship between satisfaction and service quality, where one set of writers feel that, in addition to quality, satisfaction is impacted by a more substantial number of elements. The multiplicity of definitions of service quality is even more striking when it comes to an understanding its aspects. Multidimensionality of service quality has led in the creation of several service quality models, notably in the last twenty years. The complexity of service quality definition needs its decompositions, aiming at the accurate definition and efficient administration.

### **2.1.2 Overview of Political Leadership**

To various individuals, the word "leadership" denotes different things. In organizational and business research and extract, leadership is one of the most studied notions. According to one definition, it is the process of convincing individuals to reach a shared

aim, while another describes it as the capacity to urge or inspire others to pursue things they like. However, in politics, the capacity to exercise influence is referred to as leadership, and consequently leadership varies widely. Leadership is the process of one individual influencing a group of others to attain a shared goal<sup>48</sup>. While another researcher views it as persuading people to pursue your objective within the restrictions you establish, to the point when it becomes a shared effort, shared vision, and shared success<sup>49</sup>. It is seen as a process of social influence that optimizes the efforts of others toward the attainment of a goal, which supports this idea<sup>50</sup>. "A position as a leader of a group, organization, or institution, with the authority or capacity to lead other people," according to the dictionary. It is a tactic through which a person persuades a group to reach a shared objective, and leadership is not only influence but also does not exist without it.

Based on all of the definitions, common grounds are that a person inspires others to do something by social influence, not authority; leadership needs others to do something, who are not necessarily direct subordinates, while there is a need to accomplish anything. In more brief words, four common themes in the way leadership is presently conceived have been identified: (1) Leadership is a strategy; (2) Leadership is a set of abilities; (3) Leadership requires influencing people; (4) leadership takes place in a group context; and (5) leadership entails attaining goals. It's described as "a process in which one individual motivates a group of others to reach a shared goal<sup>51</sup>." Regardless matter how excellent the definition seems to be the person remains the source of leadership.

Leadership is described as a way through which one may encourage others to do specified activities and accomplish certain goals<sup>52</sup>. The duty of conveying visions, corporate objectives, and ideas to the people is assigned to leaders<sup>53</sup>. Leaders, it is argued,

must be able to build a compelling vision and devise means to assist others attain that vision<sup>54</sup>. Leaders are also responsible for designing and maintaining important organizational procedures and laws, as well as having a big voice in the organization's discipline. A scholar believes that the survival of a system relies on the knowledge of the value of leadership and governance to a country. This is because leadership effectiveness is a guidance that drives a country or any corporation to new heights of growth and productivity by the application of good governance, everything rises and falls on leadership.

Leadership is the art or practice of influencing employees to work willingly and passionately toward the organization's purpose, aim, and goals<sup>55</sup>. Leadership is described as the capacity to shape a company's choices and produce high value through time, not just for oneself but also for others in the business. This suggests that leadership comprises not just the chief executive, but also the whole team and the organization's head, and that leadership is everyone's responsibility<sup>56</sup>. It is a crucial component in the formulation of an organization's purpose and strategy. In an environment of competition and conflict, it is regarded as a mobilization process done by people who utilize the power they acquire from motivations, values, and access to resources in the pursuit of goals<sup>57</sup>.

Leadership is characterized as a person who loves the individuality of their workers, is honest and modest, and has the capacity to push people to challenge the status quo. It's about minimizing hurdles that make it hard for people, teams, and other organizations to work toward a shared goal<sup>58</sup>. A political colossus thinks that "leadership and national progress are twin engines" when it comes to the role of leadership. To come up with dynamic policy levels, you'll need strong leadership<sup>59</sup>. This suggests that the leaders'

capacity to propose and execute dynamic policies is vital to national growth. These policies must be devoid of any self-interest that is damaging to the national interest. This is the cost of being a leader.

Local government and leadership are connected in the sense that local government is meant to serve as a fruitful field for higher-level leadership<sup>60</sup>. At any level of government, political leadership is vital and a key part in accomplishing the desired growth and development. Leaders must have a clear vision and detailed plans of action for growth in order to ensure outstanding governance and successful service delivery. Because he is capable of establishing the required infrastructure for the facilitation of sustainable progress, a strong and visionary leader is the main force behind social and institutional reform.

Political leadership refers to the ruling class in charge of managing a political entity's affairs and resources by establishing and influencing policy priorities that affect the territory through various decision-making structures and institutions established for the territory's orderly development<sup>61</sup>. It is also defined as the human element that operates the machinery of government on behalf of an organized territory, and it includes people who hold decision-making positions in government as well as people who seek those positions through election, coup d'état, appointment, electoral fraud, conquest, right of inheritance, or other means<sup>62</sup>. According to this researcher, political leadership covers the whole political class that has the potential to alter the machinery of government even from behind the scenes, in addition to the governing elites that actively monitor the operations of a territory.

Some historians argue that a political office-holder is an official sort of leader; in the Nigerian administrative system, it is a "engine" of governmental structure. Leadership in

Nigeria may be regarded from two aspects, according to common thinking. The constitutional viewpoint was recognized as the first official type, whilst the unconstitutional perspective was identified as the second<sup>63</sup>. In addition, all positions enshrined in the Federal Republic of Nigeria's constitution are referred to as constitutional perspective leaders, and any leadership roles not included in the constitution are referred to as unconstitutional leaders. Officials elected via elections are listed in the list of political and bureaucratic offices. Political leaders, according to these two thinkers, are individuals who wield official political authority, which is earned through democratic election in a democratic society, and include the President, Governors, Local Government Chairmen, Senators, members of the House of Representatives, members of the State House of Assembly, city councilors, and a slew of others<sup>64</sup>.

These politicians are not only elected for a certain period of time, but also have the opportunity of being re-elected for another term in the case of executive offices, and for an indefinite term in the case of the legislative branch<sup>65</sup>. Ministers, commissioners, supervisory councilors, and heads of boards and parastatals, who are appointed leaders, are also included in these groupings to offer political leadership for their individual organizations. Permanent secretaries, chiefs of service, directors, civil and public servants, and a variety of other bureaucratic roles are filled by appointment. Heads of private establishments, traditional institutions, religious and ethnic groups, and other unconstitutional leaders are among the unconstitutional leaders.

In order to face collective action issues, political leadership is conceptualized in an international context by focusing on why and how people behave as leaders in international deals. In international transactions, three forms of political leadership are

identified: structural leadership, entrepreneurial leadership, and intellectual leadership. The first is based on the leader's structural power; the entrepreneur employs particular negotiating talents to alter the result of a contract. The intellectual leader, on the other hand, relies on the ability of ideas to affect how institutional bargaining players view the dominating problem <sup>66</sup>. The leadership orientation to be addressed in the research is contemporary in character and are significant in handling the multiple issues experienced by the local government. Such leadership include: Authentic leadership, transformative leadership, Omoluabi leadership, and agile leadership.

Transformational Leadership: There have been numerous efforts to define leadership, which appears to be a complicated phenomenon, and its definition relies on the viewpoint and experience of the individual. This lack of consensus on a universal definition of leadership may be due to the great diversity of researchers who have attempted to comprehend it<sup>67</sup>. "People who study leadership differ more than you may imagine about what leadership is." Leadership is a method of leading and influencing the work-related actions of its followers. Leadership is the act of influencing and setting corporate objectives, encouraging followers' behavior to accomplish goals, shaping their groups and cultures<sup>68</sup>.

Leadership has a key and major part in the development of all companies all throughout the globe, and this function is varying from nation to country<sup>69</sup>. Leadership is influence, stating "a leader is excellent because of his or her capacity to empower others." Leadership entails a leader being able to encourage, inspire, and aid to grow the group to attain the intended objective. It also requires a leader shaping the group into a coercive team that will reach the intended goal<sup>70</sup>.

Transformational leadership has garnered substantial interest in management studies. In this subject, the effect of transformative leadership on employee performance is a significant branch<sup>71</sup>. Transformational leadership theory was initially presented and subsequently advanced, an exceptional contribution was made to the development of the theory<sup>72,73</sup>. Transformational leadership theory as propounded is when "leaders and followers assist each other develop to a greater degree of morale and motivation. There are some difficulties in differentiating between management and leadership and this was addressed by asserting that the differences exist in personalities and actions. He created two concepts: "transforming leadership" and "transactional leadership."

Transformational leadership refers to leaders who aim to produce ideas and fresh views to build a new path of progress and success in front of the company. By developing commitment, passion, and loyalty among managers and staff, they mobilize the organization's members to make fundamental changes in fundamentals and basis of the organization in order to be prepared and to gain necessary capabilities for moving in new directions and reaching higher ideal performance peaks<sup>74</sup>. Transformational leadership supports and encourages followers to develop their creativity and self-actualization level to boost team, group, and organizational interests. A transformational leader produces a shift in the entire company and develops a viewpoint for managers and staff<sup>75</sup>.

Transformational leadership is a technique in which leaders "motivate followers to accomplish performance beyond expectations by altering followers' attitudes, beliefs, and values"<sup>76</sup>. Leaders, teach and encourage their staff to push for the common good via real involvement and persuasion around a shared vision. Transformational leaders give choice and drive the proper conduct by appealing to their workers' self-interest. This offers staff the flexibility to explore for unique solutions. Transformational leadership

has to do with a leader's conduct that changes and motivates subordinates to achieve above expectations while transcending self-interest for the organization's good<sup>77</sup>. Transformational leadership transforms the current quo by appealing to followers' values and their sense of purpose<sup>78</sup>. They say that all transformational leaders are charismatic as they can express their compelling vision for the future and are also able to build strong emotional relationships to their followers. Transformational leadership is a leader who gives his attention to the challenges encountered by his followers and the development requirements of each of his followers by helping them to reach the goals<sup>79</sup>.

Transformational leadership is a new paradigm of leadership. They characterize transformational leaders as those who motivate and inspire their people and, in doing thus, build their leadership capacities<sup>80</sup>. Transformational leaders inspire their people as well as confront, convince, and offer purpose and insight. They intellectually excite their followers, therefore enabling them extend their talents and question the "status quo." Similarly, transformational leadership may also be characterized as the process of influencing major changes in attitudes and assumptions of organizational members and establishing commitment for the organization's goal and objectives<sup>81</sup>. Transformational leadership proponents have suggested that transformational leadership involves four basic components<sup>82</sup>. These four pillars of transformative leadership are idealized influence, inspiring motivation, intellectual stimulating conduct, and customized consideration<sup>83</sup>. According to them, Idealized influence refers to the amount to which a leader participates in encouraging the follower to develop trust and follow the leader.

Inspirational motivation measures the degree to which a leader provides a vision to encourage followers. Thirdly, intellectual stimulation describes the level to which a leader pushes followers to create and challenge themselves. Finally, individual concern

describes the amount to which the leader cares about the followers' specific needs. Through the four behaviors outlined above (idealized influence, inspiring motivation, intellectual stimulation, and customized attention), transformational leaders may alter members' behaviour, motivating them to surpass expectations<sup>84</sup>. The efficacy of transformational leadership has been investigated in considerable theoretical and empirical research, which reveals that it boosts and influences members' job performance and helpful behavior<sup>85</sup>. Moreover, the advantages of transformational leadership for members' performance are transmitted via several underlying processes, like self-efficacy or leader-member exchange<sup>87</sup>. From the foregoing, a transformational leader exhibits specific attributes including elevating followers' knowledge about the relevance and worth of targeted objectives and strategies of accomplishing them. They also urge followers to transcend their immediate self-interest for the sake of the organization's goal and vision<sup>88</sup>.

Omoluabi Leadership: Conceived from a Yoruba world-view (Yoruba being an ethnic group in Nigeria), the concept of Omoluabi describes the personality attribute of a person/leader that encapsulate the culture of hard-work, transparency, accountability, respect for employees, possession of sound character and wisdom in judgment, one equipped to handle problems both within and outside of the organisation. More so, such people continually utilize socially accepted expression in addressing workers, possess outstanding understanding of the company and communicate well with the ability to retain everyone's interest inside the organisation<sup>89</sup>. The 'Yoruba' viewpoint believes the person who hold these traits to have unique aptitude; one that the society cherishes. More so, a study indicated that such a person would be able to impact favorable results within the community<sup>90</sup>. Hence, a leader who display these Omoluabi personality

qualities is very likely to generate considerable increase in firm's operational efficiency, encourages the workforce and ultimately boost local government service delivery.

Leadership's centrality to institutional performance as a first-order or second-order condition has been established in previous studies focusing on a number of settings such as small enterprises, health science, libraries, and service institutions<sup>91</sup>. Managing a successful institution, particularly in a tough situation, demands effective leadership, which has a favorable influence on the institutional atmosphere and structure. Appropriate leadership mindset is essential for such success<sup>92</sup>.

Agile Leadership: Leadership is a dynamic process wherein one person persuades other to participate willingly to attaining group responsibilities in a specific situation<sup>93</sup>. The consequence of this concept is that, firstly, leadership is a dynamic activity, not a static one. Also, the term indicates that a variety of leadership styles is better than anyone's greatest style. Secondly, the function of the leader is to drive the group towards shared objectives. In an informal or unofficial group, these positions would have been decided upon by the group itself. In a formal group, the objectives would have been defined mostly, if not solely, by senior management outside the group. Thirdly, the style of leadership and the group's responses will be impacted greatly by the circumstance involved.

Leadership is one of the important characteristics connected with the success and failure of any company because it defines how employees are led and inspired by a leader to accomplish organizational goals<sup>94</sup>. More so, leadership is vital in defining a vision, mission, purpose, and formation of goals, devising strategies, policies, and procedures to

accomplish the organizational objectives effectively and efficiently, and leading and coordinating the efforts and organizational operations.

Leadership is a vital aspect in the success of an organization<sup>95</sup>. More so, the necessity for good leadership is also a vital aspect during plan implementation. During strategy implementation, a leader must have appropriate business and industry expertise, be flexible and adjust to changing situations rapidly, and build a culture of leadership and employee empowerment at all levels in the firm. Given a scholar's proposal, an agile leader becomes crucial for plan execution<sup>96</sup>.

Agile leadership is distinct from conventional leadership techniques. The most significant difference is a never-ending desire and drive to grow its competence and potential since only such a concept of leadership can mobilize the institution by adjusting to the quick changes in a competitive environment<sup>97</sup>. Following flexible and agile techniques, an agile leader becomes an adaptable leader directing the direction, creating the basic, generative principles of the system, and fostering frequent feedback adaption and collaboration<sup>98</sup>. The agile leader should have an inbuilt capacity to cope with change, considers the organisations as fluid, flexible systems consisting of clever people, and realize the limitations of external control in imposing order<sup>99</sup>. Also, the agile leader should approach problem-solving from a humanistic vision that considers people as competent and valuable stakeholders in effective management.

There are nine characteristics for agile leaders, and they are; Leading by behavior, not words, Enhancing outcomes by improving the quality of ideas; Improving the institution via an effective feedback culture, ensuring that employees find significance in their job; Creating happy emotions as the foundation of innovation and discovery; offer leadership

behaviors at all levels of the organization: distributing authority and Power responsibly; cooperate, and Bringing out essential ideas at all levels of the organization<sup>100</sup>. In addition, Agile leadership needs self-awareness, understanding of their strengths and shortcomings, and how their conduct impacts others. Add to this the leadership capacity to inspire and develop others. In the past, this kind of adaptability was solely expected by top executives.

An agile leader can deal with being uncomfortable. An agile leader can manage with not understanding the specifics; an agile leader can swiftly come to grips with difficult situations and ask the necessary questions. An agile leader does not feel the need to disguise their lack of expertise by bluffing but will defer to the appropriate team member in response to a thorough query. An agile leader may apply values and experience to a variety of seemingly diverse services or business sectors; an agile leader is someone whose credibility is not dependent on professional expertise or position but leadership and transferrable management abilities. Without agile leadership, it is impossible for staff to traverse the complicated process connected with strategy execution<sup>101</sup>. An agile leader can deal with being uncomfortable. An agile leader can live with not knowing the information. An agile leader can swiftly come to grips with difficult situations and ask the correct questions. An agile leader does not feel the need to disguise their lack of expertise by bluffing but will defer to the appropriate team member in response to a thorough query. An agile leader may apply values and experience to a variety of seemingly diverse services or business sectors. An agile leader is someone whose credibility is not dependent on professional knowledge or position but leadership and transferrable management abilities. The usefulness of agile leadership may be limited in a stable setting.

This study considers agile leadership as a contemporary leadership orientation (different from traditional leadership styles) designed to cope with the uncertain and complex business environments, promote change, while influencing the organization and its employees to achieve significant organizational performance.

**Authentic Leadership:** The concept of authenticity has been around for ages. Authenticity is to “act in line with one’s actual self”<sup>100</sup>. A person eventually defined themselves by interactions with others, which begs the issue of how a “true self” can exist<sup>101</sup>. Researchers generally believe that humans may demonstrate varied degrees of authenticity and that no one is fully genuine or inauthentic<sup>102</sup>. Nonetheless, the seeming erosion in the moral integrity of modern leadership has produced an even deeper demand for more real leaders<sup>103</sup>. AL theory states that persons whose interior and exterior selves are congruent display authenticity. The notion of AL arose in the academic literature with the advent of the positive psychology movement<sup>104</sup>. More precisely, AL was thought of as a fundamental component of the good behaviors of leadership required to establish positive work contexts<sup>105</sup>.

Agile Leadership is a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development<sup>106</sup>. A constructive, genuine, honest, ethical kind of leadership, commonly dubbed authentic leadership (AL), is increasingly acknowledged as a good approach to corporate leadership that may assist face today’s challenges<sup>107</sup>. More so, genuine leadership style is inspiring, motivating, visionary, and unshakably moral, compassionate, and service oriented because it uses the attributes of both ethical and

transformational leadership. Because they are truly concerned about the well-being of the workforce, real leaders are able to recognize the distinctions among individual employees, identify matching skills, and support individuals to maximize on their strengths.

Authentic leadership is defined by a leader's self-awareness, openness, and clarity behaviours<sup>108</sup>. Authentic leaders give the facts required to make judgments, accept others' ideas, and convey their own beliefs, reasons, and opinions. Such traits help followers to appropriately appraise the competency and morality of their true leader's actions<sup>109</sup>. AL is built on the moral character of the leader, compassion for others, and congruency between ethical principles and actions<sup>110</sup>.

The most widely mentioned conceptualization of AL is stated by Walumbwa, Avolio, Gardner, Wernsing, and Peterson as "a pattern of leader behaviour that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development"<sup>111</sup>. The process of AL integrates the good qualities of the leader with a well-established organizational context<sup>112</sup>. Authentic leadership is the positive style of leadership used to establish the trust and good working environment to promote the employee for improved self-performance<sup>113</sup>. Moreover, authentic leadership is explained as the pattern of leaders behavior that promotes the positive psychological capacities and positive ethical climate to adopt the self-awareness, moral perspective, balance of information and relational transparency between leaders and followers which leads to higher self-development<sup>114</sup>.

Identification of the traits of genuine leadership was established by researchers to include Self-awareness, Relational Transparency, Balanced Processing, and Internalized Moral Perspective<sup>115</sup>. One's authentic functioning can be expressed in various forms such as telling the truth (relational orientation), acknowledging personal shortcomings (unbiased processing), realizing what demotivates oneself (self-awareness), and staying true to personal values through behaviour (authentic behaviour)<sup>116</sup>. Authentic leaders have knowledge and disclosure of their own ideas, values, intentions, and feelings, promote and embrace others' contributions, as well as share the resources essential for decision making<sup>117</sup>. Also, Authentic leaders are authentic, dependable, and interested about growing employee capabilities, broadening their thinking and providing an interesting working environment<sup>118</sup>. Put simply, genuine leaders may operate as a source of personal resources and social support resources that followers can refer to and draw from to execute their jobs<sup>119</sup>.

With regards to the COR theory, obtaining ample resources from a source of resources, individuals are inclined to take a proactive, rather than defensive, resource gain strategy to accrue further resources, experience resource gain spirals, and invest their current resource in behaviours above and beyond the minimum expectations<sup>120</sup>. In terms of the advantages of genuine leadership underlined by researchers, it was found that authentic leader appears to be favorably associated to employee's well-being<sup>121</sup>. That is, when workers see leader's honest behaviour, they likely to feel happy at work<sup>122</sup>. The writers positioned that the four AL aspects (self-consciousness, relational transparency, internal moral viewpoint and balanced information processing) affect favorably the employees' satisfaction. Likewise, another author aver that AL perceptions promote followers' trust and emotions during change processes, and it was held that employees with a good relationship with their leader through good emotional support and a relationship based

on trust will be more satisfied with work and less emotionally exhausted or AWB<sup>123</sup>. The high-quality connection between the leader and followers is associated to AWB notably work satisfaction and emotional exhaustion<sup>124</sup>.

Researchers have indicated that AL predicts various beneficial attitudes and behaviours such as psychological capital, creativity, organizational citizenship behaviours, work engagement, job resourcefulness, emotional commitment and excellent performance<sup>125</sup>. In times of a crisis a researcher has suggested that AL is vital for establishing trust in leaders and achieving “pragmatic outcomes”<sup>126</sup>. The research on AL has also indicated that leader’s integrity promotes follower performance, AL is positively associated to employee performance<sup>127</sup>. AL has developed as a potentially viable technique that develops good employee behaviors with advantages for particular workgroups and whole businesses. However, in a context with traits of institutional weakness, then the real leader’s significance may be limited<sup>128</sup>.

### **2.1.3 Overview of Administrative Capacity**

There is extensive literature on organizations' capacities and capabilities. Many scholars take a resource-based view on administrative capacity, wherein institutional or State capacities are considered the core competencies of organizations, built up over a long period of interaction and collaboration in which actors develop routines and competencies that are essential for their joint effectiveness<sup>129</sup>. This research focuses mostly on the level of government organizations and takes a more administrative perspective on capacity as the resources and tools an organization employs to accomplish its mission. This type of administrative view of capacity was considered administrative capacities and defined as the sets of skills and competencies that authorities employ to address today's governance challenges, distinguishing between

delivery capacity, analytical capacity, and coordination capacity, and regulatory capacity<sup>130</sup>.

At the macro level and inside political space, administrative capacity is the ability to promote the welfare of the governed, the people by providing adequate services, promoting job development, education, and health care to name a few. It is the greatest sustainable level of public production when public administrative resources are fully used. At the micro-level, it is the capacity of public employees (including Customs and Police officers) to offer maximum public output (services) at least cost, given the organization's goal, vision, and strategy. Governments must continually update their administrative skills to address the demands of growing globalization<sup>131</sup>. The researcher highlighted that these difficulties are characterized by hyper-competition, hyper-complexity, and hyper-uncertainty.

Moreover, administrative ability is extensively applied in various contexts<sup>132</sup>. It requires operating the machinery of a political or economic system and transforming political and collective intent into acts via management and implementation<sup>133</sup>. It is also an aggregate of individual capabilities of government officials as it is their capacities that ultimately decide service delivery<sup>134</sup>. Administrative capacity is often characterized as completing duties, addressing issues, creating goals, and attaining objectives<sup>135</sup>. Thus, it is a collection of traits embedded inside efficient organizations that give the tools to successfully execute their missions<sup>136</sup>.

Administrative capacity is an intangible asset, and there is no agreed definition on how to quantify it<sup>137</sup>. Administrative ability seems to vary within the defined tasks to be done. It seems improbable that a consensual definition of administrative capability within the public administration arena will ever be reached<sup>138</sup>. Administrative competence to define

measurable objectives and produce results is vital in all institutions. It is crucial in government, educational institutions, companies, law enforcement organizations, and hospitals. Thus, enhancing the capability of employees inside institutions is crucial for established and emerging nations.

There has been a renaissance of interest in the role of the State in economic development<sup>139</sup>. The analysis of state capacity, defined as the institutional capability of the State to carry out various policies that deliver benefits and services to households and firms, has emerged as the cutting edge of research on the relationship between governance, institutions and long-term economic development. A scholar in an essay on "Building Administrative Capacity for the Age of Rapid Globalization: A Model Prescription for the Twenty-First Century," concerns the administrative capacity of governance and public administration. The professor argues that conventional administrative skills are not adequate enough to tackle the difficulties ahead<sup>140</sup>. There is a need to retool public governance and administration to generate new sets of knowledge, skills, cultures, and designs that are nonlinear and surprise- management-oriented in organization and management.

An increasing amount of evidence demonstrates that increase in Administrative productive capacity is dependent on the organization's structure<sup>141</sup>. The structure is the design (processes) that governs the organization<sup>142</sup>. According to Chandler, structure follows strategy. Therefore, to strengthen administrative capability, public administrators need to establish effective techniques. Such strategies are dependent on effective strategic planning activities, competent people resources, innovation capabilities to drive the strategies, and management control systems to guarantee that strategies reach defined goals<sup>143</sup>.

Strategic Planning: If the government agencies fail to prepare for the future, they have planned to fail. An agency that works within an environment defined by rising population growth, economic expansion, and increased socio-economic vices should guarantee that it has a strategic plan to deal with the ripple impact of the growth. The lack of a comprehensive strategic plan that shows a strategic roadmap for public institutions, particularly amid growth and uncertainty, is a recipe for socio-economic and political catastrophe. What is strategic planning, and what is the significance for government agency that deems it a crucial success factor?

Strategic planning is a management strategy used to assist the company concentrate its energies, ensuring that the people of the organization are working towards the same objectives, and analyze and alter the organization's course in response to a changing environment<sup>144</sup>. Strategic planning may be described as the method of developing and preserving consistency between the establishment's aims and belongings and its evolving prospects<sup>145</sup>. Strategic planning means a sequence of doing expectable activities that involves establishing mission, objectives, conducting environmental inquiry, strategy development, performance, and control<sup>146</sup>.

Strategic planning may be characterized as employing methodical criteria and rigorous analysis to design, execute, manage strategy, and adequately record organization expectations. Strategic planning is a methodical process that entails projecting the desired future and translating this vision into broadly defined objectives and sequenced activities to accomplish them<sup>147</sup>. Strategic planning is a set of planning activities carried out by companies to generate strategies that may assist to achieve the performance of firms. Strategic planning is a process that identifies the aims and objectives of an

organization; the formulation of actions; and the allocation of resources that will be utilized to reach the stated goals and objectives<sup>148</sup>.

The strategic planning process, in general, involves corporate goals, a vision, and a clear design to implement the concept and achieve the objectives. Strategic planning is futuristic<sup>149</sup>. Strategic planning contains significant dimensions: functional coverage, centralization and time range of planning, planning formality, and internal and outward orientation<sup>150</sup>. Studies have brought out the pros and pitfalls of strategic planning<sup>151,152</sup>. Enhance coordination by bringing together all business unit plans inside an overarching corporate strategy<sup>153</sup>. Strategic planning also is one of the most significant variables that effect performance. It is one of the current management toolkits that may be utilized to deal with pending cases and encourage performance.

Ignoring strategic planning in businesses may lead to poor performance and diminished chances of survival in the market<sup>154</sup>. Strategic planning plays a function in improving creativity, motivating, expanding internal communication, sparking new ideas, creating information, analyzing the organization's environment, and assuring thorough examination of all appropriate options<sup>155</sup>. Strategic planning is pointless unless executed. Thus, the research regards strategic planning as a corporate-level activity that entails defining a strategic roadmap to attaining an organization's short- and long-term vision and goal.

**Management Control:** Management control is a word used to describe the process used by businesses to manage the design and execution of strategic plans<sup>156</sup>. Management control includes monitoring and evaluation of organizational activities; it encompasses the specification of organizational standards for aligning the actions of employees with the goals of the organization, as well as the monitoring and rewarding of the extent to

which such standards are met<sup>157</sup>. More so, management control varies from other types of control, for example, operational control in regard of its necessity to address uncertainty and ambiguity at different stages in the control process.

Management control is the method used by organizations to control the formulation and implementation of strategic plans<sup>158</sup>. Management control is a tool to monitor or watch the execution of the management organization that aimed to lead the accomplishment of more efficient and effective<sup>159</sup>. Monitoring and assessment are generally defined as processes that match organizational actions with objectives and strategies. Further argue that management control unavoidably involves a restricted number of standard components, the lack of any one of which renders strategic control impossible to implement. Four elements are proposed as an attribute of monitoring and evaluation (management control): the articulation of the strategic outcomes being sought, the description of the strategic activities to be carried out (attached to specific managed resources) in pursuit of the required outcomes, the definition of a method to track progress made against these two elements (usually via the monitoring of a small number of performance measures and associated target values) and the identification of an effective intervention mechanism that would allow observers (usually the organization's managers) to change correct adjust the organization's activities when targets are not achieved<sup>160</sup>.

Management control is described in this research as strategic control mechanism used by management to guarantee that a strategy plan is executed within the allowed time range. These factors suggest an active engagement of top management in deciding the strategic actions followed by the firm. Monitoring lets companies examine the quality of performance over time and measure the efficiency of its controls<sup>161</sup>. More so, it

maintains resources against loss due to waste by guaranteeing adherence to laws/regulations/contracts and management directives, ensure that personnel are supplied with knowledge on important performance standards, rectifying deviant conduct, and motivating effective performance. Inadequate monitoring and evaluation operations lead to a waste of economic resources and a rise in the cost of strategy implementation which the company may not have accounted for<sup>162</sup>.

Innovation Capability: The relevance of innovation in expanding productive activities for all sorts of organizations (private and or public sector) and its ripple impact in boosting growth and economic welfare has been highlighted in current literature reflecting the rising study interest in this area<sup>163</sup>. A typical paradigm many researchers refer to with respect to innovation is the Oslo Manual dated 2005. The handbook described innovation as an organization's efforts, which result in either a new or drastically transformed market offering, processes, marketing tactics, or corporate entity. In the same line, a researcher claims that innovation is the technique applied to produce new ideas and innovations which boost the manufacturing of new items and services to the market<sup>164</sup>.

Innovation involves numerous processes meant to modify manufacturing operations and procedures to gain and build upon unique technical competence<sup>165</sup>. Similarly, innovation is regarded a collection of actions that strive to develop new information, products, and services via current or freshly obtained knowledge. Assessing how these researchers have all characterized innovation, it would not be unreasonable to argue that innovation is a firm-level capacity that helps firms in the deployment of resources and in their ability to generate new value<sup>166</sup>.

Innovation capacity is a process of delivering creative results routinely<sup>167</sup>. This definition does not identify the method via which innovation capacity turns into an inventive output. Innovation capacity comprises of the drivers of successful innovation or variables impacting an organization's skill to manage innovation<sup>168</sup>. However, innovation capability may be represented differently<sup>169</sup>. The authors considered innovation capacity as a dynamic capability that enables the business to integrate, create, and reconfigure internal and external skills to handle fast changing environment.

On the other hand, the innovation capabilities may do more than addressing a changing environment. A firm's innovation capability relies on the firm's knowledge/intellectual asset and its capacity to utilize the asset<sup>170</sup>. The writers seemed to be preoccupied with defining what is necessary to attain innovation capacity, so neglected to address what innovation capability is and what it can do. Innovation capability as the internal driving energy to generate and explore radical new ideas and concepts, to experiment with solutions for potential opportunity patterns detected in the market's 'whitespace' and to develop them into marketable and compelling innovations, leveraging internal and external resources and competencies<sup>171</sup>.

In another research, innovation capacity may be described "as the ability to absorb, adapt and turn a given technology into particular operational, managerial and transactional routines that might lead a business to Schumpeterian profits, and demonstrating how a corporation can reproduce itself through time"<sup>172</sup>. These definitions are strong, and they addressed the faults in prior definitions but missed out on the different types of innovation capacity. Innovation aptitude is the ability to consistently turn information and ideas into new goods, processes, and systems for the benefit of the organization and its stakeholders<sup>173</sup>. Besides, Innovation capability might be seen as both the firm's

technical learning process, translated into the technological and operational capabilities and its managerial and transactional routines, represented by the managerial and transactional capabilities<sup>174</sup>. These definitions are more in-depth, it presented the numerous characteristics of innovation capacity but failed to highlight the aim of innovation capability to the corporate objective<sup>175</sup>.

Innovation capacity is a dynamic capability, which organizations deploy to find prospects, actions, processes, readily exchange information, stimulate conversation and execute new ideas that result in new goods, techniques, and organizational forms<sup>176</sup>. The general purpose of innovation capabilities in achieving corporate goals is partially covered in this concept. To make up for the weakness in the previous definitions, another researcher considered innovation capability to be a multifaceted construct referring to the ability for continuous transformation of intellectual assets and ideas into new market offerings, systems, and procedures that create extra value for the organization's stakeholders<sup>177</sup>. This concept is appropriate; yet, innovation capabilities may do more than delivering more value to the stakeholders.

Innovation capability may generate new items that fulfill market needs<sup>178</sup>. Also, the capacity to apply appropriate process technologies to produce these new products; the capacity to develop and adopt new products and processing technologies to satisfy future needs; and the capacity to respond to the accidental technology activities and unexpected opportunities

companies' internal processes like management capacity, cultural capacity, communication capacity, and organizational knowledge capacity<sup>182</sup>. The operational capability is depending upon technical capacity and support capacity. The people capability relies on the individual knowledge capacity, identification of business

environmental opportunity, and idea creation ability, which is dependent on the creativity of human resources.

A scholars emphasized the relevance of innovation capacity where he mentioned that innovation aptitude is a crucial contributor to obtaining competitive advantage in various ways: Innovation capability aids market performance and NPD activities, while the new products help maintain market shares and improve profitability; innovation capability can help to substitute outdated products (shortening product lifecycles); and it can help to shorten production time, thereby speeding up the time-to-market of the firm's new product compared with its rivals<sup>183</sup>. It was stated that firms who possess innovation capability derive benefits such as improving process efficiency, increasing revenue, and enjoying cost minimization<sup>184</sup>. An innovation capability is essential for firms that desire superior performance. Also, for a corporation that aspires to survive and grow in a dynamic climate, innovation competence is a critical requirement<sup>185</sup>. More so, experts have viewed innovation aptitude as a vital motivator for establishing long-term success in a chaotic environment.

It is difficult to imply that innovation capacity has negative effects for organizations that possess it because of the demonstrated advantage in theoretical and empirical debates. Nevertheless, perhaps the enormous initial financial cost implications for setting up frameworks for innovation capability, the consistent management efforts, and commitment to developing organizational structures and culture to achieve innovation capability may be the drawback limiting many businesses from developing this dynamic capability. Also, given the portion of the theoretical explanation of the performance-effect of innovation capacity, enterprises who do not possess this skill would be unable to survive in a dynamic environment, much alone obtain competitive advantage.

#### **2.1.4 Local Government**

Local government is a kind of governance at the local level that is responsible for fulfilling the particular requirements of the people<sup>187</sup>. It is characterized as the third tier of government closest to the people, which is gifted with unique skills to exert control on the people's problems in its domain<sup>188</sup>. Because of its tight links to local communities, the local sphere is also referred to as grassroots government<sup>189</sup>. It is designed to play a crucial role in providing social services to individuals in order to increase their living standards. The objective of local government as a system of governance is to assure that growth is meaningful and balanced. Maximize public participation and enhance government responsiveness, particularly at the grassroots, by utilizing a participatory technique<sup>190</sup>. It works as a political and administrative framework that fosters decentralization, national integration, governance efficiency, and a feeling of belonging at the local level. Local government is a unit of administration on a global scale<sup>191</sup>. It's a vehicle for providing services, encouraging democracy at the local level, and mobilizing human resources for grassroots development. The system of local government ensures community development by enabling residents to actively engage in their own development<sup>192</sup>. Local government is judged in terms of its value to the people. It has been seen as a source of development<sup>6</sup>. The provision of basic utilities and social infrastructure for the people at the grassroots is a crucial component of any government's existence<sup>193</sup>.

Local government is classified as one of two sorts of decentralization: "local government is a form of devolution as opposed to deconcentration, both of which are decentralization variants. Local government may be tied to devolution, whilst local authority may be

linked to deconcentration. We can now differentiate between local government and local authority. Devolution, as opposed to deconcentration, implies some measure of autonomy. The transfer of competencies to administrative field units is known as deconcentration. Because the transfer is not supported by the constitution, these powers may be taken away from the units. These privileges are merely offered to make administrative chores simpler. Devolution, on the other hand, demands a certain amount of legality<sup>194</sup>.

As a consequence, the following principles may be utilized to study municipal governance. Local government and local authority have been misconstrued in the majority of instances. There is considerable contrast between the two. For the purpose of clarity, local government comprises the legal assignment of authorities to officially constituted institutions to carry out particular obligations. Local authority may be characterized as an institutional structure formed by the central government to fulfill its aims; in essence, an agent of the central government<sup>195</sup>. Deconcentration, on the other hand, may be seen as the heart of administration, while devolution is the heart of local government.

“A major entity of a country (or in a state) which is constituted by law and has substantial control of local affairs, including the powers to levy taxes or to force labor for defined purposes,” according to the United Office for Public Administration. Such an entity's governing body is elected or selected in some other way<sup>196</sup>.” A careful review of what has been stated about local government indicates that three essential aspects make up a local government. These include activities in a restricted geographical region within a country or state, local election or selection, and the enjoyment of a level of autonomy, including taxing power<sup>197</sup>. As a consequence of the aforementioned, local government

may be considered to have its own jurisdictional boundaries. And, in order for it to be responsive and responsible to its population, certain democratic values must be embraced as a real way of constructing it. This may be done via an election or a selection procedure. It must also be granted considerable autonomy in order to fulfill its responsibilities to the grassroots.

Local governance has also been described in terms of the people's functional usefulness. They have been seen as a source of development. The constitution permits local governments to pick leaders who will carry out their tasks and, as a consequence, fulfill the needs of the rural people. The agreement is founded on the need to incorporate grassroots people in the state's decision-making process, as well as identify local needs, devise policies to meet them, and monitor their implementation. The purpose is to guarantee the socioeconomic development of the rural population<sup>198</sup>.

Local governments, according to scholars and practitioners, are services supplied to local citizens under the context of laws creating them<sup>199</sup>. The Nigerian Federal Government's concept of local government highlights its existence as mainly theoretically sound and people-oriented. It discusses representative councils with great power over local affairs, which would offer services and develop projects in their districts in addition to the state and federal governments' efforts. It also acknowledges the value of local government autonomy<sup>200</sup>.

Local administration is considered a part of Public Administration, which is the lowest tier of a government system that is created by the constitution to satisfy the needs of people at the grassroots<sup>201</sup>. It's also known as the lowest unit of government below the federal, regional, and state levels, which was formed by the Act to exercise political power via a representative council within a defined geographical entity<sup>202</sup>. Similarly,

Nigeria's 1976 local government reform regarded local government as a government that exercises jurisdiction over powers at the local level via a representative council created by the National Assembly of Nigeria<sup>203</sup>.

“Local governments are local bodies, with defined territory, discretionary authority, functions, duties, and, most critically, autonomy<sup>204</sup>,” according to the argument. Local governments are founded with the expectation that their administrative and political officials would exercise influence and control over decision-making at the local level without intervention from higher levels of government<sup>205</sup>. Other academics agree, regarding local government as the tier of government closest to the people, with specific capacities to exert influence over the issues of individuals under its jurisdiction<sup>206</sup>. It is founded on the notion that local folks have a better awareness of local issues and needs than the federal or state governments<sup>207</sup>.

Local government is described as a “segment of a component state or origin of a nation state”<sup>208</sup>, which is controlled by law and is responsible for delivering public services and managing public affairs within its authority. It is seen as a government entity responsible for upholding law and order based on a range of social amenities, as well as fostering grassroots collaboration and involvement in order to enhance people's living conditions<sup>209</sup>. Local government is defined by the United Nations Development Programme as a unit of government that deals with a wide range of governance issues at the local level, such as decentralization of policies and processes, the role and interrelationships of various actors and institutions, local democracy, and local government performance<sup>210</sup>.

### **Overview of Local Governments under Investigation**

Ibadan South West Local Government (Oyo South) – Ibadan South-West is a Local Government Area in Oyo State, Nigeria. Its headquarters is in Oluyole Estate in Ibadan. Its regions or districts include: Challenge, Ring-Road, Oke-Ado, Oke-Bola, Dugbe, Ogunpa, Odo-Ona, Apata, Gege, Foko, Born-Photo, Oritamerin, and Isale-Osi. This local government is recognized as one of the wealthiest and most populated local government in Oyo state. It has an area of 40 km<sup>2</sup> and a population of 282,585 at the 2006 census evidence from NIPOST Archived, 2009.

### **Ido Local Government (Oyo South)**

Ido Local Government encompasses the territory encompassing Apata, Ijokodo, Omi-Adio, Akufo and Apete. It shares borders with Oluyole, Ibarapa East, Akinyele, Ibadan South-West and Ibadan North-West Local Governments in Oyo State and Odeda Local Government in Ogun State. The council previously had six wards, which have been enlarged to 10 for simple exercise of franchise. Among the main cities within the local Government Area are Ijokodo, Ido, Omi-Adio, Apata, Apete, Akufo and Bakatari as well as over 612 villages which include Ogunweide, Dada, Olowofela, Apooyin, Oderemi, Odetola, Erinwusi, Tade, Alagbaa, Iku- senla among others. On the account of vast rich land, which is excellent for agriculture, the primary activity of the inhabitants is farming gotten from NIPOST Archived, 2009.

### **Atiba Local Government (Oyo Central)**

Atiba is a Local Government Area in Oyo State, Nigeria, having its headquarters at Offa Meta, Oyo. It has an area of 1,757 km<sup>2</sup> and a population of 168,246 at the 2006 census. The postal code of the region is 203. This Local Government Area encompasses cities, wards and villages like as Agunpopo, Aremo, Ashipa, Bashorun, Aatan, Abolupe,

Afonja, Agbaa, Agbaakin, Agbaka, Agbalowo-Asa, Agberinde, Ajalaruru, Ajegunle, Ajikobi & others (NIPOST Archived, 2009).

Afijio Local Government (Oyo Central) (Oyo Central). Afijio is a Local Government Area in Oyo State, Nigeria. Its headquarters are in the town of Jobele. It has an area of 722 km<sup>2</sup> with a population of 134,173 at the 2006 census. The postal code of the region is 211. Afijio local government area is separated into 10 wards: Ilorra I, Ilorra II, Ilorra III, Fiditi I, Fiditi II, Aawe I, Aawe II, Akinmorin/Jobele, Iware and Imini. The local government is controlled by an elected chairman and 10 councilors chosen from each ward. Afijio Local Government incorporates towns such as 1. Aawe 2. Akinmoorin 3. Fiditi 4. Ilorra, 5. Jobele 6. Iware 7. Imini 8. Ore lope from NIPOST Archived, 2009.

#### **Iseyin Local Government (Oyo North)**

Iseyin is a city situated in the Nigerian state of Oyo. It is roughly 100 kilometers (62 km) north of Ibadan. The city was expected to have a population of 236,000, as per the United Nations 2005 estimate, which climbed to 302,990 in 2011, and has a total land mass of 1,419 km<sup>2</sup> (548 sq mi) (548 sq mi). It is a historic location for cotton spinning and weaving, Iseyin is best known for its dying (using locally produced indigo as well as foreign dyes) of heavy, imported textiles. Iseyin is one of the largest cities in Yorubaland, South-West of Nigeria. It has affinity with Benin in the time before. Today several of the biggest cities in Nigeria (including Lagos, Ibadan, and Abeokuta) are in Yorubaland coined from NIPOST Archived, 2009.

#### **Itesiwaju Local Government (Oyo North)**

Itesiwaju is a Local Government Area in Oyo State, Nigeria. Its headquarters are in the town of Otu. It has an area of 1,514 km<sup>2</sup> and a population of 128,652 at the 2006 census.

## **Local Government and Service Delivery**

In today's world, local governments are responsible for offering basic social services, bringing the federal government closer to rural inhabitants, and carrying out development projects in conformity with the constitution's provisions. According to the fourth schedule of the 1999 constitution of the federal republic of Nigeria, the seven hundred and seventy-four (774) local government councils in Nigeria are authorized to execute the following key functions. The first is to think about and provide recommendations to a state commission on economic planning, or any other equivalent body, on: the economic development of the state, particularly in so far as the areas of authority of the council and of the state are affected, and proposals made by the said commission or body.

The second phase is to collect charges, as well as radio and television licenses. The final phase is to establish and manage cemeteries, burial sites, and homeless shelters. Bicycles, vehicles (other than mechanically driven trucks), canoes, wheel barrows, and carts are all subject to licensing. The creation, maintenance, and control of slaughterhouses, slaughter slabs, marketplaces, automobile parks, and public amenities are the fifth and final items on the list. Sixth, the house of assembly of the state may prescribe from time to time the creation and maintenance of roads, streets, street lights, sewers, and other public high ways, parks, gardens, open spaces, or other public amenities.

The naming of roads and streets, as well as the numbering of dwellings, is the seventh phase. The supply and maintenance of public bathrooms, sewerage, and rubbish disposal is number eight. The ninth stage is to record all births, deaths, and marriages. The tenth is the assessment of a privately held home or tenement for the purpose of levying the rate

determined by the State House of Assembly. Eleventh is control and regulation of: outdoor advertising, movement and maintenance of pets of any kind, shops and kiosks, restaurants, bakeries and other places for sale of food to the public, laundries, and licensing, regulation and control of the sales of liquor.

Also, the fourth schedule of the constitution further states that the functions of a local government council, shall include participation of such council in the government of a state as respect to the following matters: the provision and maintenance of primary, adult and vocational education, the development of agriculture and natural resources, other than the exploitation of minerals, the provision and maintenance of health services and such other functions as may be conferred on a local government council by the house of assembly of the state.

All of the above-mentioned objectives of local governments in the fourth schedule of the 1999 constitution defined roles and helped local government authorities in delivering efficient and effective services to rural communities. The constitutional provisions were vital in allowing local government entities to undertake several key obligations, since the central government was unable to fully address the needs of rural populations. Without a local government council in existence, it would be difficult, if not impossible, for the central government to identify the needs of rural dwellers and offer sufficient accommodations for them owing to the population and distance between them and the central government.

The unchanging structure of local government in Nigeria has aroused the curiosity of academics who have performed studies on the matter. It is simply a charade if you disdain the revolutionary enormity of changes that have been made into the system in order for it to perform its function as the nursery of democracy<sup>211</sup>. Local governments in

Nigeria are coping with a plethora of difficulties that have had a detrimental effect on public-goods delivery systems. At the municipal level, governance failure is caused by a lack of accountability and leadership lapses<sup>212</sup>. Local governments in Nigeria are controlled by chairpersons, who are elected officials, or caretakers, who are selected appointees. These local leaders have a lot of duties, and they play a crucial role in the success of local government. They serve in both political and administrative capacities<sup>213</sup>. Unfortunately, despite these tremendous tasks, the correct qualification of prospective local helmsmen or chairpersons gets little attention. As a consequence, local resources are being misused improperly. The money brought forward for economic development projects is either mishandled or misappropriated<sup>214</sup>.

It is crucial to emphasize that the argument over displeasure with local government performance is generally centered on how effectively these tasks have been accomplished, rather than on the adequacy or insufficiency of their duties. The problem starts with policies or initiatives intended at accomplishing a local government's purposes and objectives<sup>215</sup>. It is impossible to debate or challenge that a clear policy is essential to provide a firm basis for a community's socio-economic and political growth. When acceptable and desirable policies are created, the problem of implementation is equally critical. Some rules are implemented in such a manner that attaining the desired results becomes difficult<sup>216</sup>.

Many more aspects have affected the municipal government's success or lack thereof. Such is the absence of political will on the side of the political leadership to make the difficult decisions necessary to achieve significant performance gains in areas like service delivery. In this approach, obstacles are reinterpreted as mismanagement and inefficiency concerns for which bureaucrats are held accountable<sup>217</sup>. The participation of

political parties in decision-making and political appointments has significantly impacted public servant morale and people' faith in government institutions, especially local government<sup>218</sup>.

A scholar attributes Singapore's rapid and amazing transformation from a third world to a first world country to the visionary and inspirational leadership of Lee Kuan Yew<sup>219</sup>, while emphasizing the importance of quality leadership as the most critical factor that distinguishes wealthy and poor countries. In other words, Nigeria, with its vast natural and human resources, may jump to a first-world nation provided the country's affairs are guided by competent and purposeful leadership. It is hard to stress the significance of ethical leadership as a universal ideal whose representatives must serve the people and guarantee that all citizens have a chance to participate in the creation of democracy<sup>220</sup>.

Any organization's or administration's success is defined by its leadership<sup>221</sup>. The capacity or lack thereof of a leader determines to a considerable part the amount of advancement and progress that any society may achieve<sup>222</sup>. The skill of giving sufficient and proper guidance and direction to members of an organization so that efforts may be harnessed for the eventual attainment of set goal(s)<sup>223</sup> could be regarded as leadership. Political leadership is continually in place to monitor the government's initiatives and programs, as well as to stimulate staff and people in order to accomplish national objectives. As a consequence, political leadership has a propensity to effect decision-making when it comes to the communities or nation's needs, yearnings, aspirations, and development or lack thereof<sup>224</sup>.

By definition, leadership implies the exercise of social power. Leadership should not be understood independently from social power because it has such a powerful influence on personal behaviour, individual and organizational productivity, adaption to working

settings, and organizational morale. As a consequence, leadership is described as the capacity to influence the behaviour of others in a group or organization, to create objectives for the group, to develop pathways to the goal, and to establish certain social norms within the group. As a consequence, there is a relationship between leadership and the delivery of services. The leader's major responsibility is to offer services that are deemed necessary to the public. A leader's responsibility is to affect the efficacy of service delivery procedures for citizens. Leaders should impact people's service attitudes and behaviors, as well as the relationship between these constructs and management service delivery inputs, via service delivery.

Inadequate service delivery at several levels of government in Nigeria today may be traced back to inadequate leadership at many levels. The leaders' success or failure may be assessed by their willingness and ability to uphold their campaign vows to the people. The capacity to deliver services to his people is what defines a professional and successful leader. A good leader must not be self-centered; he must be prepared to make sacrifices as and when they are necessary. Leadership is defined by prudent utilization of existing resources in order to offer services<sup>85</sup>. What defines leadership today seems to be reinventing itself, especially in Nigeria, where the majority of leaders are self-centered and uncaring.

Strategic leadership, described as a visionary leader's capacity to originate, develop, and make significant choices, is essential to service delivery. The leader's task is to encourage and convince others to accept his vision in order to achieve high performance and service delivery. Several leadership styles are relevant to strategic leadership, especially those that focus on leader conduct and have recently been investigated<sup>86</sup>. Various firms have employed strategic leadership to attain their aims. It is crucial in

ensuring that individuals and organizational resources are working in the same direction. It's a method in which the leader encourages people to put in their best efforts and commit themselves fully to the organization's goal<sup>225</sup>. As a consequence, it is necessary for political leaders to employ strategic ways to managing their leadership roles in order to deliver services to communities.

Local governments, Nigeria's third tier of government, are the key emphasis when it comes to delivering services to the people on the ground. They are responsible for developing and enacting policies that have a direct and beneficial impact on the lives of rural residents. Due to a combination of factors, including leadership, the local government has been judged to have failed in its declared task. The absence of democratically elected governance at that level enables governors to influence what occurs at the local government level, which has had a negative effect on the system, especially in terms of service delivery. Lack of autonomy, corruption, mismanagement and theft of finances, and inept leadership, among other factors, have deprived local governments of the ability to provide effective and efficient services to the public<sup>226</sup>.

## **2.2 Theoretical Framework**

The theoretical framework of this study utilized contingency theory and dynamic capability theory.

### **2.2.1 Contingency Theory**

The Contingency Theory (CT) was established on the concept that certain exigencies impact institutional performance beyond an institution<sup>227</sup>. That means that when an

institution can fit itself with contingent factors (like leadership, culture, strategy, technology, structure, and environment), such alignment will guarantee improved performance. It is this fit that promotes enhanced performance. By implication, the effectiveness of the administrative capacity to improve institutional performance will be strengthened by the appropriateness of leadership orientation existent within the local government under consideration. This is because leadership pervades the whole institutional framework and may influence the policies, procedures, and people aspects to plan and operationalize all institutional operations to increase organizational sustainability. The core premise of CT is that it views every organization to be an open system, one that can impact and be influenced by the external environment. The basic issue here is that the effectiveness of administrative capacity is predicated on how effectively the proper leadership orientation helps the institution match its contingencies.

Contingency theory argues that the link between the important independent factors (administrative capacity) and the dependent variable (service delivery) will fluctuate depending to the impacts of the third variable, in this example, leadership. This reinforces the idea that organizations do not work in a vacuum<sup>228</sup>. This approach implies that there is a need for companies to adopt distinct leadership attitudes for different scenarios. This must represent the demand of the prevailing condition; consequently, leadership should be consistent with every part of the organization for the policies to be successful and at the same time to elicit suitable behaviors that are compatible with overall corporate strategies<sup>229</sup>.

However, experts have disputed the assumptions of CT. First, a scholar suggested that the desire to accomplish internal and external alignment remains an obscure objective, especially for firms that operate within an environment with several conflicting demands

and for firms with issues with internal-organization trade-offs and high-performance target<sup>230</sup>. Accordingly, it is very tough to comprehend a theoretical response in a circumstance like this<sup>231</sup>. Furthermore, came the Configuration theorist. They argue that it is not possible for companies to align totally with their contingencies, noting that while the company modifies its structure to match the contingent circumstances, the conditions themselves continue to change. In the end, the problem of fit does not arise. They stated further that CT is not proactive; instead, it is reactive since it stresses what managers can do when presented with particular situations. Even at that, CT fails to clarify exactly what these managers should do under these varied conditions. As such, it is not adequate to assert "a management action relies on the context"<sup>231</sup>.

Contingency theory has been largely embraced in existent literature to explain under which situations certain contingencies would internal organizational resource increases organizational performance, and several researchers have supported its fundamentals<sup>232</sup>. The various academics have established the theoretical framework of their works on contingency theory and afterwards provided data that supported the CT. For instance, a researcher felt that a suitable alignment of internal (leadership, people, process, strategy) and external organizational elements will favorably improve institutional performance. This story validated the submission in prior empirical works<sup>233</sup>. Several scholars emphasized that the CT narrative suggests no one best way to manage an organization. Specifically, management, strategic decisions should be context-specific<sup>234</sup>.

Similarly, a researcher evaluated "the history, present, and future of CT"<sup>235</sup>. Contingency Theory was developed from the fundamental assumptions of several academic works on contingent factors; when an organization can fit itself with contingent variables, such an alignment is a requirement to obtaining rising performance. However, in the case of a

mismatch, the organization should predict a bad run of performance. In the light of the objective to be addressed in this study, this present study adopts the CT as it helped in providing the theoretical justification for the relevance of leadership as a contingent factor that can enhance the relationship between administrative capacity and service delivery of local government in Oyo State, Nigeria.

### **2.2.2 Dynamic Capability Theory**

The Dynamic Capability Theory (DCT) is rooted in need for institutions to possess knowledge, skill, and abilities (KSA) to survive and thrive in a changing environment. The concept of dynamic capability was conceived in the working paper by some scholars<sup>236</sup>. Several scholars had worked on the earlier published work to provide a full explanation for the interaction of its assumptions and to respond to critics<sup>237</sup>. A researcher believes that dynamic capacity indicates an entity's ability to integrate, create, and reconfigure internal and external capabilities to handle the fast-changing environment<sup>238</sup>. This submission implies that dynamic capabilities enable an institution to instinctively respond to changing and turbulent environments<sup>239</sup>.

Dynamic Capability Theory was propounded based on three assumptions: adaptable, absorptive, and inventive capacities, since these are regarded key institutional-level dynamic capabilities<sup>240</sup>. Adaptive capacity refers to the ability of local governments to swiftly organize and rearrange resources in response to abrupt environmental changes while preserving the prior level of performance<sup>241</sup>.

Absorptive aptitude refers to the ability of a local governments to detect, acquire, and employ external information in its favor<sup>242</sup>. Absorptiveness is a result of an institution's

existing infrastructure, which may be communicated into the processes and services given by an organization<sup>243</sup>. Absorptiveness illustrates the integration of external information into the institution's knowledge base, which is founded on knowledge acquisition, transformation, assimilation, and exploitation<sup>244</sup>. Innovative capacity relates to the institution's ability to implement new processes, management, and services<sup>245</sup>. It implies the capacity of a local governments to display creative behaviors while constantly transforming information into new procedures and services to the citizens<sup>246</sup>.

Dynamic capacity framework's rise as the new standard in the area of administration and strategic management is owing to its rising relevance in the explanation of superior performance (high-performance work system) better compared with the other management theories<sup>247</sup>. These dynamic capabilities enable institutions to meet the challenges posed by the environmental dynamism, which otherwise would threaten and make the existing skills obsolete. A key consequence of this thesis is that government institutions would need to simultaneously increase their capacity to exploit new resources and rejuvenate current skills and resources<sup>248</sup>. This would, in turn, enable such government agency ability to adapt to changing external situations, so contributing towards reaching higher service delivery.

Even while academics argued that the dynamic capacities of the institution may positively contribute to institutional performance, there is no substantial empirically based evidence in the study literature that supports this idea<sup>250</sup>. Moreover, academics suggested that numerous limitations of dynamic capacities may be found. These include the inability to integrate dynamic capabilities into the internal procedures inside the institution. More so, the intricacy of the application of dynamic capabilities and the necessity for comprehensive large-scale administration may lead to unneeded changes<sup>251</sup>.

Furthermore, other studies claim that dynamic skills do not display the features of heterogeneity and hence cannot be a source of a high-performance work system (competitive advantage) and that the function of dynamic capabilities is restricted and indirect<sup>252</sup>.

Despite these limits and critiques of the DCT, researchers argued that dynamic talents are the keys to competitive advantage, especially in a changing environment<sup>253</sup>. To further show support and relevance of the theory; in a meta-analysis of dynamic capability literature, it was established that despite the approach emanating from the field of strategy, the underlining assumptions of the dynamic capability now represents a vibrant theoretical underpinning for several scholarly works in other areas of studies such as entrepreneurship, technology and innovation management, international management, operations management, management information systems, and marketing management<sup>254</sup>. More so, dynamic capacity played a significant function in an organization as it underlined the accumulation of talents inherent in an institution, and it is directly related with its institutional performance<sup>255</sup>.

Overall, despite of the limits and critiques of DCT, the overwhelming support of the theory in recent empirical literature in different disciplines of studies was reinforced by its wide adaptability for diverse study contexts<sup>256</sup>. More so, its relevance to this study stemmed from its capability to explain how the local government in Oyo State, Nigeria can improve their service delivery within a dynamic environment through deploying administrative capacity such as strategic planning, management control, and innovation capability, which are not static State administrative capacity. Furthermore, the DCT gave a theoretical justification for the requirement to continually evaluate the external environment and deploy suitable knowledge, skill, and ability to produce a meaningful

administrative-performance result. The bottom line is that an agency of the government that aspires to survive and prosper in a fast-changing environment would depend largely on its ability to adapt consistently, sense, and develop its internal resources to align with its surroundings. It is on this reason that this research accepts the DCT as having relevance for this investigation.

On the basis of the theories studied, this research takes the dynamic capacity and the contingency theory as its foundation theories. Both theories complement each other to give a theoretical explanation for the interplay between political leadership, administrative ability, and service delivery of local government in Oyo State, Nigeria. State capacity must not be static but dynamic so that the local government and its agencies can adapt and deal with environmental circumstances to generate its residents' desired economic well-being. All the metrics of administrative capacity in this research are State capabilities that may change and be improved upon to ensure better public service delivery. The complementary purpose of the contingency theory of leadership is that it promotes awareness for the significance of leadership in strengthening the State's ability to produce superior institutional performance<sup>256</sup>.

## **2.3 Review of Empirical Studies**

### **2.3.1 Political Leadership and Service Delivery**

Local government is at the core of service delivery as it is closest to the people. It is a level of government entrusted for providing residents with core services in a long-term, sustainable fashion. The emphasis of a study on Developmental Local Government: Challenges and Prospects is on leadership capacity development. He says that delivering service delivery in local government demands new knowledge, talents, and competencies

from persons in leadership positions in the municipality. Over and beyond normal elections, the study argues for a leadership that will be responsible to the community<sup>257</sup>. The capabilities of the executive arm of the local government, notably the chairman, are not explored in this research.

The essay 'Local Governance and Public Service Delivery in Ghana and Nigeria' investigates the status of local governance and public service delivery in Ghana and Nigeria in a systematic approach. While it is obvious that local government and public service delivery are in poor condition throughout the African continent, including Ghana and Nigeria; it is also believed that the situation in Ghana is improving. Over a period of time, Ghana has achieved significant improvement in numerous sectors. It also asserts that Nigeria has not kept static, despite gradual and limited growth in local government and public service delivery. Governments in Ghana and Nigeria, as well as the rest of Africa, must do more to enhance local government and public service delivery, as well as ease of access to these services where they exist. This is the only way the continent's long-awaited expansion can be realized<sup>258</sup>.

Local Government Administration and Service Delivery in Nigeria: Prospects and Challenges explore the obstacles that local government administration encounters in ensuring successful service delivery at the grassroots level. The research relies on secondary data sources and personal observations for data collecting. It was acquired via a comprehensive investigation of relevant literature on local government administration, and it was processed using a descriptive qualitative approach. Lack of autonomy, misuse of existing money, corruption, lack of transparency and accountability, and a paucity of qualified people are among the hurdles to good service delivery by the Nigerian local government administration, according to the research. As a consequence, the research

presents various suggestions for maintaining successful service delivery at the local government level. Such measures include a review of the constitution to ensure local government autonomy, improved human capacity and institutional building, viable revenue sources, and a merit-based leadership recruitment process that will produce leaders of unquestionable character and integrity who will improve service delivery at the local government level. Local government leadership must be elected by rural communities rather than imposed by higher authority. This study reveals that if the aforementioned measures are not followed, local government service delivery among Nigeria's rural population would improve<sup>259</sup>.

Creating vital social services and guaranteeing their sustainability are recognized as a series of difficulties confronting local government administration in Nigeria, according to a research. It states that a nation that has a substantial section of its people living in unmanageable abject poverty, wants, socio-economic issues, and lack of core social amenities cannot claim to be operating effectively. As a consequence, the incompetence of the third-tier level of government to manage the challenges that the governed encounter implies a lack of contentment with governance, which damages the people's connection with the government<sup>260</sup>. A research on Violent service delivery in post-apartheid South Africa, explores the factors behind the violent character of post-apartheid demonstrations. Despite the ANC-led government's pledge, the nation was burned in flames as a consequence of widespread violence due to inadequate service delivery. Another research looked into the relative lack of essential human necessities produced social discontent in South Africa.

The responsibilities of local governments in national development are examined in a study on local government administration and national development in Nigeria, which

assesses the obstacles and potential<sup>261</sup>. It sees local government through three lenses: first, as a center for mobilization, participation, and democracy; second, as a machine for providing effective and efficient services; and third, as a level of government that fosters development from the bottom up. The three fundamental schools are important ingredients<sup>262</sup> for the long-term sustainability of national development. To examine the aim, the article utilized a conceptual approach by employing secondary sources of data. The results demonstrate that the local government has lost its footing in the development process as a consequence of state governments' unjustifiable encroachment into local government administration, finance, and operations. It seeks a constitutional change that would make the local government an auxiliary of the state government. Meanwhile, the original data source may have been considered as a reputable source of information.

Challenges in Local Government Administration in Nigeria: Lessons from Comparative Analysis a descriptive study that relies on secondary data sources. The research looked at the problems of LG administration, as well as earlier attempts by Nigerian governments to solve the issues and lessons learnt from other functional systems. The Democratic-Participatory and Efficiency theories are applied in the investigation. The article indicates that the hurdles to good service delivery include inappropriate governmental involvement, the structure, corruption, over politicization of administration, and staffing, all of which were not evident in similar systems. The research found that the hurdles are institutional and attitudinal in nature, and that they can be removed provided the federal and state governments have the political will to do so. It advocated for a democratized multilayer local government structure, as well as a legislative framework to minimize the state's excessive participation, enhanced human resource capacity, and responsible leadership<sup>263</sup>.

A research on the link between income production and service delivery in the Ibarapa local government showed various routes of revenue generating for the local government. The influence of each income source on service delivery was evaluated. The results of the research demonstrate that local government income is little and that it is unable to carry out developmental initiatives, especially when federation account cash is not flowing. Due to a lack of funding, the local government's functions were suspended. Visionless leadership, inept personnel, bad money creation practices, improper record keeping, political favoritism, prebendalism, patrimonialism, and indiscreet engagement from the federal and state governments are among the other issues cited<sup>264</sup>.

The study *Sources and Uses of Local Government Funds in Nigeria: Evidence from Lere Local Government Area of Kaduna State* was conducted to analyze the sources and uses of local government funds in Nigeria using Lere Local Government Area of Kaduna State as a case study, with a focus on internally generated revenue. The study utilizes the democratic-participatory school of thinking, the efficiency–service school of thought, and resource mobilization theory. Others include the notions of paternalism and populism, as well as the fiscal federalism concept. To gather data from the local government finance department, the study employ survey design and secondary sources. From 2010 to 2014, the time series spans a five-year period. According to the report, the present trend of weak tax administration and revenue collector indifference is a huge barrier for locally created money. According to the report, the local government should try to boost domestically produced income and promote awareness campaigns<sup>265</sup>.

'Issues of Local Government Service Delivery: A Case Research of Matara Municipal Council' is a study that looks at the issues of local government service delivery in Sri Lanka using Matara Municipal Council as a case study (MMC) (MMC). The study's

major aims are to discover what problems MMC confronts in terms of improved service delivery, how MMC may overcome those challenges, and what innovations and methodologies can assist MMC offer better service to the public? At the micro level, the research studied the premise that a constitutional and legal framework, consistent politics, institutional capacity, and service delivery mechanism formed through public-private partnerships may assure enhanced service delivery. The study included both qualitative and quantitative research methodologies, driven by the decentralized service delivery model and alternative service delivery model (multi-level governance model) (multi-level governance model). The study found that, despite the fact that MMC implemented several strategies and innovations, developed partnerships with the private sector, and increased public participation in the health service delivery process as a decentralized LG institution, it failed to ensure better health service delivery to the public due to a lack of appropriate constitutional and legal framework.

The study recommends mobilizing the public to participate in health service delivery, introducing new strategies and innovations, filling vacancies and improving staff competency, regularizing the Internal Auditing Mechanism, improving the efficiency and effectiveness of health service delivery through the Five-Year Plan, and strengthening the Internal Auditing Mechanism<sup>266</sup>. A study was carried out on Nigeria's state-local relations and how they affect public service delivery at the local government level. He notes that, despite increasing federal financing for local government, public service delivery at the local government level in Nigeria has continued to diminish since the country's return to democracy in 1999. Lack of financial autonomy and competent staff are two characteristics that contribute to this. Theoretically, structural functionalism was used, employing secondary data and contextual analysis. According to the research, the low degree of development at the grassroots is attributable to uneven state-local

interactions. It proposes for a rewriting of the 1999 constitution to clarify the states' role over local governments. It suggests that monies be distributed directly to local governments<sup>267</sup>.

The research on social service delivery and community development in Nigeria combines development with social service delivery. It bemoans successive Nigerian administrations' inability to pay attention to this vital component, which adds to the country's slow growth. It's regrettable that this area of growth hasn't gotten the attention it deserves. In order for rural regions to experience development, massive infrastructure deployment is essential to provide an enabling atmosphere for other components of development to occur<sup>268</sup>.

The synergy inherent in Public-Private Partnership and service delivery is discovered in a research aiming at evaluating the link between privatization and public service delivery in Nigeria. To assess the role of privatization in public service delivery, data was acquired using a historical research technique. The results demonstrate a relationship between privatization and the delivery of public services. It also indicates that the interplay of the public and private sectors in service provision has considerably boosted people's living conditions. As a consequence, it is advised that government at all levels involve the private sector in the delivery of services<sup>269</sup>. The utilization of primary data sources will be highly advantageous, since data from practitioners would substantially enrich the research.

Improvements in the validity and reliability of information are crucial components of government and public decision-making, and they will considerably benefit governance. A research was carried out to investigate whether data might assist strengthen rural government and service delivery. It focuses on how information can be used to better

rural governance and public service delivery. Information alone is insufficient, according to the findings. Information must be relevant to have an impact, and individuals must have the power and motivation to act on it. The absence of these is a significant reason why information does not properly act as a precursor of service delivery, especially in rural areas<sup>270</sup>.

Meanwhile, according to a research on social services supply and community development in Nigeria, development is connected to the provision of social services. The report bemoans past Nigerian administrations' rejection of this important attribute, which it blames for the country's present status of socio-economic stagnation. It is regrettable that this component of development has gotten less attention than it warrants. In order for rural regions to experience development, considerable infrastructure investment is essential, which will create an enabling climate for other aspects of development<sup>271</sup>.

The battle with service delivery and development failure in post-independence Nigeria is a theoretical research topic. It utilizes bureaucracy theory and qualitative research methodologies, as well as secondary data sources such as reports from several established committees evaluating the manner of service delivery within Nigeria's public administration. The purpose is to look at the consequences of poor service delivery on good governance and general development programs in Nigeria following independence. Poor service delivery attitudes, according to this study, have had a detrimental influence on the country's development plans. As a consequence, the research concludes that for Nigeria to achieve quick growth there must be a favorable adjustment in government employees' attitudes toward service delivery. Fairness, responsiveness, equity, accountability, and justifiable profit maximization are necessary ingredients for boosting

people's confidence in government and its institutions, which would assist the government in garnering people's support for developmental programs, as well as discourage or minimize other anti-developmental pathologies in Nigeria<sup>272</sup>.

The paper Model for Efficient Service Delivery in Government was established as a modified model for efficient and effective service delivery by government ministries, departments, and agencies (MDAs) (MDAs). Its major purpose is to show that research knowledge may be effectively delivered in a variety of approaches to fulfill design goals. It sought ways to improve and ensure adequate and efficient service delivery by the government through MDAs because it believes that all existing service delivery models focus solely on the estimates voted for social/welfare services and the outcomes of services provided by MDAs, while other variables like managerial accountability and leadership quality are undervalued. In order to insure adequate, efficient, and effective service delivery by MDAs of different governments, this article presents a modified model that integrates funding/management of resources, managerial responsibility, and leadership quality cum structure. The paper suggests that the three major variables of managerial accountability, funding, and resource management, as well as leadership quality, should be seen as the most important issues in MDAs' delivery of social services, and that, because this model incorporates both the strengths and weaknesses of other existing models, it should be used in public organizations to see what works. The paper asserts that integrating these elements would strengthen public institutions and, as a consequence, improve service delivery to the public<sup>273</sup>.

A study on corruption and service delivery in the Nigerian local government system: a content analysis explores the influence of corruption on service delivery in the Nigerian local government system. The pamphlet asserts that owing to systematic corruption, the

constitutional mission of Local Government in terms of "performance" has not been translated into reality. The study's data was acquired from secondary sources and based on the 'Principal-Agent Model' as a theoretical basis. It was revealed, among other things, that because of their privileged access to public resources and information, Public Servants (Agents) tend to misuse their privileges to the damage of the 'Principals' (Nigerian people) (Nigerian citizens). As a consequence, the research proposes that local governments make an effort to address corruption that has led them to underperform<sup>274</sup>. A study on the nature and function of local government in South Africa, which throws light on the idea of service delivery in the nation.

The study's purpose is to give insight into public sector procurement supply chain management and to illustrate how a robust supply chain performance management system may assist local governments provide better services. The study employs an in-depth interviewing technique with eight persons in four metropolitan locations to perform descriptive and exploratory research. According to the results, all of the participating cities followed the requirements of the Public Finance Management Act, Municipal Finance Management Act, and Municipal Systems Act amongst others. Weak internal controls, poor contract management, a lack of performance monitoring and reporting, a lack of effective and integrated planning, and reactive supply chain procedures are among the difficulties found. Internal control should be enhanced in all aspects of supply chain management, according to the report, and workers should be held accountable for their activities at all times<sup>275</sup>.

The paper on public service reforms and effective service delivery in Nigeria argues that governments around the world, including Nigeria, want to find ways to provide welfare services to citizens with fewer resources, improve transparency and accountability of

public servants, and that the Nigerian Public Service, including SERVICOM, has undergone some reforms. It investigates to what extent the implementation of SERVICOM has enhanced the Nigerian Public Service's service delivery, as SERVICOM is the primary mechanism for implementing government policy. The capacity of the Nigerian Public Service to effectively handle public affairs is also explored in this essay. The article then emphasized the crucial need of providing timely, honest, and effective public services to residents under civil government. The research concluded that government measures aimed at enhancing service delivery have had little influence on the public sector, with national service failure continuing. As a result, the paper recommended that public servants be given training and retraining, that the National Orientation Agency be given authority to begin an enlightenment program for citizens, that NGOs and CBOs be encouraged to actively participate in monitoring government agencies and ministries, and that other machinery be put in place for effective monitoring of service delivery to the people<sup>276</sup>.

The descriptive essay, titled "Improving Service Delivery at Local Government by Enhancing Capacity," takes a qualitative approach to the issue by reviewing government documents and academic publications on the role of local government as the focal point of public service delivery. This research improves on the performance model and public satisfaction by analyzing local government service delivery and giving recommendations to enhance and deteriorate sound financial status via a literature review. The lack of capacity, service delivery, community involvement, and finally, a discussion on strategies to improve service delivery by the government and other stakeholders were covered in the paper, which concluded that the current weaknesses in local government interventions, such as poor service delivery and mismanagement of funds, could be overcome through capacity building. The text also underlines the requirement for a

research that would follow and assess the underperformance of section 57 administrators and political office holders in the local government sphere<sup>277</sup>.

Matthew Michael investigates new critical studies in postcolonial works that assign African leadership failure to imperial institutions of the global order in his research on governance and the problem of responsible leaders in Africa. The origin of African leadership challenges is tied to the global order's cultural stagnation and constraining political arrangement on the continent's growth and development. The research intends to determine whether leaders are born with leadership qualities or if they acquire them through training and discipline. According to the results, leaders are formed rather than born. It says that becoming great leaders involves a change in people's thinking<sup>278</sup>. Studies on the subject of the difficulty of responsible leaders in states and local governments, notably in Nigeria, can still be undertaken as a consequence of this.

A study on the issue of the "Importance of Leadership Education in Africa's Quest for Global Development Space added to the leadership in education." The study's results highlight the difficulties that face African nations, such as pervasive poverty, poverty-related violence, civil upheaval, unemployment, and insecurity to mention a few<sup>279</sup>. These have had a huge influence on the continent's development. As a consequence, several studies have blamed inadequate leadership and bad governance in Africa for these issues. It also underscored the lack of leaders capable of adequately addressing the issue. The research suggests that African nations reassess their educational institutions to guarantee that students are developed as leaders via a multi-phase, interdisciplinary, global leadership education. This will equip them with practical and required competencies to help them become more successful leaders in the future<sup>125</sup>. The study

leaves up the prospect of additional investigation into African leaders who have succeeded, noting that not all of them have failed.

A scholar, was lured to a research on leadership and effective administration in Nigeria. He analyses the leadership styles that have prevailed in Nigeria since the country's independence in 1960. He reiterates that the nation has suffered from insufficient leadership and governance, both of which are destructive to growth and long-term development. According to the study's conclusions, Nigeria has not had the good fortune of being led by honest, unselfish, transparent, and accountable leaders. The folks who make up the followership, according to the article, have shown a high level of political ineptitude, sycophantism, political lethargy, and even a politicism throughout the years. It highlights how horrible leadership, weak administration, and a widespread culture of corruption have eaten deep into the fabric of our nation's growth, creating a stumbling block to progress in Nigeria<sup>280</sup>. This research provides potential for a more in-depth inquiry of the role of followership in nation-building, especially in terms of good governance.

Scholars were able to discover the relationship between strategic leadership and employee performance in a debate on the influence of strategic leadership on employee performance. To boost performance, strategic leadership fosters a unique interaction between management and workers. It has a huge influence on employee performance, demanding strategic leadership in both the public and private sectors<sup>127</sup>. The study leaves a need for future research into the link between strategic leadership and the performance of public officials. In terms of political leadership and educational development, Akindutire and Olusola refer to the abandoning of inherited or existing programs in order to concentrate on new ones as a primary cause to administration failure, cum

leadership<sup>281</sup>. Constant policy changes have also resulted in a waste of important public expenditures.

The subject of leadership and governance in Nigeria, as well as the reality of globalization, is investigated in a research on leadership, governance, and globalization in Nigeria. Nigeria has not fully reaped the benefits of globalization, according to the report, due to self-serving leadership, corruption, and instabilities. It asserts that if the problems of poor leadership, lack of transparency in governance, political instability, and corruption are dealt in a manner that removes them<sup>282</sup>, Nigeria would benefit tremendously from globalization. The study, on the other hand, opens the door to future research into how nations with good leadership have profited from globalization and may be utilized as a model.

The paper is titled *Ethical Leadership and the Service Delivery Challenge in South Africa: A theoretical discourse* tries to discover aspects that contribute to poor public service delivery and analyzes the relationship between weak leadership and bad service delivery. According to the study, corruption is the result of weak leadership ethics, which leads to poor public service delivery, and ethical leadership issues in South Africa led to corruption in numerous government departments. This essay also believes that, in order to abolish corruption in the South African government, the problem of leadership ethics must be addressed first. The research established a relationship between leadership and service delivery, and that poor public service performance in South Africa is driven by government officials' lack of leadership ethics<sup>283</sup>.

The 'Effects of Leadership Styles and Administrative Pattern on Service Delivery in Ekiti State Local Governments' was examined by Feyisara and Fasuan. Using selected

local governments in Ekiti state, the research intended to establish the influence of leadership styles and administration patterns on engendering socio-economic development at the grassroots. The study employed a qualitative approach, with significant informants being recruited and interviewed. According to the results, the study area's different leadership styles and administrative patterns have been greatly hampered, and local government administration/services are on the edge of becoming moribund as a consequence of inefficient administrative patterns and excessive leadership styles. In the administrative pattern of public institutions, particularly local government administrations, the book recommends a clear yet constructive and independent system of governance as well as inventive leadership styles<sup>284</sup>.

The research paper, titled "Good Governance and Leadership: Pathway to Sustainable National Development in Nigeria," is a descriptive paper that uses qualitative research techniques to critically evaluate the concept of good leadership commitment and good governance as fundamental to a nation's survival and progress; and (iii) propose solutions to Africa's poor governance and ineffective anti-corruption policies. (iii) give practical suggestions to policymakers. As a consequence, it depends on secondary data sources such textbooks, journals, periodicals, newspapers, and the internet. The essay asserts that competent governance and leadership are necessary for every country's growth and success. Leadership commitment and good governance are crucial to any nation's survival and success, including Nigeria's, and it is everyone's job to assure and demand strong leadership and effective governance<sup>285</sup>. The following descriptive designs were utilized to generate findings and make applicable policy suggestions.

This paper: 'Local Government Finance in Nigeria: A Case Study of Iwo Local Government Area of Osun State' investigates the finances of local government in Nigeria using Iwo Local Government as a Case Study. The article explores the different sources of financing for Nigerian local governments. It also employs decentralization theory to evaluate the financial relationship between Nigerian local governments and the state and federal governments. Face-to-face interviews and accessible records in the Iwo Local Government were utilized to obtain data for the research. According to the report, financial transfers from the federal government (Statutory Federal Allocation) are the most feasible and stable source of local government income, and that no big project can be performed without Federal Allocation. The research also evaluates the role of local administrations in boosting people's living conditions. It claims that without proper funding, no municipal government can perform well<sup>286</sup>. In light of the aforementioned, it is required to enhance both external and internal income sources, as well as to optimize spending patterns, in order to obtain, at the very least, optimum performance. As a result, to address the financial predicament in which local governments find themselves, namely, an overdependence on federal funding, this study proposes that local governments diversify their revenue sources by focusing more on internal revenue streams, especially those regions that have been overlooked or underutilized in the past.

Furthermore, the survey finds that political corruption has become a serious hindrance to delivering appropriate service (94 percent) (94 percent). As a consequence, the research concluded that local political leaders have a considerable effect on service delivery, while simultaneously pointing out that the main hindrance is the State Government's relationship with them. It is proposed that, since each tier of government has different legal duties, local governments be permitted to participate in service delivery that is specific to their areas. Local governments should be accountable for providing services

without intrusion from the state government<sup>287</sup>. Local government autonomy must be enforced urgently by changing the 1999 constitution to give local government its due place in enabling political leaders at the local level to offer services that are needed by the people at the local level rather than the wishes of the state government.

The paper, titled "Leadership, Corruption, and Governance in Nigeria: Issues and Categorical Imperatives," is solely theoretical. It explores issues of leadership, corruption, and governance in order to chart the course of an effective leadership and governance modus operandi capable of resolving Nigeria's numerous challenges. It also investigates the cryptic character of Nigerian corruption, which has made it a profitable industry. The categorical imperatives, as well as the nature and character of leadership, corruption, and governance in Nigeria, were explored using a qualitative research approach. Leadership, corruption, and weak governance are the banes militating against progress in Nigeria, according to the paper<sup>288</sup>. As a result, all hands must be on deck to enthrone strong leadership and good governance that can rid the nation of the scourge of corruption.

The article on the issues that local government administration has in providing effective and efficient social service delivery at the grassroots critically investigates the relationship between local government administration and effective social service delivery. It looks into the current state of service delivery in local government, the issues that it faces, and the prospects for efficient and effective service delivery in the future. Secondary data was used in the paper, which was gathered by a thorough review of relevant literature on the topic. The analysis was carried out in a systematic way under chosen subjects and sub-themes that addressed the most critical components of the paper's purpose. Lack of money, corruption, and excessive political meddling are among

the primary challenges to local government service effectiveness, according to the research. The report proposed constitutional modifications to guarantee ultimate autonomy for local governments, as well as greater financial allocation, capability, and institutional development to generate human capital dedicated to good governance principles at the local level. The report concludes that if the aforementioned strategies are implemented, local governments in Nigeria will be able to provide basic social services to their citizens at a local level<sup>289</sup>.

In their study, 'The Impact of Political Leadership and Corruption on Nigeria's Development since Independence,' Two scholars look at the intertwined relationship between political leadership and development, as well as other social vices that have contributed to Nigeria's long-term underdevelopment. While leadership has had a substantial role on the socio-political and economic success of most countries throughout the globe, the reverse is true in Nigeria, according to the paper. The research also ranks corruption as the biggest serious barrier to Nigeria's prosperity since independence<sup>290</sup>.

Effective Leadership: A Tool for Political Stability and National Development in Nigeria is a theoretical essay that looks at leadership as a concept in Nigerian government. The article contends that inadequate leadership is at the root of Nigeria's underdevelopment, and that good leadership can be used to establish political stability as well as promote the country's growth and development. The study goes on to state that strong leadership will assist in reversing the country's slide and plunge into chaos. The research indicates that there is indisputable evidence of successive governments' failures in the process of leadership in rising nations. As a consequence, it asks all Nigerian leaders to strengthen their efforts in articulating their vision and promoting change. To achieve the much-

desired progress in this century, the research proposes that Nigeria adopt a leadership style that is conducive to effective human resource generation<sup>138</sup>.

### **2.3.2 Administrative Capacity and Service Delivery**

There is an established cross-disciplinary intellectual tradition of researching state capacity, notably in political science and political sociology<sup>291</sup>. The concept has recently shifted more toward the administrative dimension of state capacity, that is, administrative capacity, which is being widely used in public administration and policy studies<sup>292</sup>. The practical significance of this capacity is highlighted in terms of its necessity for economic performance, industrial growth, policy implementation, and overall national development<sup>293</sup>.

In this era of globalization, administrative capacity has to be strengthened to cope with the international setting of fierce competition, complexity, and unpredictability and to successfully confront financial crises, security threats, natural catastrophes, and pandemics<sup>294</sup>. In addition, the 2030 Agenda for Sustainable Development based on the Sustainable Development Goals (SDGs) provides additional relevance for improving administrative capacity<sup>295</sup>. Nonetheless, the basic idea of capacity remains fairly contentious, since there are cross-disciplinary variances in its interpretation and its research-driven applications<sup>296</sup>. It has been noted that with the proliferation of models and methodologies, capacity has increasingly become a "contested concept. "Capacity is a convenient shorthand term and is appropriate for some purposes, but it achieves this convenience by abstracting away from the mechanisms that determine bureaucratic performance and policy implementation<sup>297</sup>."

On the other hand, the actual attempts made by many nations to improve capacity are not generalizable, since these projects or measures are frequently arbitrarily mandated by international organizations<sup>298</sup>. It was noted previously that while administrative capacity forms a fundamental aspect of total state capacity, its appropriateness and efficacy are substantially impacted by its historical, political, economic, and sociocultural circumstances, which differ cross-nationally and cross-regionally. The State's administrative capability has surfaced occasionally as a key notion in a spectrum of political science literature. Though isolated and asynchronous, the multiple ideas have a clear underlying meaning, which may be signified by the qualities the public bureaucracy has or should possess.

The competence to successfully execute policy plans and programs are vital to the prosperity of countries. Indeed, having a strong public sector that can best match resources with actions and execute specified policies is generally recognized to be a critical aspect in any state's quality of government and the success of its development efforts<sup>299, 300</sup>. Public policies would be useless if governments could not execute them, no matter how representative or democratically developed such policies or how meticulously they would be designed<sup>301</sup>. Successful implementation of government projects needs competent organizations that can identify issues, determine priorities, allocate resources, manage, and carry out the appropriate policies to offer public services efficiently effectively<sup>302</sup>.

None of today's key milestones could have been reached without such capabilities, including the deployment of physical and financial resources, long-term planning, implementing innovation, and monitoring performance<sup>303</sup>. Even more so, today's complicated and fast changing policy climate needs more remarkable efforts. Thus,

administrative capacity may be predicted and assessed differently based on the most important or practicable components in a specific context, with some indices and measures concentrating more explicitly on the organizational-operational dimension than others<sup>304</sup>. The relevance of administrative capacity is evident in the national competitive advantage sustained by nations such as Singapore, Denmark, the Netherlands, New Zealand, and Switzerland that embarked on administrative modernization<sup>305</sup>. These countries have in common a relatively well-trained, well-paid, autonomous, and capable public service that is responsive, committed, and delivers quality service to their citizens.

The sub-measures of administrative capacity applied in this research, including strategic planning, human resource capability, managerial control, and innovation capability, were contextualized to fit into essential success criteria that may boost the local government service delivery. Of what relevance are these measures to institutional performance in extant literature? This question is considered necessary so their significance within existing literature can be confirmed in different research contexts. Likewise, this investigation may uncover the empirical discovery that gives a sound foundation for discussion results.

Within the mid-sized organization in the Czech and Slovak Republic, found relevance for strategic planning<sup>306</sup>. The experts suggested that companies with well-crafted strategic plan papers fared better than those that did not have any. By inference gaining considerable institutional productivity does not happen by luck. Thus, institutions must have a purposeful strategy to attain their aims. A comparable research performed by similarly concluded that strategic planning enhanced Institutional performance<sup>307</sup>. The conclusion of was verified by despite doing their investigations in a different geographical location<sup>308, 309</sup>. It was proven that mid-sized firms in Western Sri Lanka that

were marginally employing strategic planning have considerable increase in operational performance<sup>310</sup>.

The beneficial and important links between strategic planning, strategy execution, organizational excellence, and OP. In a similar study, statistical results confirm the positive and significant effect of strategic planning and innovation on the organizational performance of the Dubai Police<sup>311,312</sup>. Also, a study revealed that strategic planning measures are significant contributors in generating improved firms' success<sup>313</sup>. A study found a positive, moderate, and significant impact on the Strategic planning–Organizational Performance relationship<sup>314</sup>. It was established that thorough strategic planning provides considerably improved organizational performance; yet, manufacturing organizations focused on strategic planning had no meaningful influence on strategy execution<sup>315</sup>. Meaning the organizations pay less attention to the degree of successful strategy execution planning. A study pointed out that most of the family businesses in Ghana have attained moderate performance levels<sup>316</sup>. It is further shown that strategic planning activities are not frequently undertaken among the family enterprises in Ghana; yet, this study's results demonstrated a substantial beneficial association between strategic planning and family company performance.

Results demonstrated that strategic planning strongly impacts organizational performance<sup>317</sup>. A study revealed strategic planning to have a good association with the financial success of SMMEs<sup>318</sup>. Furthermore, parts of strategic planning (formulation, execution, assessment, and control) were also shown to link with financial success favorably. Study revealed that applying strategic planning favorably influences strategic performance, covering all its dimensions, namely financial, customer, internal company processes, and learning and development<sup>319</sup>. Findings demonstrate a favorable

association between the usage of strategic planning and organizational success in today's business climate<sup>320</sup>. The findings reinforce the need for business owners and entrepreneurs to embrace strategic planning to gain a competitive advantage and ensure survival in the competitive market.

Study focuses at researching the influence of Innovation capabilities on Firm performance among Nigeria Small and Medium Enterprises several industries<sup>321</sup>. The studies indicated that innovation capacity has major positive link with business operational performance. Further investigation found that innovation capacity is a key success element consequently, emphasizing the relevance of innovation capability in increasing the operational performance of institutions. Corroborated the claim of who argued that innovation capabilities may impact business performance<sup>322,323</sup>. The required requirements for boosting firm success depend on well-designed, produced, and executed innovations which play the vital roles in providing new ideas, improvement, decrease in cost and raise performance.

The links between various forms of Innovation and business Performance and the Mediating Effect of Radical and Incremental Innovations on these Relationships was examined<sup>323</sup>. Survey data was obtained from SME manufacturing enterprises in Kano state<sup>324</sup>. The study found positive significant relationships between administrative innovation, process innovation & product innovation and firm operational efficiency. Abiodun's results is compatible with the contributions of various investigations concerning the importance of innovation capacity to organizational performance <sup>324</sup>.<sup>325</sup> which focused on of retail firms, discovered that both technical innovation capability and non-technical innovation capability modifies the effect of complex client's outcome and these outcomes enhance operational performance.

Studied Synergy impacts of innovation on business performance across 856 enterprises. findings demonstrated that exploration and exploitation orientations had favorable effects on product innovation and process innovation respectively which have beneficial implications on the firm's performance<sup>326</sup>. Data from respondents from in Ota, Ogun state to demonstrate that there is a substantial association between innovation of a business and its operational success via its clientele. In a similar study, submissions provided support for the significant contributions of innovation capability to institutional performance and this is inspite of there contextual difference; the former in Turkey while the latter in Nigeria<sup>327, 323, 328</sup>.

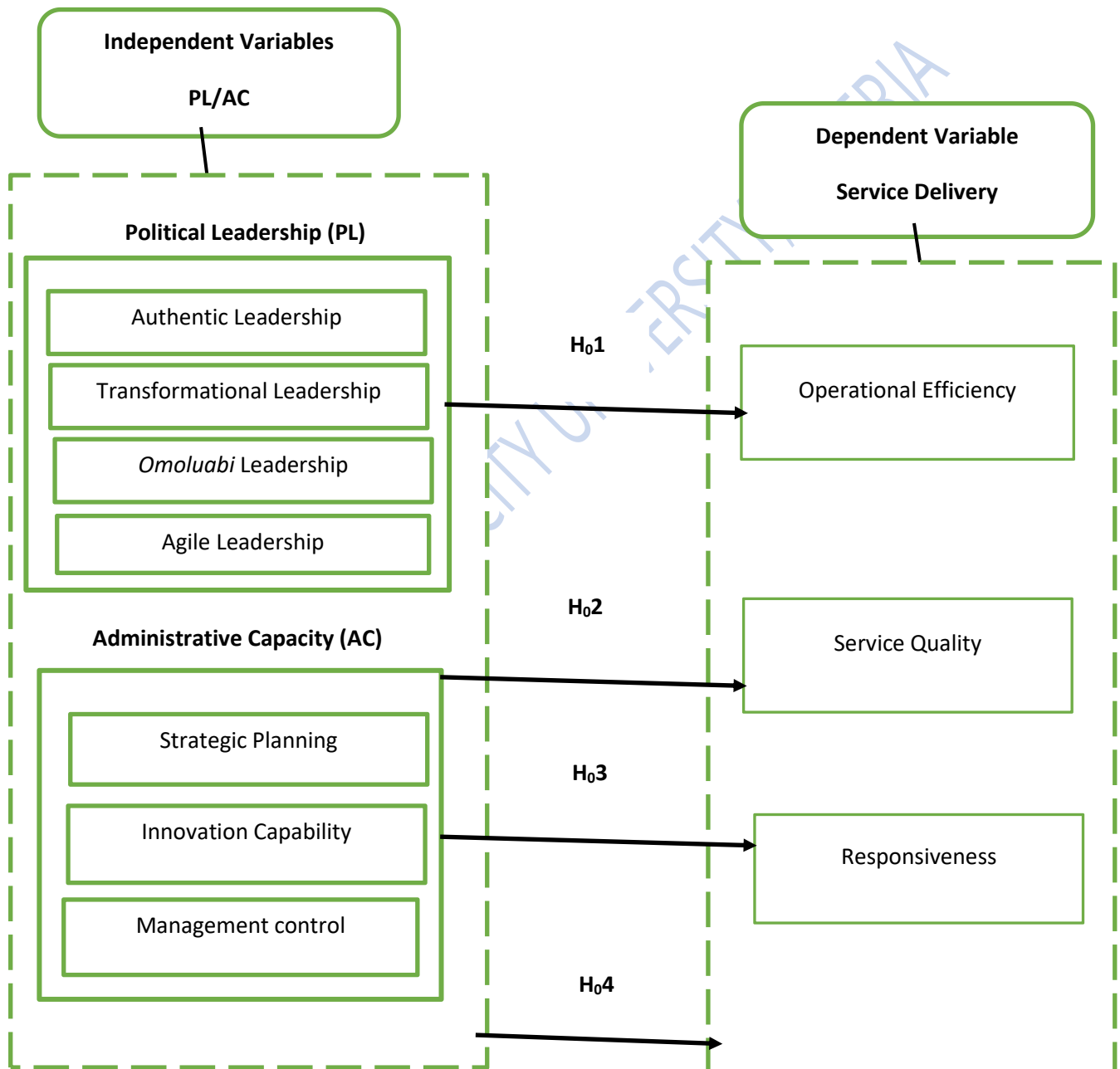
Contrary to the popular submission of the significant of innovation to organisational performance, after examining sixty firms listed in the Nigerian Stock Exchange found that innovation have negative relationships with organisation performance<sup>328</sup>. Corroborating the submission of a scholar, after investigating small and mid-sized manufacturing companies in Nigeria, it was posited that not all innovation capability dimension significantly impacts on firm operational performance<sup>328</sup>. This is consistent with as their research indicated that marketing innovation had negligible beneficial influence on performance. The alternative position highlighted the issue of appropriateness of the capacity to use innovation<sup>329</sup>.

The study of which stresses the development of administrative capacity for debate on research, practice, and policy development, underlined the necessity for management control within the framework of administrative capacity<sup>330</sup>. Management controls aim to ensure that resources used to achieve organizational and government objectives are not abused or mismanaged and the autonomy above does not morph into a surplus of

discretion. Such controls attempt to increase organizational performance and operational capacity<sup>331</sup>. Within companies in Singapore, align with to suggest that an organizational control system promotes employee trust, impacting their commitment and productivity<sup>332</sup>,<sup>333</sup>. In a meta-analysis study job, the scholar demonstrated that management control is a crucial success component for numerous institutional performance outcomes<sup>334</sup>.

In another comparable research done in local public institutions, averred that external control and formal internal control were substantially linked with all three performance aspects - financial, service quality, and procedural, as predicted. However, the informal internal control only had a substantial association with the service quality performance<sup>335</sup>. This study also revealed that the external control, through the presence of the formal internal control, had a stronger relationship with all the three performance dimensions than the direct relationship between the external control and performance. Also, aligned with submission to affirmed the relevance of management control to operational efficiency and effective service delivery<sup>336,337</sup>. Other research on this topic line involving management control-performance correlation include<sup>338,339,340</sup>.

## 2.4 Conceptual Framework



**Figure 2.1 Conceptual Model Showing the Influence of Political Leadership and Administrative Capacity on Service Delivery**

Source: Researcher's Conceptual Framework, 2022.

The conceptual framework of this research is constructed based on the Dynamic Capability Theory (DCT) and Contingency Theory (CT), which act as the foundation theory. The DCT is founded on the necessity for local government to develop and deploy skills that boost their agility, absorb information, and innovate to suit the requirements of changing environment. The administrative capacity metrics contextualized in this research are capabilities, not static State capacities but a set of dynamic capabilities public institutions may embrace to attain maximum performance. Moreover, the contingency theory helps to offer the theoretical explanation on the significance of political leadership and how it might align with administrative competence to boost service delivery of local government in Oyo State, Nigeria. Specifically, the CT claims that beyond organization skills (administrative capacity), additional aspects like leadership might operate as dependent determinants to institutional success. Hence, DCT and CT give a complementary theoretical grounding for the interconnections of political leadership, administrative capability, and service delivery of local government in Oyo State in Nigeria illustrated by the conceptual model in figure 1.

The conceptual model so encompasses the study, political leadership, administrative capability, and service delivery of local government in Oyo State in Nigeria. Political leadership the first independent variable is assessed by; genuine, transformative, Omoluabi, and agile leadership. The second independent variable administrative capacity, is assessed by; strategic planning, innovative competence, and managerial control. The dependent variable is service delivery assessed by; operational efficiency, service quality, and responsiveness. All the independent, and dependent factors interact to form the hypotheses explored in this research. Hypothesis one studied the influence of political leadership on operational efficiency; hypotheses two and three explored the effect of

administrative capacity on service quality and responsiveness accordingly. Lastly hypothesis four assessed the influence of political leadership and administrative capability on service delivery.

## **2.5 Summary of Literature Reviewed**

There has been a revival of interest in the role of the State in economic development, given the United Nations' commitment to boosting economic prosperity throughout developing nations<sup>16</sup>. The analysis of political leadership orientation and State capacity, described as the institutional capability of the State to carry out various policies that deliver benefits and services to households and firms, has emerged as the cutting edge of research on the relationship between governance, institutions, and long-term economic development<sup>17</sup>. Consequent to this growth, academic papers have been recorded to prove the significance of political leadership and administrative competence, particularly employing qualitative technique and explorative research methodology.

These studies have focused more on the organized private and public organizations in distinct research settings from those suggested in this study. Besides, the research evaluated gave little attention to local government power in Oyo State. In addition, this research highlights the great efforts of academics who have made a lot of contributions towards establishing a virile local government in Nigeria. Most of these publications have concentrated on financial and administrative reforms, autonomy of local governments, personnel management concerns, and state – local interactions among others. Moreover, there an evidence of studies done on leadership and administrative capacity respectively in different research context, however a study that considered political leadership (authentic, transformational, Omoluabi and agile leadership) and administrative capacity (strategic planning, innovation capability and management control) within the context of

local government's service delivery in Oyo State, Nigeria remain an empirical path less travelled. The ensuing problem is that empirical debate on the relationship between political leadership, administrative ability and service delivery of local government in Oyo State remains largely unexplored. This vacuum in literature hinders the wide conceptual and empirical knowledge of how the service delivery of local government in Oyo State is impacted by their political leadership and administrative ability.

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### **Chapter Three**

#### **Methodology**

This chapter defined the research methodologies applied to explore the aims mentioned, research questions asked, and test hypotheses developed in the introductory chapter of this study. The methods employed follow a synthesized framework which includes: the research design for this study, the study population, computation of sample size, sampling

technique adopted, methods employed to collect data, research instrument, validity and reliability of the research instrument as well as the method of data analysis employed.

### **3.1 Research Design**

This research utilized a mixed technique which comprised gathering quantitative data and the use of qualitative data to complement the conclusion produced from the analysis of quantitative data. The mixed method was utilized to determine the effect-relationship between political leadership and administrative ability on service delivery of local governments in Oyo State, Nigeria. In the same vein, a cross-sectional survey research strategy was chosen since it allows for analyzing a subset of a population at a moment in time. More so, researchers consider cross-sectional survey design ideal since it is cheaper and require less time compared to a longitudinal study<sup>1</sup>. The design entails the collecting of data from the research respondents only at a moment in time concerning topics under consideration. The choice of this research methodology is because it lets the researcher acquire more robust data to justify the purpose of the investigation; More so that its employment is founded on existent studies that found the mixed method approach suited for a study of this sort<sup>1, 2, 3</sup>.

### **3.2 Population of the Study**

The population of this research consists of 7,840,864 persons according to Oyo State Local Government Service Commission. This figure comprises individuals working in the local governments and the citizens. That is, political officials, staff workers, and citizens of Oyo State's thirty-three local governments. Given the goal of this research which analyzes political leadership, administrative ability, and service delivery, the target populations include local government personnel (political and appointed) and the citizens

of the local government studied. The rationale for this is to be able to obtain the required input to fulfill the objective of this research.

### 3.3 Sample and Sampling Techniques

The sample size of this research is three hundred and eighty-four (384) which is made up of local government workers in the six chosen local governments in Oyo State, Nigeria. This sample size was taken from existent literature sample size table as indicated in Table 3.2. In addition, the sample size for the people of the six local governments is three hundred and eighty-four (384) persons<sup>4</sup>. The inclusion of the people of the local governments under study is because they are seen as acceptable data source for service delivery of the local government of residence.

**Table 3.2: Table for Determining Sample Size of a known Population**

| N  | S  | N   | S   | N   | S   | N    | S   | N    | S   |
|----|----|-----|-----|-----|-----|------|-----|------|-----|
| 10 | 10 | 100 | 80  | 280 | 162 | 800  | 260 | 2800 | 338 |
| 15 | 14 | 110 | 86  | 290 | 165 | 850  | 265 | 3000 | 341 |
| 20 | 19 | 120 | 92  | 300 | 169 | 900  | 269 | 3500 | 346 |
| 25 | 24 | 130 | 97  | 320 | 175 | 950  | 274 | 4000 | 351 |
| 30 | 28 | 140 | 103 | 340 | 181 | 1000 | 278 | 4500 | 354 |

|    |    |     |     |     |     |      |     |                    |            |
|----|----|-----|-----|-----|-----|------|-----|--------------------|------------|
| 35 | 32 | 150 | 108 | 360 | 186 | 1100 | 285 | 5000               | 357        |
| 40 | 36 | 160 | 113 | 380 | 191 | 1200 | 291 | 6000               | 302        |
| 45 | 40 | 170 | 118 | 400 | 196 | 1300 | 297 | 7000               | 364        |
| 50 | 44 | 180 | 123 | 420 | 201 | 1400 | 302 | 8000               | 367        |
| 55 | 48 | 190 | 127 | 440 | 205 | 1500 | 306 | 9000               | 368        |
| 60 | 52 | 200 | 132 | 460 | 210 | 1600 | 310 | 10000              | 370        |
| 65 | 56 | 210 | 136 | 480 | 214 | 1700 | 313 | 15000              | 375        |
| 70 | 59 | 220 | 140 | 500 | 217 | 1800 | 317 | 20000              | 377        |
| 75 | 63 | 230 | 144 | 550 | 226 | 1900 | 320 | 30000              | 379        |
| 80 | 66 | 240 | 148 | 600 | 234 | 2000 | 322 | 40000              | 380        |
| 85 | 70 | 250 | 152 | 650 | 242 | 2200 | 327 | 50000              | 381        |
| 90 | 73 | 260 | 155 | 700 | 248 | 2400 | 331 | 75000              | 382        |
| 95 | 76 | 270 | 159 | 750 | 254 | 2600 | 335 | <b>100000above</b> | <b>384</b> |

**Source: Krejcie and Morgan Sample Size Determination Table (1970)**

Sampling is the practice of picking certain persons or things from a population for investigation or study. Because it would be impracticable to investigate the whole population in this circumstance, this selection would be crucial. In order to acquire a decent sample, this research will employ a multistage sampling approach. There are three sorts of sampling techniques: stratified sampling, simple random sampling, and purposive sampling. The multistage sampling approach was found to be valuable by this researcher because it is adaptable, cost-effective, and enables the researcher to split the general population into smaller groups or sample frames from which primary data may be gathered, analyzed, and conclusions derived. Stage one, all thirty-three (33) local governments were split into three (3) senatorial districts: Oyo South, Oyo North, and Oyo

Central, with each senatorial district's local governments being separated into urban and rural sectors.

Next, balloting procedure under simple random sample methodology was applied to choose two (2) local governments from each of the three senatorial districts, producing six (6) local governments. In this situation, the six chosen local governments consist of two urban and two rural local governments from each of the districts; so providing each of the thirty-three (33) local governments equal chance of being picked. An average number of sixty-four (64) resident members of the six chosen local governments were identified utilizing critical case sample method under purposive sampling approach. This sampling strategy is favorable, since it lets the researcher to pick the required samples that are most likely to offer the researcher the needed information for this study.

### **3.4 Description of Research Instrument**

Data were obtained using a structured questionnaire titled: Political Leadership, Administrative Capacity and Service Delivery (PLACSED) (PLACSED). The structured questionnaire was derived from earlier empirical investigations. This study also employs the Likert-type scale which let the researcher offer their opinion regarding the problem under study. The instrument was used to gather opinion and perception of local government workers and people on subjects such as Political Leadership, Administrative Capacity and Service Delivery.

Part A: This section is aimed to gather demographic information of respondents and these includes Bio – data of Respondents measured via five parameters; Age, Educational Qualification, employment level, and length of service.

Section B: This section is aimed to gather data on service delivery and it covers areas such as service quality, responsiveness and operational efficiency. Each of the modified questionnaires is regarded trustworthy given the reliability testing result published by academics. The Cronbach's alpha coefficient for the variables are 0.7, 0.8, 0.6, and 0.76 correspondingly. The answer possibilities accessible to respondents using the Likert-type scale are Very high = 4, High = 3, Low = 2, Very low = 1.

Part C: This section is aimed to gather data on Political leadership and covers several political leadership attitudes such as genuine leadership, transformational, Omoluabi leadership and agile leadership. Each of the modified questionnaire are deemed trustworthy given the reliability testing result revealed by academics. The Cronbach's alpha coefficient for the variables are 0.7, 0.8, 0.6, and 0.76 correspondingly. The answer possibilities accessible to respondents using the Likert-type scale are Very high = 4, High = 3, Low = 2, Very low = 1.

Part D: This section is aimed to gather data on administrative capacity and it covers elements such as strategic planning, innovative capabilities and management. Each of the modified questionnaire are deemed trustworthy given the reliability testing result revealed by academics. The Cronbach's alpha coefficient for the variables are 0.7, 0.8, 0.6, and 0.76 correspondingly. Sample of the items in the questionnaire include: participate in joint training with. The answer possibilities accessible to respondents using the Likert-type scale are Very high = 4, High = 3, Low = 2, Very low = 1. In total, service delivery has nineteen things, political leadership has thirty-two items, and administrative capacity has twenty items

### **3.5 Validity of Research Instrument**

The questionnaire questions in this research were acquired via relevant literature review and modified from studies that have been utilized and regarded valid instrument. For criteria and content validity, the instruments were verified by senior faculty members in the department of public administration, Lead City University Ibadan, the opinion of practitioners who took part in the pilot study and the researcher's supervisor. The inputs were utilized to amend the questionnaire as required for the main research.

### **3.6 Reliability of the Research Instrument**

The researcher put the questionnaires to reliability test to assess internal consistency of all items measuring each variable in the study. The internal consistency was utilized to establish the reliability of the replies to the elements of the questionnaire. Applicable to multiple-item assessment instruments (like this research), Cronbach's alpha coefficient is often utilized to determine this internal consistency. A Cronbach's alpha value of  $> 0.7$  but  $< 1$  score for a questionnaire is determined to be trustworthy. The reliability of the instrument was done via a pilot study employing 38 copies of the questionnaire which were given to other local government workers which is not part of the research. The outcome of the reliability test demonstrates that Cronbach Alpha's coefficient of 0.79, 0.81, and 0.760 argues that the instrument is dependable for the primary research.

### **3.7 Method of Data Collection**

This study employed the use of primary data, and the justification for a primary data source is because the documented report, that is, secondary data that can substantiate the interaction between political leadership, administrative capacity, and service delivery of local government in Oyo State, Nigeria, does not exist at the moment thereby warranting the use of primary data. Likewise, primary data permits obtaining more precise data from

the right respondents, so creating a better knowledge of the research population. A structured questionnaire in accordance with existent research was prepared and utilized as the instrument of data collection in addition to the interview sessions. The structured questionnaire and the interview give a strong data main data source that boosted the outcomes of a mixed method study above either of quantitative or qualitative research technique.

The researcher spoke with the necessary authorities at the six local governments to obtain permission to perform this study. This technique was essential because of the ethical difficulties in research related data acquisition. The permission of the local governments' officials helped significantly in easing the questionnaire administration, retrieval, and response rate. Considering the sample size and the time period permitted for this study, this researcher engaged six research assistants who aided in the administration, retrieval, and first sorting of the questionnaires. The researcher highlighted the relevance of the study's results (to local government officials and academics) to the research assistants. More so, underlining how skepticism in the administration of the questionnaire might imperil these conclusions. The six research assistants were taught in the following abilities: Communication, attention to detail, notably ensuring that respondents do not unintentionally leave things empty, and human skills to boost the response rate.

The questionnaires were given to local governments' personnel during opening hours at the office premises in Oyo State. The copies of questionnaires were delivered in person and by experienced research assistants, with precise instructions on the administration procedure. Lastly, an interview session was organized to acquire qualitative data to describe the restriction of local government in performing their statutory commitments to its inhabitants.

### **3.8 Method of Data Analysis**

The researcher evaluated the data acquired (after completing numerous data treatments) using descriptive, inferential statistics and content analysis. First, the descriptive was employed for the items in all the sections of the questionnaire. The use of descriptive statistics is useful since it helped to characterize and summarize data in terms of frequency distribution, mean, and percentage of response concerning variables under investigation, so addressing the research objectives. More crucially, descriptive statistics facilitated the process of doing inferential statistics.

Concerning the inferential statistics, this research employs a partial least square structural equation modeling as the analytical approach to assess the hypotheses made for this study. Specifically, hypothesis one, two, three and four were investigated using multiple regression because it established the influence of each sub-measure of the predictor variables (political leadership and administrative ability) on each measure of local government service delivery correspondingly. The outcome of the hypotheses tested is significant at probability value of less than 0.05. The descriptive statistics was done using Statistical Package for Service Solutions (SPSS) version 25. The inferential statistics was done using SmartPLS version 3.3.5 since it is an acceptable statistical platform that permits primary data (questionnaire) to execute data analysis. With relation to the research question five, an interview was done. In addition, the interview data on the problems and restrictions to local government performing their constitutional commitment to its inhabitants were investigated by content analysis. It is vital to highlight that the interview results were utilized to give further support for the conclusions of the qualitative analysis. Table 3.X is the summary table for each aim and the technique of analysis employed.

### 3.9 Method of Analyzing Objectives

**Table 3.9: Method of Analyzing Objectives in this Research**

| Objectives   | Analytical techniques      | statistical |
|--|----------------------------|-------------|
| 1. examine the extent to which political leadership affected operational efficiency in local government of Oyo State.                                  | Multiple linear regression |             |
| 2. assess the effect of administrative capacity on service quality of local government in Oyo State.   | Multiple linear regression |             |
| 3. examine the effect of administrative capacity on responsiveness of the local government in Oyo State.   | Multiple linear regression |             |
| 4. evaluate the effect on political leadership and administrative capacity on service delivery of the local government in Oyo State.                   | Multiple linear regression |             |
| 5. investigate the constraints of political leadership in the execution of constitutional responsibilities at the local government level in Oyo State. | Content Analysis           |             |

**Source:** Author's compilation, (2022).

#### Endnotes

1. T. Hoppe, M. M. Van Den Berg, & F. H. Coenen, *Reflections on the Uptake of Climate Change Policies by Local Governments: Facing the Challenges of Mitigation and Adaptation*. **Energy, Sustainability and Society**, 4(8), 2014, 210-229.
2. A. B. Onamusi, *Entry Mode Strategy, Customer Engagement, and Firm Performance*. **Journal of Business and Social Review in Emerging Economies**, 6(1), 2020, 99-112.
3. E. O. Ibem, *Community-Led Infrastructure Provision in Low-Income Urban Communities in Developing Countries: A Study on Ohafia, Nigeria*. **Cities**, 26(3), 2009, 125-132.

4. *International Federation of Red Cross and Red Crescent Societies (IFRC) World Disaster Report 2010: Focus on Urban Risk, IFRC, Geneva, 2010.*

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## **Chapter Four**

### **Results and Discussion of Findings**

This chapter gives the empirical results from the data analysis undertaken, interpretation of the findings, and comments of the research outcomes. The purpose of this research is to analyze the impact of political leadership and administrative ability on service delivery of local government in Oyo State, Nigeria. To meet the purpose of the study, the research was done using questionnaire and interview as media utilized to acquire the essential

information. Information on respondents' demographic, response rate, response to each variable and test of hypotheses are offered in this chapter. Data analysis was done using the Statistical Product and Service Solutions (SPSS version 25.0) and SmartPLS version 3.3.3. The chapter finishes with the discussion of findings.

#### 4.1 Demographic Data Analysis

A total of three hundred and eighty-four (384) copies of questionnaire were administered to the personnel of local government and the population separately. For the local government, three hundred and ten (310) copies were obtained. After sorting the questionnaires two hundred and thirty-two (232) copies were validated as properly completed and declared useful. For the local government people, three hundred and ten (323) copies were obtained. After sorting the questionnaires two hundred and thirty-two (257) copies were validated as properly completed and declared useful. The usable questionnaire indicated 60.41 percent and 66.92 percent response rate for local government officials and their resident accordingly.

#### 4.2 Presentation of Data

**Table 4.1: Demographic Characteristics of Respondents**

| Variable | Category | Frequency | Percentage |
|----------|----------|-----------|------------|
| Age      | 21-30    | 4         | 1.7%       |
|          | 31-40    | 17        | 7.3%       |
|          | 41-50    | 102       | 44.0%      |

|                             |                           |     |       |
|-----------------------------|---------------------------|-----|-------|
|                             | 51-60                     | 97  | 41.8% |
|                             | 61-65                     | 12  | 5.2%  |
| Academic<br>Qualification 1 | ND/NCE                    | 12  | 5.2%  |
|                             | BSc/BA/HND                | 98  | 42.2% |
|                             | PGD/MBA/MSc/<br>MA        | 122 | 52.6% |
| Academic<br>Qualification 2 | ND/NCE                    | 81  | 34.9% |
|                             | B.Sc/BA/HND               | 107 | 46.1% |
|                             | PGD/MBA/MSc/<br>MA        | 29  | 12.5% |
|                             | MPhil                     | 2   | 0.9%  |
|                             | PhD                       | 2   | 0.9%  |
|                             | Others                    | 11  | 4.7%  |
| Job Level                   | Middle<br>Management      | 109 | 47.0% |
|                             | Operational<br>Management | 123 | 53.0% |
|                             | Top Management            | -   | -     |
| Length of Service           | Below 5years              | 9   | 3.9%  |
|                             | 6-10years                 | 22  | 9.5%  |
|                             | 11-15years                | 50  | 21.6% |
|                             | 16years+                  | 151 | 65.1% |

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**Source: Researcher's Result via SPSS Version 25, (2022)**

This section consists of background and respondents' information that describes basic characteristics such as age of the respondents, academic qualification, job level, and length of service. To this effect, the results are presented in Table 4.1.

Table 4.1 presents the demographic and personal profile of respondents used for this study. Demographic and personal profile of respondents as shown in table 4.2. Profile of age revealed that 4 respondents representing 1.7% were between the ages of 21-30years, 17 respondents representing 7.3% were between 31-40 years, 102 respondents representing 44.0% were between 41-50years, 97 respondents representing 41.8% were between 51-60years, and 12 respondents representing 5.2% were between the ages of 61-65years indicating that most of the respondents were between 41-50years. Furthermore, 12 respondents representing 5.2% had ND/NCE as their academic qualification, 98 respondents representing 42.2% had BSc/BA/HND, 122 respondents representing 52.6% had PGD/MBA/MSc/MA.

In addition, another set of 81 respondents representing 34.9% had ND/NCE, 107 respondents representing 46.1% had BSc/BA/HND, 29 respondents representing 12.5% had PGD/MBA/MSc/MA, 2 respondents representing 0.9% had MPhil, 2 respondents representing 0.9% had PhD, and 11 respondents representing 4.7% had other qualifications. However, 9 respondents representing 3.9% had spent below 5 years in service, 22 respondents representing 9.5% had spent between 6-10 years, 50 respondents representing 21.6% had spent 11-15 years, and 151 respondents representing 65.1% had spent 16 years plus. Also, 109 respondents representing 47.0% were middle management, and 123 respondents representing 53.0% were operational management.

#### **4.2.1 Research Questions**

**Research Question One: What is the effect of political leadership on operational efficiency of local government of Oyo State?**

**Table 4.2: Descriptive Analysis of Responses on the Political Leadership Operational in Local Government in Oyo State, Nigeria**

| <b>Transformational Leadership</b>                         | <b>VHE</b>    | <b>HE</b>      | <b>LE</b>     | <b>VLE</b>    | <b>Mean</b> |
|--|---------------|----------------|---------------|---------------|-------------|
| Always on the lookout for new opportunities LG             | 87<br>(37.5%) | 76<br>(32.8%)  | 35<br>(15.1%) | 34<br>(14.7%) | 2.93        |
| Has a clear view for its final aims for the LG             | 57<br>(24.6%) | 100<br>(43.1%) | 56<br>(24.1%) | 19<br>(8.2%)  | 2.84        |
| Succeeds in motivating all the LG personnel                | 30<br>(12.9%) | 108<br>(46.6%) | 72<br>(31.0%) | 22<br>(9.5%)  | 2.63        |
| Always act as the LG's leading force                       | 37<br>(15.9%) | 114<br>(49.1%) | 63<br>(27.2%) | 18<br>(7.8%)  | 2.73        |
| Sets high goals for myself (high performance expectations) | 48<br>(20.7%) | 102<br>(44.0%) | 66<br>(28.4%) | 16<br>(6.9%)  | 2.78        |
| Inspires others in the LG with their future plans          | 53<br>(22.8%) | 81<br>(34.9%)  | 61<br>(26.3%) | 37<br>(15.9%) | 2.65        |
| Behaves in a manner thoughtful of my personal needs        | 55<br>(23.7%) | 59<br>(25.4%)  | 68<br>(29.3%) | 50<br>(21.6%) | 2.51        |
| Weighted Mean  |               |                |               |               | 2.72        |
| <b>Authentic Leadership</b>                                | <b>VHE</b>    | <b>HE</b>      | <b>LE</b>     | <b>VLE</b>    | <b>Mean</b> |
| Has a clear understanding of his/her leadership philosophy | 71<br>(30.6%) | 77<br>(33.2%)  | 43<br>(18.5%) | 41<br>(17.7%) | 2.77        |
| Actively listen to diverse points of view                  | 42<br>(18.1%) | 76<br>(32.8%)  | 74<br>(31.9%) | 40<br>(17.2%) | 2.52        |

|   |               |               |               |               |             |
|---|---------------|---------------|---------------|---------------|-------------|
| Follow through on promises he/she makes                       | 29<br>(12.5%) | 74<br>(31.9%) | 96<br>(41.4%) | 33<br>(14.2%) | 2.43        |
| Genuinely celebrate staff commitment to LG's progress         | 54<br>(23.3%) | 69<br>(29.7%) | 75<br>(32.3%) | 34<br>(14.7%) | 2.62        |
| Treat staff in the LG with dignity and respect                | 59<br>(25.4%) | 70<br>(30.2%) | 71<br>(30.6%) | 32<br>(13.8%) | 2.67        |
| Show genuine concern for employee's wellbeing                 | 39<br>(16.8%) | 74<br>(31.9%) | 73<br>(31.5%) | 46<br>(19.8%) | 2.46        |
| Encourage learning and development across units in the LG     | 44<br>(19.0%) | 79<br>(34.1%) | 71<br>(30.6%) | 38<br>(16.4%) | 2.56        |
| Demonstrate genuine self-discipline                           | 51<br>(22.0%) | 60<br>(25.9%) | 96<br>(41.4%) | 25<br>(10.8%) | 2.59        |
| Builds a system of shared purpose for all employees in the LG | 47<br>(20.3%) | 67<br>(28.9%) | 75<br>(32.3%) | 43<br>(18.5%) | 2.51        |
| Weighted Mean   |               |               |               |               | 2.57        |
| <b>Omoluabi Leadership</b>                                    | <b>VHE</b>    | <b>HE</b>     | <b>LE</b>     | <b>VLE</b>    | <b>Mean</b> |
| Has respect for all employees in the LG                       | 81<br>(34.9%) | 54<br>(23.3%) | 61<br>(26.3%) | 36<br>(15.5%) | 2.78        |
| Possess sound character and wisdom in judgement               | 38<br>(16.4%) | 72<br>(31.0%) | 85<br>(36.6%) | 37<br>(15.9%) | 2.48        |
| Readiness to assist employees                                 | 44<br>(19.0%) | 63<br>(27.2%) | 74<br>(31.9%) | 51<br>(22.0%) | 2.43        |
| Truthful and reliable   | 56<br>(24.1%) | 61<br>(26.3%) | 73<br>(31.5%) | 42<br>(18.1%) | 2.56        |
| Able to handle problems adequately                            | 46<br>(19.8%) | 83<br>(35.8%) | 60<br>(25.9%) | 43<br>(18.5%) | 2.57        |

|   |               |               |               |               |      |
|---|---------------|---------------|---------------|---------------|------|
| Able to discharge his duties responsibly                            | 47<br>(20.3%) | 77<br>(33.2%) | 93<br>(40.1%) | 15<br>(6.5%)  | 2.67 |
| Possess excellent knowledge of the business                         | 46<br>(19.8%) | 74<br>(31.9%) | 80<br>(34.5%) | 32<br>(13.8%) | 2.58 |
| Consistent use of socially approved expression to address employees | 42<br>(18.1%) | 75<br>(32.3%) | 82<br>(35.3%) | 33<br>(14.2%) | 2.54 |

Weighted Mean 2.58

| <b>Agile Leadership</b>                                   | <b>VHE</b>    | <b>HE</b>     | <b>LE</b>     | <b>VLE</b>    | <b>Mean</b> |
|---|---------------|---------------|---------------|---------------|-------------|
| Ability to quickly cope with complex environmental issues | 75<br>(32.3%) | 55<br>(23.7%) | 71<br>(30.6%) | 31<br>(13.4%) | 2.75        |
| Value high quality thinking in problem solving            | 45<br>(19.4%) | 80<br>(34.5%) | 78<br>(33.6%) | 29<br>(12.5%) | 2.61        |
| Provide opportunity for transparent feedbacks             | 51<br>(22.0%) | 82<br>(35.3%) | 68<br>(29.3%) | 31<br>(13.4%) | 2.66        |
| Builds a system of shared purpose for all employees       | 47<br>(20.3%) | 78<br>(33.6%) | 73<br>(31.5%) | 34<br>(14.7%) | 2.59        |
| Inspires employees to bring their best to work            | 42<br>(18.1%) | 89<br>(38.4%) | 73<br>(31.5%) | 28<br>(12.1%) | 2.63        |
| Develop tomorrow's leader without prejudice               | 58<br>(25.0%) | 69<br>(29.7%) | 71<br>(30.6%) | 34<br>(14.7%) | 2.65        |
| Decentralize appropriate authority with the LG            | 40<br>(17.2%) | 87<br>(37.5%) | 63<br>(27.2%) | 42<br>(18.1%) | 2.54        |
| Encourage change in the LG without chaos                  | 39<br>(16.8%) | 82<br>(35.3%) | 67<br>(28.9%) | 44<br>(19.0%) | 2.50        |
| Weighted Mean for political leadership                    |               |               |               |               | 2.62        |

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**Source: Researcher's Result via SPSS Version 25, (2022)**

According to findings in Table 4.2. 37.5 percent of respondents assessed to a very high level that they are continually on the lookout for new prospects for the LG, 32.8 percent to a high extent, 15.1 percent to a low extent, and 14.7 percent to a very low extent. On average, the respondents said that they are continually on the hunt for new chances for the LG has a mean of 2.93. Results also revealed that 24.6 percent of respondents evaluated to a very high level that they had a clear perspective of its eventual ambitions for the LG, 43.1 percent to a high extent, 24.1 percent to a low extent, and 8.2 percent to a very low extent. On average, the respondents said that they had a clear perspective of its eventual ambitions for the LG has a mean of 2.84. Results also revealed that 12.9 percent of the respondents assessed to a very high level that they succeed in inspiring all the LG people, 46.6 percent to a high extent, 31.0 percent to a low extent, and 9.5 percent to a very low extent. On average, the respondents reported that they succeed in motivating all the LG workers has a mean of 2.63.

Results also suggested that 15.9 percent of the respondents assessed to a very high level that they always functions as the LG's leading force, 49.1 percent to a high extent, 27.2 percent to a low extent, and 7.8 percent to a very low extent. On average, the respondents reported that they always function as the LG's leading force has a mean of 2.73. Results also revealed that 20.7 percent of the respondents ranked to a very high degree they set high objectives for themselves (high performance expectations), 44.0 percent to a moderate level, 28.4 percent to a low extent, and 6.9 percent to a very low extent. On average, the respondents said that they set high objectives for themselves (high performance expectations) has a mean of 2.78. Results also suggested that 22.8 percent of the respondents assessed to a very high level that they inspires people in the LG with their future aspirations, 34.9 percent to a high extent, 26.3 percent to a low amount, and 15.9 percent to a very low extent. On average, the respondents reported that they inspire

people in the LG with their future aspirations has a mean of 2.65. Results also suggested that 23.7 percent of the respondents assessed to a very high degree that they conduct in a way attentive of their own requirements, 25.4 percent to a high level, 29.3 percent to a low extent, 21.6 percent to a very low extent. On average the respondents reported that they conduct in a way considerate of their own needs has a mean of 2.51.

According to data in Table 4.2. 30.6 percent of respondents evaluated to a very high degree that they have a clear knowledge of their leadership philosophy, 33.2 percent to a high level, 18.5 percent to a low extent, and 17.7 percent to a very low extent. On average, the respondents reported that they have a firm knowledge of their leadership ideology has a mean of 2.77. Results also revealed that 18.1 percent of respondents assessed to a very high level that they actively listen to various points of view, 32.8 percent to a high extent, 31.9 percent to a low extent, and 17.2 percent to a very low extent. On average, the respondents reported that they actively listen to various points of view has a mean of 2.52.

Results also revealed that 12.5 percent of the respondents assessed to a very high level that they follow through on commitments they make, 31.9 percent to a high extent, 41.4 percent to a low extent, and 14.2 percent to a very low extent. On average, the respondents stated that they follow through on commitments they make has a mean of 2.43. Results also suggested that 23.3 percent of the respondents assessed to a very high level that they sincerely applaud staff devotion to LG's growth, 29.7 percent to a high extent, 32.3 percent to a low extent, and 14.7 percent to a very low extent. On average, the respondents said that they sincerely applaud employee devotion to LG's growth has a mean of 2.62. Results also revealed that 25.4 percent of the respondents assessed to a very high level that they treat personnel in the LG with dignity and respect, 30.2 percent to a high extent, 30.6 percent to a low extent, and 13.8 percent to a very low extent. On

average, the respondents responded that they treat personnel in the LG with decency and respect with a mean of 2.67. Results also suggested that 16.8 percent of the respondents scored to a very high level that they exhibit real care for employee's wellness, 31.9 percent to a high extent, 31.5 percent to a low extent, and 19.8 percent to a very low extent. On average, the respondents reported that they demonstrate genuine care for employee's wellness has a mean of 2.46. Results also revealed that 19.0 percent of the respondents assessed to a very high level that they foster learning and development across units in the LG, 34.1 percent to a high extent, 30.6 percent to a low extent, 16.4 percent to a very low extent. On average the respondents responded that they foster learning and development across units in the LG has a mean of 2.56. Results also revealed that 22.0 percent of respondents assessed to a very high level that they display true self-discipline, 25.9 percent to a high extent, 41.4 percent to a low extent, and 10.8 percent to a very low extent. On average, the respondents said that they display true self-discipline has a mean of 2.59. Results also revealed that 20.3 percent of the respondents rated to a very degree that they construct a system of shared purpose for all workers in the Local Government, 28.9 percent to a high extent, 32.3 percent to a low level, and 18.5 percent to a very low extent. On average, the respondents answered that they construct a framework of shared purpose for all workers in the Local Government has a mean of 2.51.

According to data in Table 4.2. 34.9 percent of respondents evaluated to a very high level that they have respect for all personnel in the Local Government, 23.3 percent to a high extent, 26.3 percent to a low extent, and 15.5 percent to a very low extent. On average, the respondents stated that they had respect for all workers in the Local Government has a mean of 2.78. Results also revealed that 16.4 percent of respondents assessed to a very high level that they had good character and wisdom in judgment, 31.0 percent to a high extent, 36.6 percent to a low extent, and 15.9 percent to a very low extent. On average,

the respondents reported that they had solid character and wisdom in judgment has a mean of 2.48. Results also revealed that 19.0 percent of the respondents assessed to a very high level that they are ready to support workers, 27.2 percent to a moderate extent, 31.9 percent to a low extent, and 22.0 percent to a very low extent. On average, the respondents stated that they are ready to support staff has a mean of 2.43. Results also revealed that 24.1 percent of the respondents assessed to a very high degree that they are honest and dependable, 26.3 percent to a high level, 31.5 percent to a low extent, and 18.1 percent to a very low extent. On average, the respondents stated that they are honest and dependable has a mean of 2.56. Results also revealed that 19.8 percent of the respondents evaluated to a very high level that they are able to manage issues properly, 35.8 percent to a high extent, 25.9 percent to a low extent, and 18.5 percent to a very low extent. On average, the respondents reported that they are able to manage situations appropriately had a mean of 2.57.

Results also revealed that 20.3 percent of the respondents assessed to a very high level that they are able to fulfill their obligations responsibly, 33.2 percent to a high extent, 40.1 percent to a low extent, and 6.5 percent to a very low extent. On average, the respondents stated that they are competent to fulfill their tasks responsibly has a mean of 2.67. Results also revealed that 19.8 percent of the respondents assessed to a very high degree that they had outstanding understanding of the company, 31.9 percent to a high level, 34.5 percent to a low extent, 13.8 percent to a very low extent. On average the respondents reported that they had outstanding understanding of the company has a value of 2.58. Results also revealed that 18.1 percent of respondents assessed to a very high level that they constantly make use of socially accepted phrase to address workers, 32.3 percent to a high extent, 35.3 percent to a low extent, and 14.2 percent to a very low

extent. On average, the respondents said that they constantly make use of socially appropriate phrase to address workers has a mean of 2.54.

According to data in Table 4.2. 32.3 percent of respondents evaluated to a very high level that they have the capacity to swiftly deal with complicated environmental problem, 23.7 percent to a high extent, 30.6 percent to a low extent, and 13.4 percent to a very low extent. On average, the respondents stated that they have the capacity to swiftly deal with complicated environmental concerns has a mean of 2.75. Results also suggested that 19.4 percent of respondents assessed to a very high level that they value high quality thinking in issue solving, 34.5 percent to a high extent, 33.6 percent to a low extent, and 12.5 percent to a very low extent. On average, the respondents reported that they appreciate high quality thinking in issue solving with a mean of 2.61. Results also revealed that 22.0 percent of the respondents assessed to a very high degree that they give opportunity for transparent feedbacks, 35.3 percent to a high level, 29.3 percent to a low extent, and 13.4 percent to a very low extent. On average, the respondents responded that they give chance for candid feedbacks has a value of 2.66. Results also revealed that 20.3 percent of the respondents assessed to a very high level that they construct a system of shared purpose for all workers, 33.6 percent to a moderate extent, 31.5 percent to a low extent, and 14.7 percent to a very low extent. On average, the respondents responded that they construct a framework of shared purpose for all workers with a mean of 2.59.

Results also revealed that 18.1 percent of the respondents assessed to a very high level that they motivate workers to put their best to work, 38.4 percent to a high extent, 31.5 percent to a low extent, and 12.1 percent to a very low extent. On average, the respondents reported that they motivate people to put their best to work has a mean of 2.63. Results also suggested that 25.0 percent of the respondents scored to a very high

level that they create tomorrow's leader without bias, 29.7 percent to a high extent, 30.6 percent to a low extent, and 14.7 percent to a very low extent. On average, the respondents said that they create tomorrow's leader without prejudice has a mean of 2.65. Results also revealed that 17.2 percent of the respondents assessed to a very high degree that they decentralize suitable power with the Local Government, 37.5 percent to a high level, 27.2 percent to a low extent, and 18.1 percent to a very low extent. On average the respondents stated that they decentralize suitable power with the Local Government has a mean of 2.54. Results also revealed that 16.8 percent of the respondents scored to a very high level that they welcome change in the Local Government without chaos, 35.3 percent to a high extent, 28.9 percent to a low extent, and 19.0 percent to a very low extent. On average, the respondents stated that they welcome change in the Local Government without turmoil has a mean of 2.50.

**Table 4.3: Descriptive Analysis of Responses on the Level of Operational Efficiency of Local Government in Oyo State, Nigeria**

| <b>Operational Efficiency</b>                              | <b>SA</b>     | <b>A</b>       | <b>D</b>      | <b>SD</b>     | <b>Mean</b> |
|--|---------------|----------------|---------------|---------------|-------------|
| Exhibit readiness to serve in different capacity in the LG | 75<br>(32.3%) | 110<br>(47.4%) | 26<br>(11.2%) | 20<br>(8.6%)  | 3.04        |
| Timely delivery of work done                               | 38<br>(16.4%) | 140<br>(60.3%) | 38<br>(16.4%) | 16<br>(6.9%)  | 2.86        |
| Ability to work with less supervision in the LG            | 46<br>(19.8%) | 135<br>(58.2%) | 39<br>(16.8%) | 12<br>(5.2%)  | 2.93        |
| Able to perform increasing number of assignments given     | 51<br>(22.0%) | 108<br>(46.6%) | 48<br>(20.7%) | 25<br>(10.8%) | 2.80        |
| Encourage low personnel absenteeism                        | 39<br>(16.8%) | 93<br>(40.1%)  | 57<br>(24.6%) | 43<br>(18.5%) | 2.55        |

|   |               |                |               |               |      |
|---|---------------|----------------|---------------|---------------|------|
| Reducing public complaint about the LG service delivery | 45<br>(19.4%) | 110<br>(47.4%) | 53<br>(22.8%) | 24<br>(10.3%) | 2.76 |
| Striving to improve public image for the LG             | 53<br>(22.8%) | 103<br>(44.4%) | 51<br>(22.0%) | 25<br>(10.8%) | 2.79 |
| Weighted Mean   |               |                |               |               | 2.82 |

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**Source: Researcher's Result via SPSS Version 25, (2022)**

According to results in Table 4.3. 32.3% of respondents strongly agree that they exhibit readiness to serve in different capacity in the Local Government, 47.4% agree, 11.2% disagree, and 8.6% strongly disagree. On average, the respondents indicated that they exhibit readiness to serve in different capacity in the Local Government has a mean of 3.04. Results also indicated that 16.4% of respondents strongly agree that they engage in timely delivery of work done, 60.3% agree, 16.4% disagree, and 6.9% strongly disagree. On average, the respondents indicated that they engage in timely delivery of work done has a mean of 2.68. Results also indicated that 19.8% of the respondents strongly agree that they are able to work with less supervision in the Local Government, 58.2% agree, 16.8% disagree, and 5.2% strongly disagree. On average, the respondents indicated that they are able to work with less supervision in the Local Government has a mean of 2.93.

Results also indicated that 22.0% of the respondents strongly agree that they are able to perform increasing number of assignments given, 46.6% agree, 20.7% disagree, and 10.8% strongly disagree. On average, the respondents indicated that they are able to perform increasing number of assignments given has a mean of 2.80. Results also indicated that 16.8% of the respondents strongly agree that they encourage low personnel absenteeism, 40.1% agree, 24.6% disagree, and 18.5% strongly disagree. On average, the respondents indicated that they encourage low personnel absenteeism has a mean of 2.55.

Results also indicated that 19.4% of the respondents strongly agree that they are reducing public complaints about the LG's service delivery, 47.4% agree, 22.8% disagree, and 10.3% strongly disagree. On average, the respondents indicated that they are reducing public complaints about the LG's service delivery has a mean of 2.76. Results also indicated that 22.8% of the respondents strongly agree that they are striving to improve public image for the Local Government, 44.4% agree, 22.0% disagree, and 10.8% strongly disagree. On average, the respondents indicated that they are striving to improve public image for the Local Government has a mean of 2.79.

The weighted mean for political leadership is 2.62 which indicates that on average, respondents agreed with most of the statements on the fairly-high scale as it relates to how transformational leadership, authentic leadership, Omoluabi leadership and agile leadership are appropriate orientation of political leadership. Relating results in tables 4.2, and 4.3 together, the political leadership components (transformational leadership, authentic leadership, Omoluabi leadership and agile leadership) have varying patterns of increase with operational efficiency considering the local government under investigation.

The findings reveal that the local government in Oyo State are found to exhibit different leadership orientation such as transformational leadership, authentic leadership, Omoluabi leadership and agile leadership. Likewise, there is evidence to substantiate achievement of operational efficiency even though the level is fair high. The descriptive analysis for the political leadership orientation and that of operational efficiency of the local government in Oyo State, Nigeria was moderately high level. Nevertheless, reasonable efforts by local government leadership can be intensified to improve the operational efficiency of the local government in Oyo State, Nigeria. Consequent on these findings mentioned above, it suggests that political leadership may influence operational efficiency of local government in Oyo State, Nigeria. This provided response to the

research question one and create the basis for the achievement of first objective of this study.

**Research Question Two: What is the effect of administrative capacity on service quality of Local Government of Oyo State?**

**Table 4.4: Descriptive Analysis of Responses on the Level of Administrative Capacity of Local Government of Oyo State, Nigeria**

| <b>Strategic Planning</b>                                    | <b>VHE</b>     | <b>HE</b>      | <b>LE</b>     | <b>VLE</b>    | <b>Mean</b> |
|--|----------------|----------------|---------------|---------------|-------------|
| Establish specific actions to implement its mandate          | 71<br>(30.6%)  | 125<br>(53.9%) | 32<br>(13.8%) | 4<br>(1.7%)   | 3.13        |
| Align LG culture with the strategy                           | 36<br>(15.5%)  | 127<br>(54.7%) | 65<br>(28.0%) | 4<br>(1.7%)   | 2.84        |
| Commit employees towards the mandate of the LG               | 91<br>(39.2%)  | 85<br>(36.6%)  | 52<br>(22.4%) | 4<br>(1.7%)   | 3.13        |
| Designate who is responsible for each action in the LG       | 76<br>(32.8%)  | 96<br>(41.4%)  | 31<br>(13.4%) | 29<br>(12.5%) | 2.94        |
| Establish plans to achieve a better future for the LG        | 100<br>(43.1%) | 73<br>(31.5%)  | 37<br>(15.9%) | 22<br>(9.5%)  | 3.08        |
| Established comprehensive plan to meet the purpose of the LG | 81<br>(34.9%)  | 83<br>(35.8%)  | 56<br>(24.1%) | 12<br>(5.2%)  | 3.00        |
| Weighted Mean  |                |                |               |               | 3.02        |

| <b>Innovation Capability</b>                                | <b>VHE</b>    | <b>HE</b>      | <b>LE</b>     | <b>VLE</b>    | <b>Mean</b> |
|---|---------------|----------------|---------------|---------------|-------------|
| Improved operational processes                              | 47<br>(20.3%) | 114<br>(49.1%) | 63<br>(27.2%) | 8<br>(3.4%)   | 2.86        |
| Acquire technology to improve service delivery              | 62<br>(26.7%) | 83<br>(35.8%)  | 66<br>(28.4%) | 21<br>(9.1%)  | 2.80        |
| Routine renewal of management protocols                     | 64<br>(27.6%) | 98<br>(42.2%)  | 66<br>(28.4%) | 4<br>(1.7%)   | 2.96        |
| Introduce Novel reward system                               | 36<br>(15.5%) | 110<br>(47.4%) | 65<br>(28.0%) | 21<br>(9.1%)  | 2.69        |
| Introduce flexible job responsibilities                     | 47<br>(20.3%) | 91<br>(39.2%)  | 73<br>(31.5%) | 21<br>(9.1%)  | 2.71        |
| Collaborate with other State's LG to deliver better value   | 36<br>(15.5%) | 109<br>(47.0%) | 59<br>(25.4%) | 28<br>(12.1%) | 2.66        |
| Weighted Mean   |               |                |               |               | 2.78        |
| <b>Management Control</b>                                   | <b>VHE</b>    | <b>HE</b>      | <b>LE</b>     | <b>VLE</b>    | <b>Mean</b> |
| Adopt sets of procedures that monitor its activities        | 81<br>(34.9%) | 99<br>(42.7%)  | 48<br>(20.7%) | 4<br>(1.7%)   | 3.11        |
| Have in place mechanisms for mitigation unethical behaviour | 78<br>(33.6%) | 91<br>(39.2%)  | 55<br>(23.7%) | 8<br>(3.4%)   | 3.03        |
| Identify changes in the internal environment                | 45<br>(19.4%) | 118<br>(50.9%) | 64<br>(27.6%) | 5<br>(2.2%)   | 2.88        |
| Identify changes in the external environment                | 39<br>(16.8%) | 114<br>(49.1%) | 67<br>(28.9%) | 12<br>(5.2%)  | 2.78        |
| Make LG personnel accountable for their actions             | 95<br>(40.9%) | 88<br>(37.9%)  | 45<br>(19.4%) | 4<br>(1.7%)   | 3.18        |
| Upheld ethical values in all management                     | 75            | 105            | 44            | 8             | 3.06        |

|   |               |                |               |              |      |
|---|---------------|----------------|---------------|--------------|------|
| decisions   | (32.3%)       | (45.3%)        | (19.0%)       | (3.4%)       |      |
| Have in place a system that ensure due process is followed in the discharge of duties within the LG | 56<br>(24.1%) | 117<br>(50.4%) | 47<br>(20.3%) | 12<br>(5.2%) | 2.94 |
| The agency has in place a structure that spells out all the responsibilities of each unit           | 67<br>(28.9%) | 101<br>(43.5%) | 46<br>(19.8%) | 18<br>(7.8%) | 2.94 |
| Weighted Mean for Administrative capacity   |               |                |               |              | 2.91 |

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**Source: Researcher's Result via SPSS Version 25, (2022)**

The above results in Table 4.4. 30.6% shows that respondents rated to a very high extent that they establish specific actions to implement its mandate, 53.9% to a high extent, 13.8% to a low extent, and 1.7% to a very low extent. On average, the respondents indicated that they establish specific actions to implement its mandate has a mean of 3.13. Results also indicated that 15.5% of respondents rated to a very high extent that they align LG culture with the strategy, 54.7% to a high extent, to a 28.0% low extent, and 1.7% to a very low extent. On average, the respondents indicated that they align LG culture with the strategy has a mean of 2.84. Results also indicated that 39.2% of the respondents rated to a very high extent that they commit employees towards the mandate of the Local Government, 36.6% to a high extent, 22.4% to a low extent, and 1.7% to a very low extent. On average, the respondents indicated that they commit employees towards the mandate of the Local Government has a mean of 3.13.

Results also indicated that 32.8% of the respondents rated to a very high that they designate who is responsible for each action in its Local Government, 41.4% to a high extent, 13.4% to a low extent, and 12.5% to a very low extent. On average, the

respondents indicated that they designate who is responsible for each action in its Local Government has a mean of 2.94. Results also indicated that 43.1% of the respondents rated to a very high extent that they establish plans to achieve a better future for the Local Government, 31.5% to a high extent, 15.9% to a low extent, and 9.5% to a very low extent. On average, the respondents indicated that they establish plans to achieve a better future for the Local Government has a mean of 3.08. Results also indicated that 34.9% of the respondents rated to a very high extent that they establish comprehensive plan to meet the purpose of the Local Government, 35.8% to a high extent, 24.1% to a low extent, and 5.2% to a very low extent. On average, the respondents indicated that they establish comprehensive plan to meet the purpose of the Local Government has a mean of 3.00.

According to results in Table 4.4. 20.3% of respondents rated to a very high extent that they improve operational processes, 49.1% to a high extent, 27.2% to a low extent, and 3.4% to a very low extent. On average, the respondents indicated that they improve operational processes has a mean of 2.86. Results also indicated that 26.7% of respondents rated to a very high extent that they acquire technology to improve service delivery, 35.8% to a high extent, 28.4% to a low extent, and 9.1% to a very low extent. On average, the respondents indicated that they acquire technology to improve service delivery has a mean of 2.80. Results also indicated that 27.6% of the respondents rated to a very high extent that there is routine renewal of management protocols, 42.2% to a high extent, 28.4% to a low extent, and 1.7% to a very low extent. On average, the respondents indicated that there is routine renewal of management protocols has a mean of 2.96. Results also indicated that 15.5% of the respondents rated to a very high that they introduce novel reward system, 47.4% to a high extent, 28.0% to a low extent, and 9.1% to a very low extent. On average, the respondents indicated that they introduce novel reward system has a mean of 2.69.

Results also indicated that 20.3% of the respondents rated to a very high extent that they introduce flexible job responsibilities, 39.2% to a high extent, 31.5% to a low extent, and 9.1% to a very low extent. On average, the respondents indicated that they introduce flexible job responsibilities has a mean of 2.71. Results also indicated that 15.5% rated to a very high extent that they collaborate with other State's Local Government to deliver better value, 47.0% to a high extent, 25.4% to a low extent, and 12.1% to a very low extent. On average, the respondents indicated that they collaborate with other State's Local Government to deliver better value has a mean of 2.66.

According to results in Table 4.4. 34.9% of respondents rated to a very high extent that they adopt sets of procedures that monitor its activities, 42.7% to a high extent, 20.7% to a low extent, and 1.7% to a very low extent. On average, the respondents indicated that they adopt sets of procedures that monitor its activities has a mean of 3.11. Results also indicated that 33.6% of respondents rated to a very high extent that they have in place mechanisms for mitigation unethical behaviour, 39.2% to a high extent, 23.7% to a low extent, and 3.4% to a very low extent. On average, the respondents indicated that they have in place mechanisms for mitigation unethical behaviour has a mean of 3.03. Results also indicated that 19.4% of the respondents rated to a very high extent that they identify changes in the internal environment, 50.9% to a high extent, 27.6% to a low extent, and 2.2% to a very low extent. On average, the respondents indicated that they identify changes in the internal environment has a mean of 2.88. Results also indicated that 16.8% of the respondents rated to a very high extent that they identify changes in the external environment, 49.1% to a high extent, 28.9% to a low extent, and 5.2% to a very low extent. On average, the respondents indicated that they identify changes in the external environment has a mean of 2.78.

Results also indicated that 40.9% of the respondents rated to a very high extent that they make Local Government (LG) personnel accountable for their actions, 37.9% to a high extent, 19.4% to a low extent, and 1.7% to a very low extent. On average, the respondents indicated that they make Local Government (LG) personnel accountable for their actions has a mean of 3.18. Results also indicated that 32.3% rated to a very high extent that they upheld ethical values in all management decisions, 45.3% to a high extent, 19.0% to a low extent, and 3.4% to a very low extent. On average, the respondents indicated that they upheld ethical values in all management decisions has a mean of 3.06. The weighted mean for administrative capacity is 2.90 which indicates that on average, respondents agreed with most of the statements on the fairly-high scale as it relates to how strategic planning, innovation, and management control are appropriate measure of administrative capacity.

**Table 4.5: Descriptive Analysis of Responses on the Level of Service Quality of Local Government of Oyo State, Nigeria**

| Service Quality  | SA            | A             | D              | SD            | Mean |
|--|---------------|---------------|----------------|---------------|------|
| The LG promptly provides services that respond to the needs of the public                    | 41<br>(17.7%) | 70<br>(30.2%) | 87<br>(37.5%)  | 34<br>(14.7%) | 2.51 |
| The LG provides confidence to the public that services rendered will be performed adequately | 29<br>(12.5%) | 74<br>(31.9%) | 101<br>(43.5%) | 28<br>(12.1%) | 2.45 |
| The LG possesses facilities-personnel that guaranty excellent service delivery               | 43<br>(18.5%) | 60<br>(25.9%) | 91<br>(39.2%)  | 38<br>(16.4%) | 2.47 |
| The LG possesses a sense of care and understanding about public needs                        | 42<br>(18.1%) | 61<br>(26.3%) | 72<br>(31.0%)  | 57<br>(24.6%) | 2.38 |
| The LG consistently provides services  | 30            | 60            | 74             | 68            | 2.22 |

dependably that enhance positive public (12.9%) (25.9%) (31.9%) (29.3%)  
experience

Weighted Mean

2.41

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**Source: Researcher's Result via SPSS Version 25, (2022)**

The results in Table 4.5 shows 17.7% of respondents strongly agree that the LG promptly provide services that respond to the needs of the public, 30.2% agree, 37.5% disagree, and 14.7% strongly disagree. On average, the respondents indicated that the LG promptly provides services that respond to the needs of the public has a mean of 2.51. Results also indicated that 12.5% of respondents strongly agree that the LG provides confidence to the public that services rendered will be performed adequately, 31.9% agree, 43.5% disagree, and 12.1% strongly disagree. On average, the respondents indicated that the LG provides confidence to the public that services rendered will be performed adequately has a mean of 2.45. Results also indicated that 18.5% of the respondents strongly agree that the LG possesses facilities-personnel that guaranty excellent service delivery, 25.9% agree, 39.2% disagree, and 16.4% strongly disagree. On average, the respondents indicated that the LG possesses facilities-personnel that guaranty excellent service delivery has a mean of 2.47.

Results also indicated that 18.1% of the respondents strongly agree that the LG possesses a sense of care and understanding about public needs, 26.3% agree, 31.0% disagree, and 24.6% strongly disagree. On average, the respondents indicated that the LG possesses a sense of care and understanding about public needs has a mean of 2.38. Results also indicated that 12.9% of the respondents strongly agree that the LG consistently provides services dependably that enhance positive public experience, 25.9% agree, 31.9% disagree, and 29.3% strongly disagree. On average, the respondents indicated that the LG

consistently provides services dependably that enhance positive public experience has a mean of 2.22.

The weighted mean for administrative capacity is 2.90 which indicates that on average, respondents agreed with most of the statements on the fairly-high scale as it relates to how strategic planning, innovation, and management control are appropriate measure of administrative capacity

Relating results in tables 4.4, and 4.5 together, the administrative capacity components (strategic planning, innovation, and management control) have varying patterns of increase with service quality considering the local government under investigation. The findings reveal that the local government in Oyo State are found to possess capacity such as strategic planning, innovation, and management control. Likewise, there is evidence to substantiate achievement of service quality. The descriptive analysis for each of the administrative capacity components and service quality of the local government in Oyo State, Nigeria was at a moderately high level. Nevertheless, reasonable efforts in strategies and resources can be put in place to improve these results. Consequent on these findings mentioned above, it suggests that administrative capacity may influence service quality of local government in Oyo State, Nigeria. This provided response to research question two and create the basis for the achievement of first objective of this study.

### **Research Question 3: What is the effect of administrative capacity on responsiveness of Local Government of Oyo State?**

According to descriptive analysis in Table 4.2, the weighted mean for administrative capacity is 2.90 which indicates that on average, respondents agreed with most of the statements on the fairly-high scale as it relates to how strategic planning, innovation, and management control are appropriate measure of administrative capacity

**Table 4.6: Descriptive Analysis of Responses on the Level of Responsiveness of Local Government of Oyo State**

| Responsiveness  | SA            | A             | D             | SD            | Mean |
|---|---------------|---------------|---------------|---------------|------|
| Deploy speed in delivering service to the public                        | 32<br>(13.8%) | 71<br>(30.6%) | 61<br>(26.3%) | 68<br>(29.3%) | 2.29 |
| Address client/public needs quickly by deploying technology             | 25<br>(10.8%) | 68<br>(29.3%) | 63<br>(27.2%) | 76<br>(32.8%) | 2.18 |
| Respond adequately to client/public complaint                           | 39<br>(16.8%) | 63<br>(27.2%) | 69<br>(29.7%) | 61<br>(26.3%) | 2.34 |
| The LG encourages periodic adding of new skill-set to improve work done | 40<br>(17.2%) | 59<br>(25.4%) | 74<br>(31.9%) | 59<br>(25.4%) | 2.34 |
| Local government staff set the LG's mandate as priority                 | 38<br>(16.4%) | 67<br>(28.9%) | 67<br>(28.9%) | 59<br>(25.4%) | 2.38 |
| Weighted Mean   |               |               |               |               | 2.31 |

**Source: Researcher's Result via SPSS Version 25, (2022)**

Results in Table 4.6 shows 13.8% of respondents strongly agree that they deploy speed in delivering service to the public, 30.6% agree, 26.3% disagree, and 29.3% strongly disagree. On average, the respondents indicated that they deploy speed in delivering service to the public has a mean of 2.29. Results also indicated that 10.8% of respondents strongly agree that they address client/public needs quickly by deploying technology, 29.3% agree, 27.2% disagree, and 32.8% strongly disagree. On average, the respondents indicated that they address client/public needs quickly by deploying technology has a mean of 2.18. Results also indicated that 16.8% of the respondents strongly agree that they respond adequately to client/public complaints, 27.2% agree, 29.7% disagree, and 26.3% strongly disagree. On average, the respondents indicated that they respond adequately to client/public complaints has a mean of 2.34.

Results also indicated that 17.2% of the respondents strongly agree that the LG encourages periodic adding of new skill-set to improve work done, 25.4% agree, 31.9% disagree, and 25.4% strongly disagree. On average, the respondents indicated that the LG encourage periodic adding of new skill-set to improve work has a mean of 2.34. Results also indicated that 16.4% of the respondents strongly agree that the Local Government staff set the LG's mandate as priority, 28.9% agree, 28.9% disagree, and 25.4% strongly disagree. On average, the respondents indicated that the Local Government staff set the LG's mandate as priority has a mean of 2.38.

The weighted mean for administrative capacity is 2.90 which indicates that on average, respondents agreed with most of the statements on the fairly-high scale as it relates to how strategic planning, innovation, and management control are appropriate measure of administrative capacity. Relating results in tables 4.2, and 4.6 together, the administrative capacity components (strategic planning, innovation, and management control) have varying patterns of increase with responsiveness considering the local government under investigation. The findings reveal that the local government in Oyo State are found to possess capacity such as strategic planning, innovation, and management control. Likewise, there is evidence to substantiate achievement of responsiveness. The descriptive analysis for each of the administrative capacity components and responsiveness of the local government in Oyo State, Nigeria was at a moderately high level. Nevertheless, reasonable efforts in strategies and resources can be put in place to improve these results. Consequent on these findings mentioned above, it suggests that administrative capacity may influence responsiveness of local government in Oyo State, Nigeria. This provided response to research question two and create the basis for the achievement of first objective of this study.

**Research Question 4: What is the effect of political leadership and administrative capacity on service delivery of local government of Oyo State?**

According to Table 4.2 the weighted mean for political leadership is 2.62 which indicates that on average, respondents agreed with most of the statements on the fairly-high scale as it relates to how transformational leadership, authentic leadership, Omoluabi leadership and agile leadership are appropriate orientation of political leadership. Also, Table 4.4 the weighted mean for administrative capacity is 2.90 which indicates that on average, respondents agreed with most of the statements on the fairly-high scale as it relates to how strategic planning, innovation, and management control are appropriate measure of administrative capacity. Also, Table 4.3, 4.5, 4.6 reveal that the weight mean for operational efficiency, service quality, and responsiveness is 2.82, 2.41, and 2.31 indicate that service delivery had a weighted mean of 2.51 on average to suggest that respondents agreed with most of the statements on the low scale as it relates to how operational efficiency, service quality, and responsiveness are appropriate measures of service delivery.

Relating results in tables 4.2, 4.3, 4.4, 4.5 and 4.6 together, the political leadership, and administrative components have varying patterns of increase with service delivery of the local government under investigation. The findings reveal that the local government in Oyo State are found to exhibit different leadership orientation and administrative capacity. Likewise, there is evidence to substantiate achievement of service delivery even though the level is low. The descriptive analysis for the political leadership, administrative capacity and that of service delivery in the local government in Oyo State, Nigeria was moderately high level. However, reasonable efforts by local government leadership can

be intensified to improve the service delivery in the local government in Oyo State, investigated. Consequent on these findings mentioned above, it suggests that political leadership and administrative capacity may affect service delivery of local government in Oyo State, Nigeria. This provided response to the research question four and create the basis for the achievement of fifth objective of this study.

**Research Question 5: What are the constraints of political leadership in the execution of constitutional responsibilities at the local government level in Oyo State?**

To appropriate address the fifth research question, it warrants that the researcher conducts an interview to have a robust understanding of issues. The interview sessions for the staff of the six local government took eight weeks (from October -December 18<sup>th</sup> 2021) to complete. The essence of this interview is to obtain qualitative data to understand the constraints of political leadership and administrative capacity in the delivery of constitutional responsibilities at the local government level in Oyo State. The interview session was held in each of three senatorial districts (Oyo South, Oyo Central and Oyo North) in Oyo State on the basis on urban and rural settlement. These sum up to six local governments namely; Ibadan South-West, Ido, Atiba, Afijio, Iseyin, and Itesiwaju. In all, twenty-four (24) local government staff took part in the interview session. Considering the nature of issue under investigate (political leadership and administrative capacity) the category of the staff interviewed were head of departments. More so, of the staff interviewed, 65% had spent 20 years, 15% had spent 25years, and 20% had spent 10 years.

As a way of ensuring the reliability of the interview response, the researcher asked the respondents to rate their level of understanding of the local government leadership,

administrative capacity and the level of service delivery in their respective local government on a scale of 1-10. 73% of the respondents rated 8 and above in terms of their knowledge of level their local government affairs. 21% rated 6 on the scale and the remaining 6% rated themselves 5 on the scale. On average, these statistics mean that all the respondents have above average knowledge of the local government affairs and this suggest that the feedback obtained were adequate, reliable and up to date.

Concerning the research question on what are the constraints of political leadership and administrative capacity in the delivery of constitutional responsibilities at the local government level in Oyo State? One common narrative that echoed through the responses of all the personnel interviewed, suggested while political leadership and administrative capacity are critical success factors to the institutional performance of local government, in terms of fulfilling the government's mandate at the grassroot considering that of the three-government level, the local government are the closest to the citizens. Hence, having local government leadership that exhibits genuine concern for the staff and the community; likewise having the administrative competences to carryout operational activities at the local government level is the hallmark of an efficient local governance system. However, all the respondents were very emotional in their feedback about the constraint which put the local government in a shadow of it past glory.

According to the respondents' issues such as local government autonomy (political, administrative and financial) are the major challenges which made it difficult for the local government to achieve its mandate to deliver the dividend of democracy to the grassroot level. When the researcher asked if the issues raised were peculiar to Oyo State, the respondents stressed that these issues are present in all the 774 local government in

Nigeria and are potentially responsible for the crippling grassroots socio-economy and infrastructural development.

The interview probe further to understand the several autonomy issues confronting the local government. According to the respondent the local government faces political autonomy. The State government instead of allowing local government leadership to originate from within the system (career officer), rather they impose their friends and associates to takeover and run contrary to the ideals of the local government system and civil service rules of engagement. Likewise, the respondents stressed the constant disregard of the due democratic process of who becomes the local government chairman by consistently appointing caretakers often create legitimacy challenges, betrays the process that brings the State government in power and cause a negative ripple effect on the service delivery to the community. Also, in order not to be blackmailed the local government align itself with political party's desires about establishing projects within the local government where they secure the more votes during election at the expense of equity and fairness for the people of the local government at large.

In addition, the respondents posited that financial autonomy is the number one constraint for local government administration. For as long as the local government is tied to State government, the issues of achieving optimum result for the local economy shall continue to be a mirage. A direct quote from one of the respondents 'Unlike the federal and State, the local government lacks autonomy and it is tied to the State government and as a result, the idea, novelty, things that each local government is identified could not be reflected in their operations'. Allocation to local government; the closest to the grassroots economy gets 20.6%. The allocation goes to the State government joint account. The existence of Joint Account and Allocation Committee (JAAC) will continue to create fund

disbursement challenges for the local government. The question is why is it difficult for the federal and State government to allow the local government run itself without undue interference. Nearly all the viable avenue of Internally Generate Revenue (IGR) of the local government are now in the control of the State government. For example, tenement rate which was initially collected by the local government is now collected by the State government.

With poor funding, the citizen at the grassroots find it difficult enjoy the dividend of democracy; the rural road network in the local government is nothing to write home about, primary health care centers are ill equipped, water supply, and many local government projects are existing on papers. The respondents pointed out further that it is very difficult to find local government in Oyo State where they have automated office which computer systems, internet facilities, uninterrupted power supplier and an office environment that mirror those of private sector. The ripple effect of financial and political autonomy challenges is the weak administrative capacity of local government in Oyo State with a concomitant negative impact on service delivery.

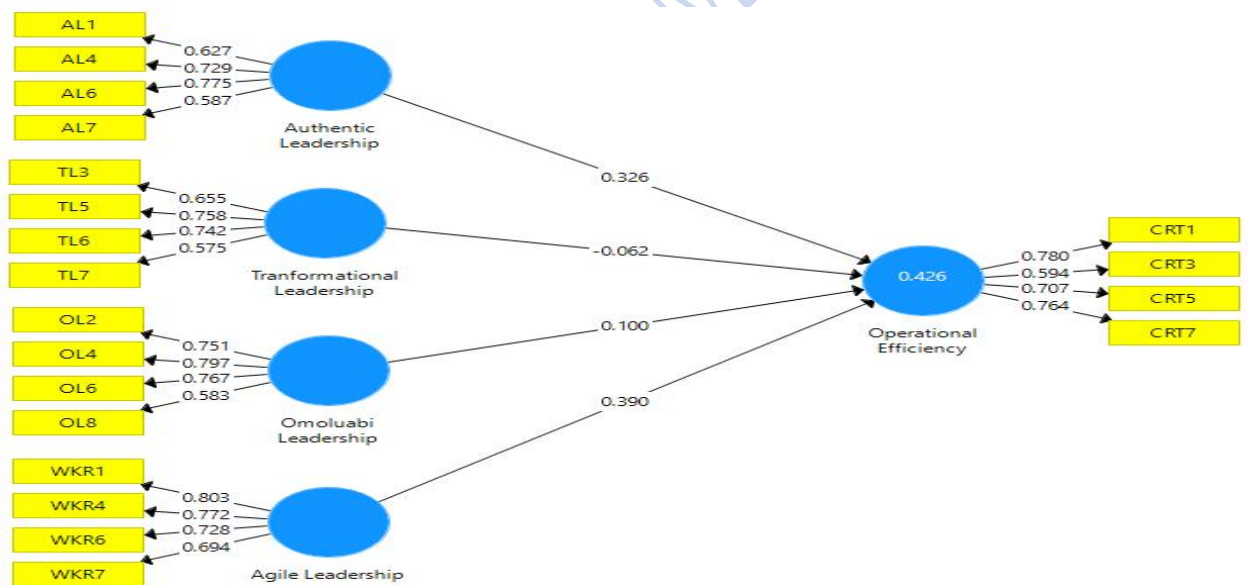
#### **4.4 Presentation of Test of Hypotheses**

**Hypothesis One:** Political leadership has no significant effect on operational efficiency of selected local government area in Oyo State, Nigeria.

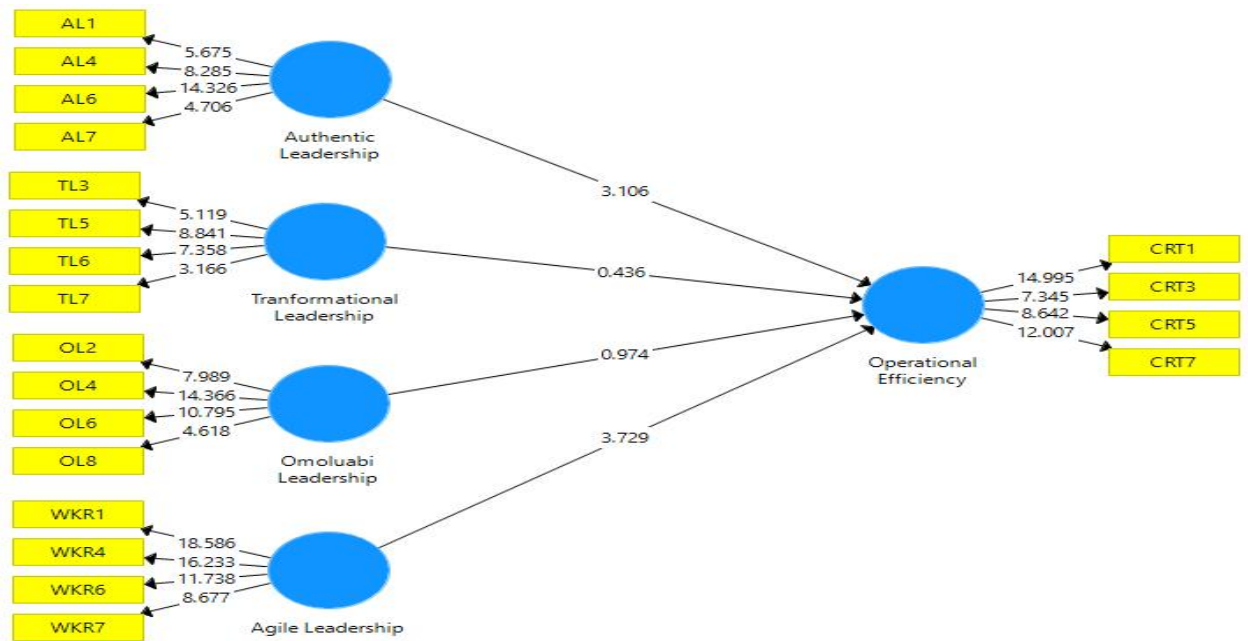
To test the null hypothesis one, Partial Least Square-Structural Equation Modelling (PLS-SEM) was adopted using the SmartPLS statistical platform version 3.3.5. The study used the PLS-algorithm's command which is appropriate for predicting impact, ran the bootstrapping to ascertain the level of significant of the prediction, and ran blindfolding to confirm the predictive relevance of the model. The choice of PLS-SEM (via SmartPLS) is

because it is a more advanced multivariate analytical technique which offers more strict and robust analysis compared with the outcomes of SPSS <sup>2</sup>.

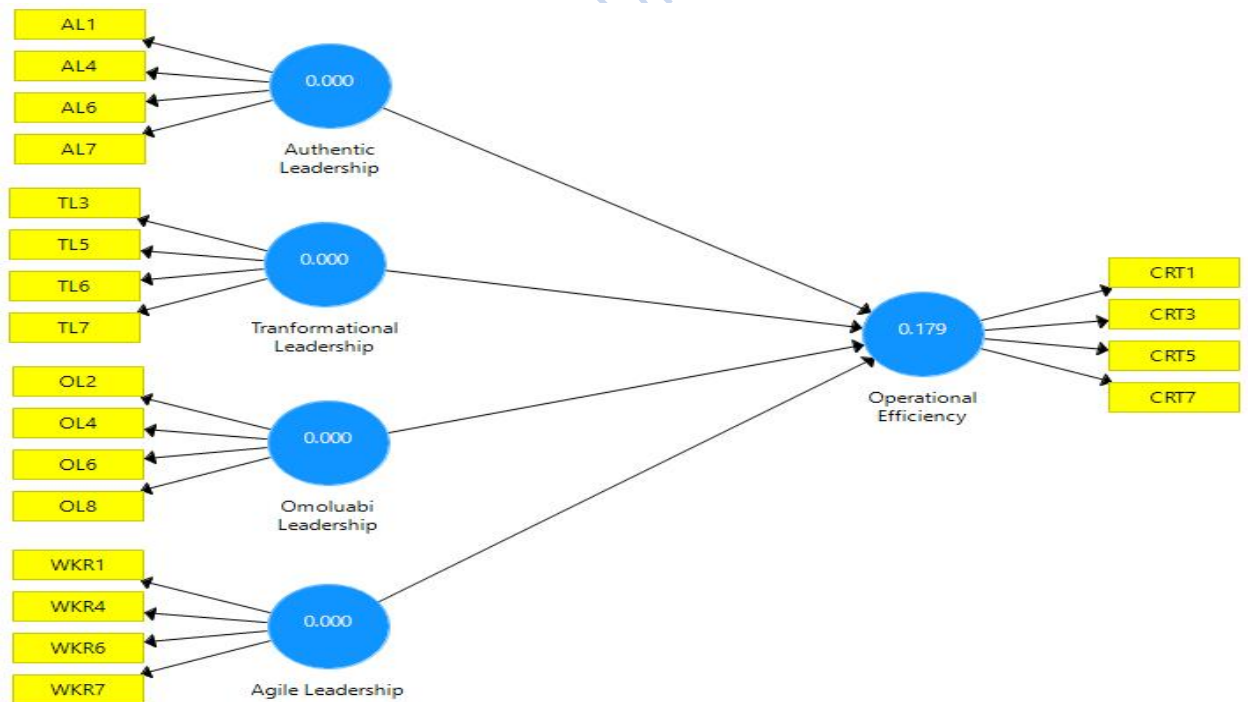
The independent variable political leadership includes orientation such as transformational, authentic, *Omoluabi*, and agile leadership while operational efficiency constitutes the dependent variable. Data from two hundred and thirty-two (232) respondents were collated for the analysis. The result of the PLS-SEM is presented in three models (see figure 2, 3 & 4) and in table (see table 4.7). Figure 2 shows the path analysis, figure 3 shows the t value which confirm the significance of the path analysis and figure 4 shows the Q<sup>2</sup> which established the predictive relevance of the structural model. The table 4.7 provides a tabular summary of the information in figure 2, 3, and



**Figure 2. Path Analysis for Hypothesis One**  
**Source: Researcher's Computation via SmartPLS V3.3.5, (2022)**



**Figure 3. T-Statistics for Hypothesis One**  
 Source: Researcher's Computation via SmartPLS V3.3.5, (2022)



**Figure 4. Q² Statistics for Hypothesis One**

Source: Researcher's Computation via SmartPLS V3.3.3, (2022)

**Tables 4.7: Summary of the Effect of Political Leadership on Operational Efficiency of Selected Local Government in Oyo State, Nigeria using PLS-SEM**

| Path Description                                     | Original sample (o) | t     | Sig.  | R <sup>2</sup> | Adj. R <sup>2</sup> | Sig.  | Q <sup>2</sup> |
|--|---------------------|-------|-------|----------------|---------------------|-------|----------------|
|  | Unstandardized Beta |       |       |                |                     |       |                |
| Agile leadership → operational efficiency            | 0.381               | 3.729 | 0.000 |                |                     |       |                |
| Authentic leadership → operational efficiency        | 0.337               | 3.106 | 0.002 | 0.426          | 0.401               | 0.000 | 0.179          |
| Omoluabi leadership → operational efficiency         | 0.096               | 0.974 | 0.330 |                |                     |       |                |
| Transformational leadership → operational efficiency | -0.017              | 0.436 | 0.663 |                |                     |       |                |

Dependent Variable: Operational efficiency, Predictors: Agile leadership, Authentic leadership, Omoluabi leadership and Transformational leadership.

**Source: Researcher's Result via SmartPLS Version 3.3.5 (2022)**

Figure 2, 3, and 4 presents the results of PLS-SEM analysis for the effect of political leadership on Operational efficiency of selected local government in Oyo State, Nigeria using PLS-SEM. The Adjusted R<sup>2</sup> was used to establish the predictive power of the study's model. From the results, the adjusted coefficient of determination (*Adj R<sup>2</sup>*) of 0.401 shows that political leadership explained 40.1% of the changes experienced in Operational efficiency of selected local government in Oyo State while the remaining 62% variation in Operational efficiency is attributable to other exogenous factors different from the political leadership orientation considered in this study and the effect is statistically significant at 95% confidence interval.

The path coefficient of each political leadership orientation (Agile leadership, Authentic leadership, Omoluabi leadership and Transformational leadership) represents the

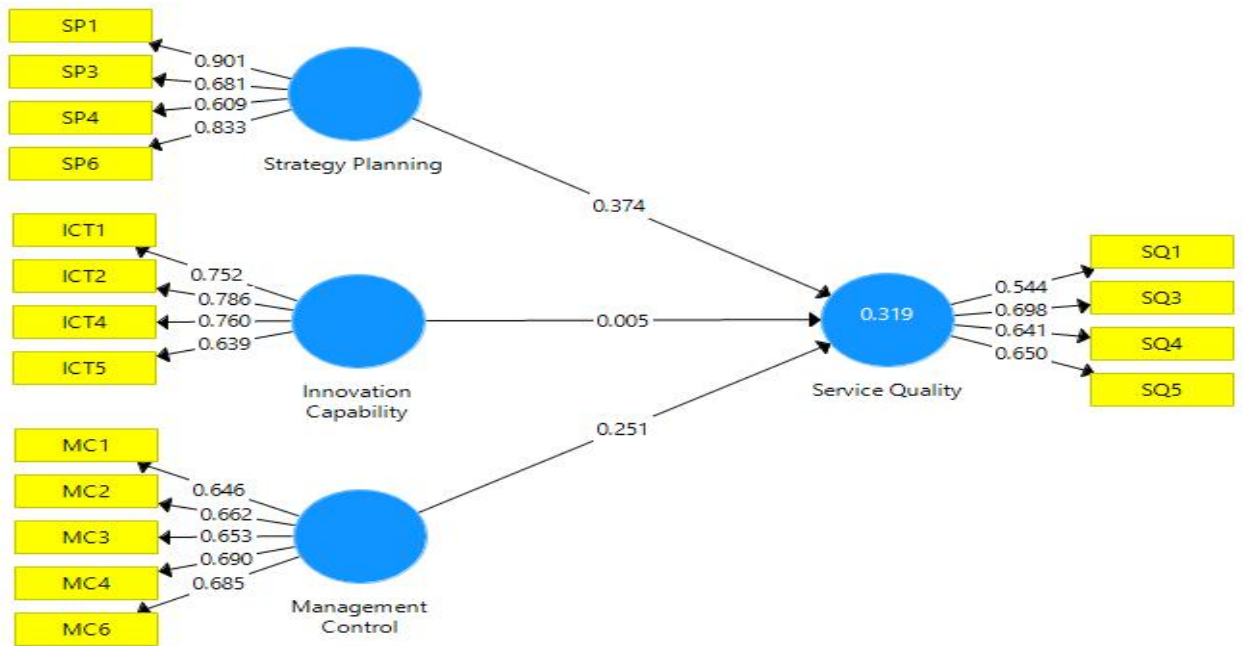
coefficient of determination ( $\beta$ ) which shows the relative influence of each political leadership orientation on Operational efficiency of the selected local government in Oyo State. The PLS-SEM results in fig. 2, 3, and 4 revealed that at 95% confidence level, agile leadership ( $\beta = 0.381$ ,  $t = 3.729$ ) and authentic leadership ( $\beta = 0.337$ ,  $t = 3.106$ ) are significant however, *Omoluabi* leadership ( $\beta = 0.096$ ,  $t = 0.974$ ), and transformational leadership ( $\beta = -0.017$ ,  $t = 0.436$ ) are statistically insignificant. This result shows that while the relative influence of agile leadership and authentic leadership and its corresponding t-value are greater than the threshold of 1.96 suggesting a statistically significant relative influence. However, the relative effect of *Omoluabi* leadership, and transformational leadership has t-values below the acceptable threshold of 1.96 to suggest that the relative effect is statistically insignificant.

The result also indicates that taking all other independent variables at zero, a unit change in agile leadership will lead to a 0.381 increase in Operational efficiency in selected local government in Oyo State given that all other factors are held constant. Also, taking all other independent variables at zero, a unit change in authentic leadership will lead to a 0.337 increase in Operational efficiency in selected local government in Oyo State given that all other factors are held constant. Overall, agile leadership ( $\beta = 0.381$ ) has the highest relative influence, followed by authentic leadership  $\beta = 0.337$ . Given the PLS-SEM predictive results in table 4.7 (*Adj R*<sup>2</sup>=0.401; *p*=0.000, *Q*<sup>2</sup> =0.179), this study can conclude that political leadership has positive and significant effect on Operational efficiency in selected local government in Oyo State, Nigeria. Hence, the study rejects the null hypothesis one (*H*<sub>01</sub>) which state that political leadership has no significant effect on Operational efficiency of selected local government area in Oyo State, Nigeria.

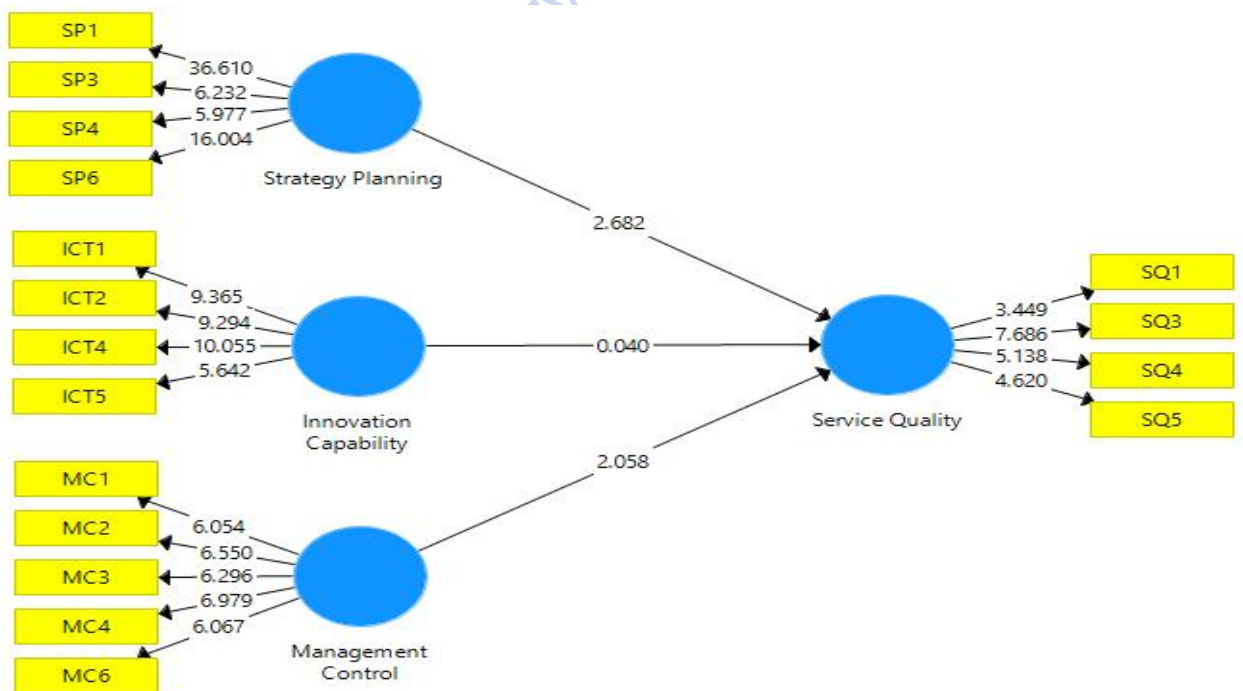
**Hypothesis Two:** Administrative capacity has no significant effect on service quality of selected local government area in Oyo State, Nigeria.

To test the null hypothesis two, Partial Least Square-Structural Equation Modelling (PLS-SEM) was adopted using the SmartPLS statistical platform version 3.3.5. The study used the PLS-algorithm's command which is appropriate for predicting impact, ran the bootstrapping to ascertain the level of significant of the prediction, and ran blindfolding to confirm the predictive relevance of the model. The choice of PLS-SEM (via SmartPLS) is because it is a more advanced multivariate analytical technique which offers more strict and robust analysis compared with the outcomes of SPSS <sup>2</sup>.

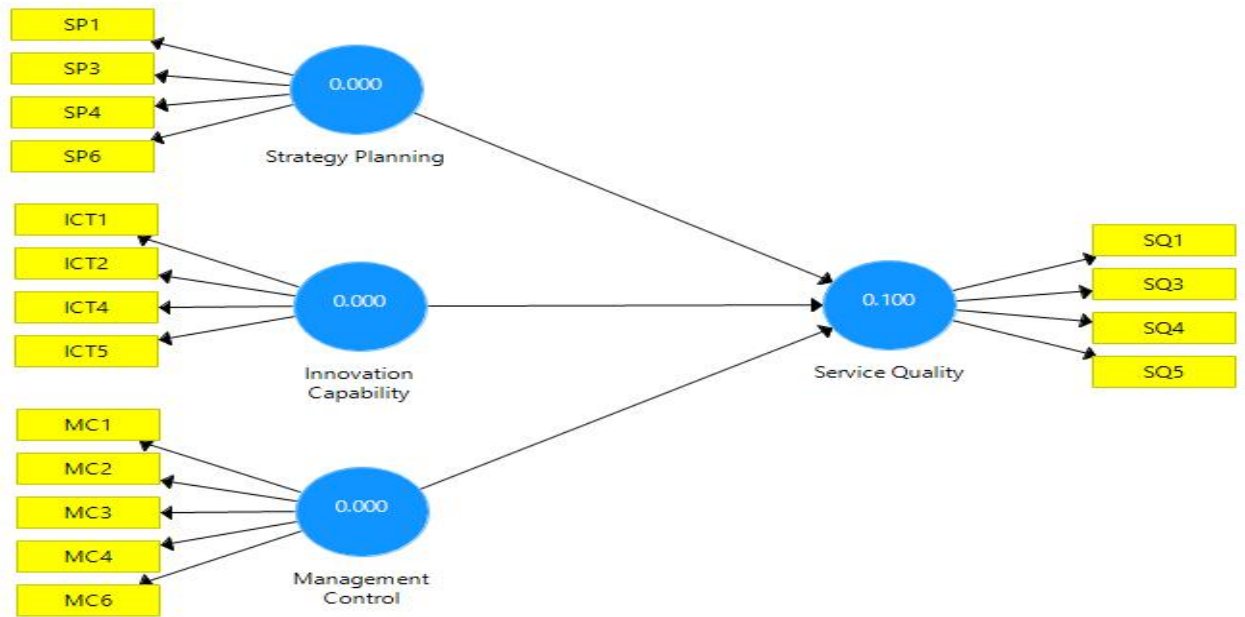
The independent variable administrative capacity sub-measures include critical success factor such as strategy planning, innovation capability and management control while service quality constitutes the dependent variable. Data from two hundred and thirty-two (232) respondents were collated for the analysis. The result of the PLS-SEM is presented in three models (see figure 2, 3 & 4) and in table (see table 4.8). Figure 2 shows the path analysis, figure 3 shows the t value which confirm the significance of the path analysis and figure 4 shows the Q<sup>2</sup> which established the predictive relevance of the structural model. The table 4.8 provides a tabular summary of the information in figure 5, 6, and 7.



**Figure 5. Path Analysis for Hypothesis Two**  
 Source: Researcher's Computation via SmartPLS V3.3.5, (2022)



**Figure 6. T-Statistics for Hypothesis Two**  
 Source: Researcher's Computation via SmartPLS V3.3.5, (2022)



**Figure 7. Q<sup>2</sup> Statistics for Hypothesis Two**  
**Source: Researcher's Computation via SmartPLS V3.3.5, (2022)**

**Tables 4.8: Summary of the Effect of Administrative Capacity on Service Quality of Selected Local Government in Oyo State, Nigeria using PLS-SEM**

| Path Description                        | Original sample (o) | t     | Sig.  | R <sup>2</sup> | Adj. R <sup>2</sup> | Sig.  | Q <sup>2</sup> |
|---|---------------------|-------|-------|----------------|---------------------|-------|----------------|
| Innovation capability → Service quality | 0.005               | 0.040 | 0.968 |                |                     |       |                |
| Management control → Service quality    | 0.251               | 2.058 | 0.040 | 0.319          | 0.297               | 0.000 | 0.100          |
| Strategy planning → Service quality     | 0.374               | 2.682 | 0.008 |                |                     |       |                |

Dependent Variable: Service quality, Predictors: Innovation capability, Management control and Strategy planning.

**Source: Researcher's Result via SmartPLS Version 3.3.5, (2022)**

Figure 5, 6, and 7 presents the results of PLS-SEM analysis for the effect of administrative capacity on service quality of selected local government in Oyo State,

Nigeria using PLS-SEM. The Adjusted  $R^2$  was used to establish the predictive power of the study's model. From the results, the adjusted coefficient of determination (*Adj R<sup>2</sup>*) of 0.297 shows that administrative capacity explained 29.7% of the changes experienced in service quality of selected local government in Oyo State while the remaining 70.3% variation in service quality is attributable to other exogenous factors different from the administrative capacity factors considered in this study and the effect is statistically significant at 95% confidence interval.

The path coefficient of each administrative capacity sub-measures (Innovation capability, Management control and Strategy planning) represents the coefficient of determination ( $\beta$ ) which shows the relative influence of each administrative capacity sub-measures on service quality of the selected local government in Oyo State. The PLS-SEM results in fig. 5, 6, and 7 revealed that at 95% confidence level, management control ( $\beta = 0.251$ ,  $t = 2.058$ ) and strategy planning ( $\beta = 0.374$ ,  $t = 2.682$ ) are significant however, innovation capability ( $\beta = 0.005$ ,  $t = 0.040$ ) is statistically insignificant.

This result shows that while the relative influence of management control and strategy planning and its corresponding t-value are greater than the threshold of 1.96 suggesting a statistically significant relative influence. However, the relative effect of innovation capability has t-values below the acceptable threshold of 1.96 to suggest that the relative effect is statistically insignificant. The result also indicates that taking all other independent variables at zero, a unit change in management control will lead to a 0.251 increase in service quality in selected local government in Oyo State given that all other factors are held constant. Also, taking all other independent variables at zero, a unit change in strategy planning will lead to a 0.374 increase in service quality in selected local government in Oyo State given that all other factors are held constant. Overall,

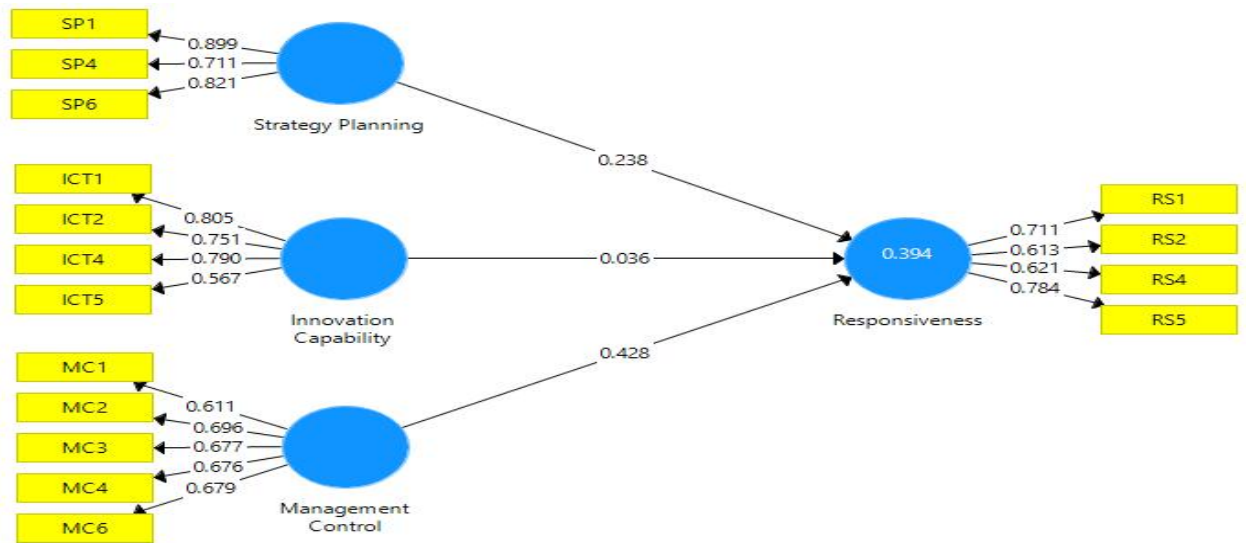
strategy planning ( $\beta = 0.381$ ) has the highest relative influence, followed by management control ( $\beta = 0.337$ ). Given the PLS-SEM predictive results in Table 4.8 ( $Adj R^2=0.297$ ;  $p=0.000$ ,  $Q^2=0.100$ ), this study can conclude that administrative capacity has positive and significant effect on service quality in selected local government in Oyo State, Nigeria. Hence, the study rejects the null hypothesis one ( $H_02$ ) which state that administrative capacity has no significant effect on service quality of selected local government area in Oyo State, Nigeria.

**Hypothesis Three:** There is no significant effect of administrative capacity on responsiveness of selected local government area in Oyo State, Nigeria.

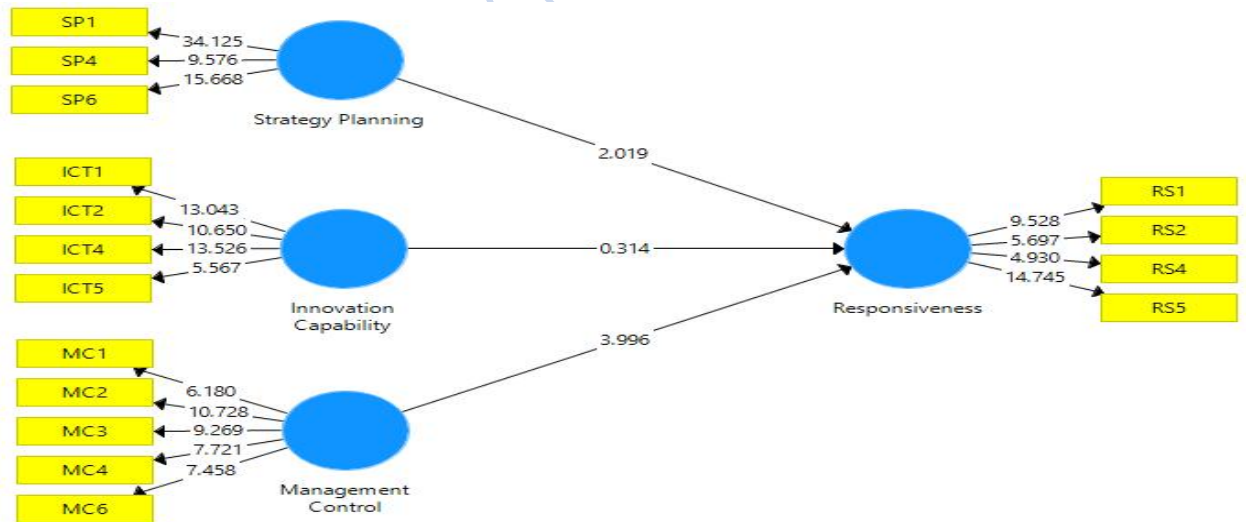
To test the null hypothesis two, Partial Least Square-Structural Equation Modelling (PLS-SEM) was adopted using the SmartPLS statistical platform version 3.3.5. The study used the PLS-algorithm's command which is appropriate for predicting impact, ran the bootstrapping to ascertain the level of significant of the prediction, and ran blindfolding to confirm the predictive relevance of the model. The choice of PLS-SEM (via SmartPLS) is because it is a more advanced multivariate analytical technique which offers stricter and robust analysis compared with the outcomes of SPSS <sup>2</sup>.

The independent variable administrative capacity sub-measures include critical success factor such as strategy planning, innovation capability and management control while responsiveness constitutes the dependent variable. Data from two hundred and thirty-two (232) respondents were collated for the analysis. The result of the PLS-SEM is presented in three models (see figure 8, 9 & 10) and in table (see table 4.9). Figure 2 shows the path analysis, figure 3 shows the t value which confirm the significance of the path analysis

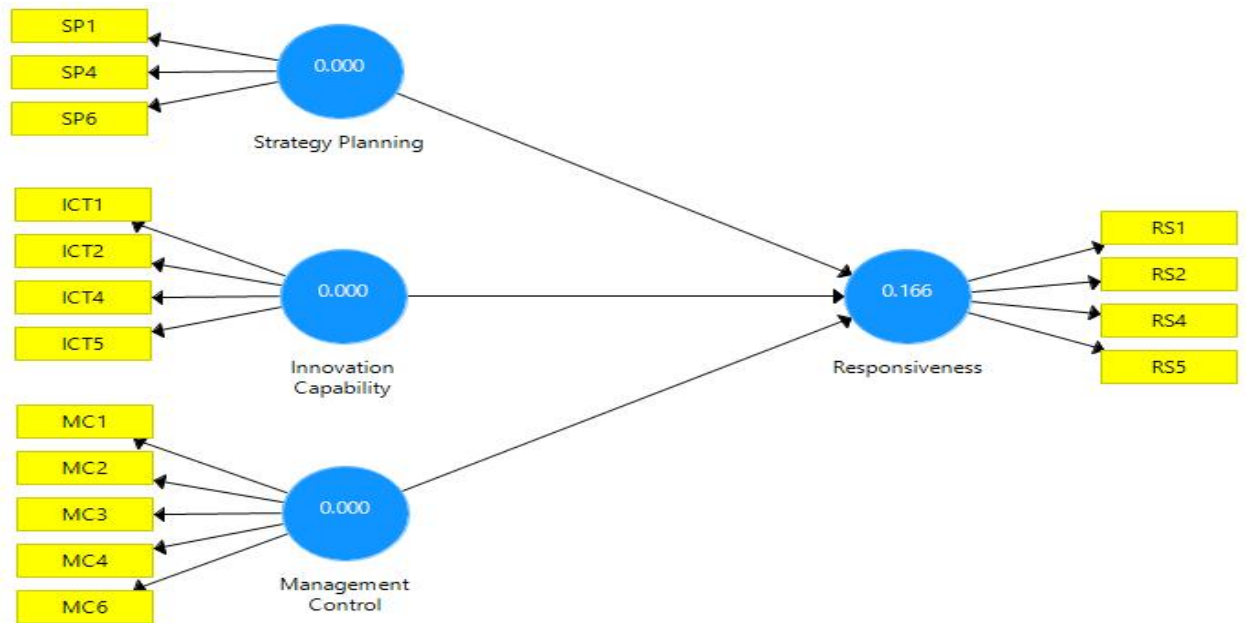
and figure 4 shows the  $Q^2$  which established the predictive relevance of the structural model. The table 4.6 provides a tabular summary of the information in figure 8, 9, and 10.



**Figure 8. Path Analysis for Hypothesis Three**  
 Source: Researcher's Computation via SmartPLS V3.3.5, (2022)



**Figure 9. T-Statistics for Hypothesis Two**  
 Source: Researcher's Computation via SmartPLS V3.3.5, (2022)



**Figure 10. Q<sup>2</sup> Statistics for Hypothesis Four**  
 Source: Researcher's Computation via SmartPLS V3.3.5, (2022)

**Tables 4.9: Summary of the Effect of Administrative Capacity on Responsiveness of Selected Local Government in Oyo State, Nigeria using PLS-SEM**

| Path Description                       | Original sample (o) | t     | Sig.  | R <sup>2</sup> | Adj. R <sup>2</sup> | Sig.  | Q <sup>2</sup> |
|--|---------------------|-------|-------|----------------|---------------------|-------|----------------|
| Innovation capability → responsiveness | 0.036               | 0.282 | 0.778 |                |                     |       |                |
| Management control → responsiveness    | 0.428               | 3.993 | 0.000 | 0.394          | 0.374               | 0.000 | 0.166          |
| Strategy planning → responsiveness     | 0.238               | 2.016 | 0.044 |                |                     |       |                |

Dependent Variable: Responsiveness, Predictors: Innovation capability, Management control and Strategy planning.

Source: Researcher's Result via SmartPLS Version 3.3.5, (2022)

Figure 8, 9, and 10 presents the results of PLS-SEM analysis for the effect of administrative capacity on responsiveness of selected local government in Oyo State, Nigeria using PLS-SEM. The Adjusted  $R^2$  was used to establish the predictive power of the study's model. From the results, the adjusted coefficient of determination (*Adj R<sup>2</sup>*) of 0.374 shows that administrative capacity explained 37.4% of the changes experienced in responsiveness of selected local government in Oyo State while the remaining 62.6% variation in responsiveness is attributable to other exogenous factors different from the administrative capacity factors considered in this study and the effect is statistically significant at 95% confidence interval.

The path coefficient of each administrative capacity sub-measures (Innovation capability, Management control and Strategy planning) represents the coefficient of determination ( $\beta$ ) which shows the relative influence of each administrative capacity sub-measures on responsiveness of the selected local government in Oyo State. The PLS-SEM results in fig. 8, 9, and 10 revealed that at 95% confidence level, management control ( $\beta = 0.428$ ,  $t = 3.993$ ) and strategy planning ( $\beta = 0.238$ ,  $t = 2.016$ ) are significant however, innovation capability ( $\beta = 0.036$ ,  $t = 0.282$ ) is statistically insignificant.

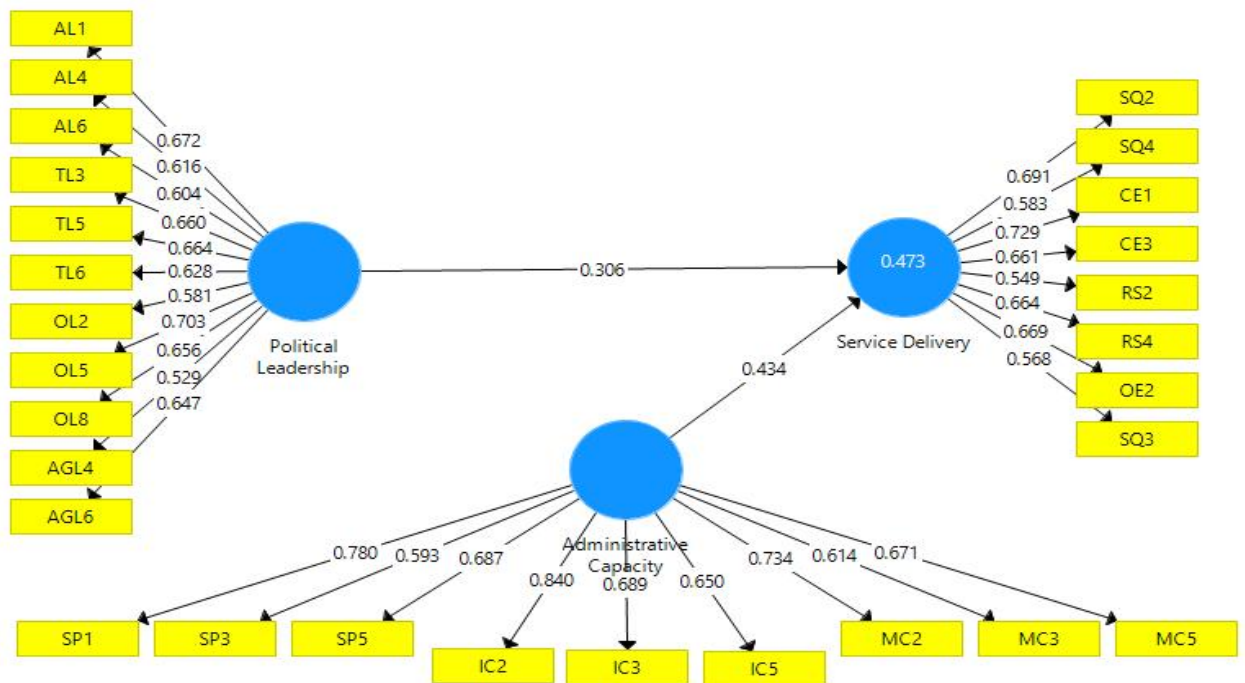
This result shows that while the relative influence of management control and strategy planning and its corresponding t-value are greater than the threshold of 1.96 suggesting a statistically significant relative influence. However, the relative effect of innovation capability has t-values below the acceptable threshold of 1.96 to suggest that the relative effect is statistically insignificant. The result also indicates that taking all other independent variables at zero, a unit change in management control will lead to a 0.428

increase in responsiveness in selected local government in Oyo State given that all other factors are held constant. Also, taking all other independent variables at zero, a unit change in strategy planning will lead to a 0.238 increase in responsiveness in selected local government in Oyo State given that all other factors are held constant. Overall, management control ( $\beta = 0.428$ ) has the highest relative influence, followed by strategy planning ( $\beta = 0.238$ ). Given the PLS-SEM predictive results in Table 4.9 ( $Adj R^2=0.374$ ;  $p=0.000$ ,  $Q^2=0.166$ ), this study can conclude that administrative capacity has positive and significant effect on responsiveness of selected local government in Oyo State, Nigeria. Hence, the study rejects the null hypothesis four ( $H_03$ ) which state that administrative capacity has no significant effect on responsiveness of selected local government area in Oyo State, Nigeria.

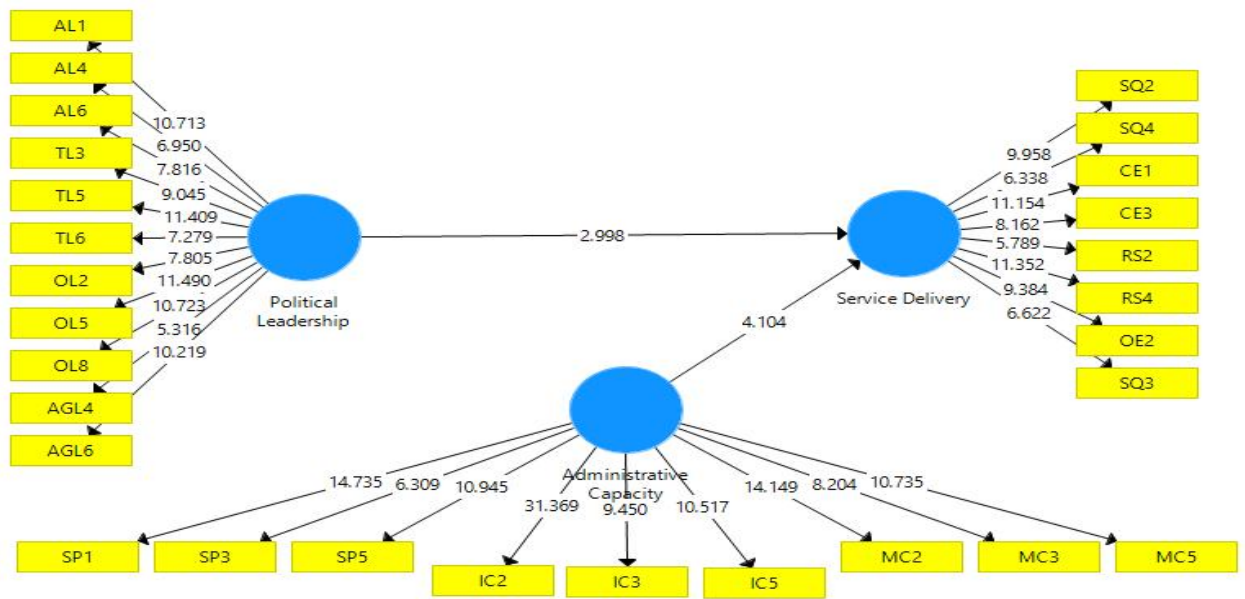
**Hypothesis Four:** There is no significant effect of political leadership and administrative capacity on service delivery of selected local government area in Oyo State, Nigeria.

To test the null hypothesis two, Partial Least Square-Structural Equation Modelling (PLS-SEM) was adopted using the SmartPLS statistical platform version 3.3.5. The study used the PLS-algorithm's command which is appropriate for predicting impact, ran the bootstrapping to ascertain the level of significant of the prediction, and ran blindfolding to confirm the predictive relevance of the model. The choice of PLS-SEM (via SmartPLS) is because it is a more advanced multivariate analytical technique which offers stricter and robust analysis compared with the outcomes of SPSS <sup>2</sup>.

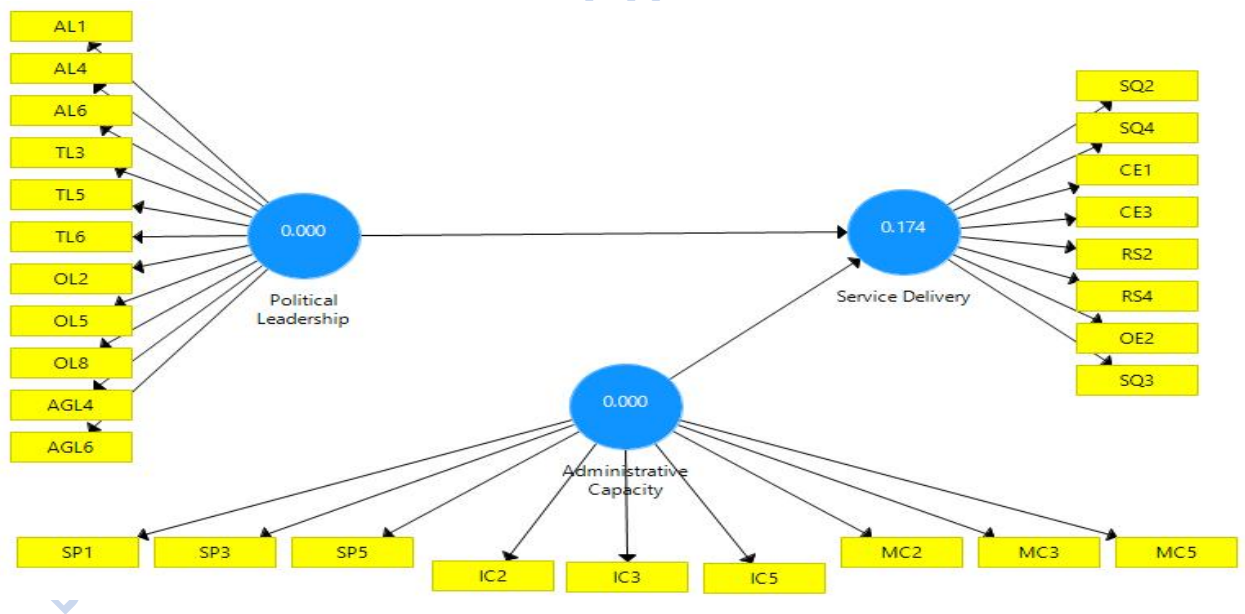
The independent variables are political leadership and administrative capacity while the dependent variable is service delivery. Data from two hundred and thirty-two (232) respondents were collated for the analysis. The result of the PLS-SEM is presented in three models (see figure 11, 12 & 13) and in table (see table 4.10). Figure 2 shows the path analysis, figure 3 shows the t value which confirm the significance of the path analysis and figure 4 shows the  $Q^2$  which established the predictive relevance of the structural model. The table 4.6 provides a tabular summary of the information in figure 11, 12, and 13.



**Figure 11. Path Analysis for Hypothesis One**  
 Source: Researcher's Computation via SmartPLS V3.3.5, (2022)



**Figure 12. T-Statistics for Hypothesis Two**  
 Source: Researcher's Computation via SmartPLS V3.3.5, (2022)



**Figure 13. Q<sup>2</sup> Statistics for Hypothesis Five**  
 Source: Researcher's Computation via SmartPLS V3.3.5, (2022)

**Tables 4.10: Summary of the Effect of Political Leadership and Administrative Capacity on Service Delivery of Selected Local Government in Oyo State using PLS-SEM**

| Path Description                           | Original sample (o)        | t     | Sig.  | R <sup>2</sup> | Adj. R <sup>2</sup> | Sig.  | Q <sup>2</sup> |
|--|----------------------------|-------|-------|----------------|---------------------|-------|----------------|
|  | <b>Unstandardized Beta</b> |       |       |                |                     |       |                |
|  |                            |       |       | 0.473          | 0.462               | 0.000 | 0.148          |
| Administrative capacity → Service delivery | 0.434                      | 4.341 | 0.000 |                |                     |       |                |
| Political leadership → Service delivery    | 0.306                      | 3.159 | 0.002 |                |                     |       |                |

Dependent Variable: **Service delivery**, Predictors: Administrative capacity, Political leadership.

**Source: Researcher's Result via SmartPLS Version 3.3.5, (2022)**

Figure 11, 12, and 13 displays the findings of PLS-SEM study on the influence of political leadership and administrative ability on service delivery of chosen local government in Oyo State, Nigeria using PLS-SEM. The Adjusted R<sup>2</sup> was utilized to determine the predictive strength of the study's model. From the results, the adjusted coefficient of determination (Adj R<sup>2</sup>) of 0.462 shows that political leadership and administrative capacity explained 46.2 percent of the changes experienced in service delivery of selected local government in Oyo State while the remaining 53.8 percent changes in service delivery is attributable to other exogenous factors different from the political leadership and administrative capacity considered in this study and the effect is statistically significant at 95 percent confidence interval.

The path coefficient of each political leadership and administrative capability is the coefficient of determination ( $\beta$ ) which demonstrates the relative effect of both independent variables on service delivery of the chosen local government in Oyo State.

The PLS-SEM findings in fig. 11, 12, and 13 indicated that at 95 percent confidence level,

political leadership ( $\beta = 0.306$ ,  $t = 3.159$ ) and administrative capability ( $\beta = 0.434$ ,  $t = 4.341$ ) are significant. This result reveals that the relative effect of political leadership and administrative ability and its accompanying t-value are larger than the threshold of 1.96 implying a statistically significant relative influence.

Further study suggests that putting all other independent variables at zero, a unit change in political leadership would lead to a 0.306 increase in service performance in chosen local government in Oyo State providing that all other parameters are maintained constant. Also, holding all other independent variables at zero, a unit change in administrative capacity would lead to a 0.434 increase in service delivery in chosen local government in Oyo State providing that all other parameters are maintained constant. Overall, administrative competence ( $\beta = 0.434$ ) has the biggest relative effect, of the two independent variables (Political leadership ( $\beta = 0.306$ )). Given the PLS-SEM predicted findings in Table 4.10 (Adj  $R^2 = 0.462$ ;  $p = 0.000$ ,  $Q^2 = 0.148$ ), this research may suggest that political leadership and administrative capability has positive and substantial influence on service delivery of chosen local government in Oyo State, Nigeria. Hence, the research rejects the null hypothesis five ( $H_{04}$ ) which indicates that political leadership and administrative ability has no significant influence on service delivery of chosen local government area in Oyo State, Nigeria.

#### **4.5 Discussion of Findings**

The findings of multiple regression analysis for the influence of political leadership on service delivery of local government in Oyo State, Nigeria found that political leadership had a positive and substantial effect on service delivery. Conceptually leadership being an inter-organizational component is vital to the operational excellence of organisation given its potential to influence it personnel and build strategy plan for such organisation<sup>1</sup>. This

outcome corresponds with this study's premise about the significance of leadership orientations to organisational performance. For example, the Authentic Leadership is a constructive kind of leadership utilized to establish the trust and pleasant working atmosphere to promote the employee for improved self-performance. Transformational Leadership refers to leaders who aim to produce ideas and fresh views to build a new path of progress and success in front of the company. Also, agile Leadership is an adaptable leader who defines the direction, specifies the basic, generative principles of the system, and fosters continual input, modification, and collaboration. Lastly, Omoluabi Leadership describes the personality attribute of a person/leader that encapsulate the culture of hard work, transparency, accountability, respect for employees, possession of sound character, and wisdom in judgment; one equipped to handle problems both within and outside of the organization.

The conclusions of this investigation have support in empirical literature. For instance, the research on The Impact of Transformational Leadership on Job Performance and CSR as Mediator in SMEs demonstrated that transformational leadership positively and totally predicts job performance. Particularly, the research reveals that CSR strongly influenced the impact of transformative leadership on job performance. On the basis of these data, it can be explicated that transformational leadership, job performances, and CSR are significant parts of an organization<sup>2</sup>. Another research on the Influence of Transformational Leadership on Employees' Creative Work Behavior in Sustainable Organizations: Test of Mediation and Moderation Processes revealed that that transformational leadership and work engagement were strongly connected to innovative work behavior.

The data also indicated the strong influence of transformational leadership on trust in a leader, and its consequent favorable impact on the work engagement of the employees<sup>3</sup>. A comparable research on Enhancing Organisational Performance via effective leadership in Nigeria's Public Organisations indicated that leadership plays essential roles in increasing organizational performance<sup>4</sup>. Another research hypothesized that that genuine leadership, via multiple impacts processes, promotes HPHRP, and vice versa, to assist generate better job engagement<sup>5</sup>. Despite the contextual contrasts in previous research with those of this study, academics have consistently positioned the significance of leadership for reaching greater degree of employee engagement and organisational success.

From the theoretical stand point the contingency theory is enhanced. According to the CT, leadership function as a significant internal-organisation contingent element that contain the power to affect organisational performance. This study's outcome is in concomitance with these theoretical approaches. Therefore, on the basis of the support discovered in conceptual, empirical and theoretical contributions in current literature with this present research's outcome, the study contends that political leadership have considerable influence on operational service delivery of local government in Oyo State, Nigeria.

The findings of multiple regression analysis on the influence of administrative capacity on service delivery of local government in Oyo State, Nigeria found that administrative capacity has a positive and substantial effect on service delivery. Conceptually the existence of internal organisational capacity such as strategic planning, innovation capability, and managerial control are contextualized as administrative capacity success criteria for local government. This conclusion corresponds with this study's premise about administrative competence. This research evaluated administrative capacity from the dynamic capability theory which emphasised that administrative capacity is an

intangible asset which local government may grow through time and deploy to achieve improved social performance in a changing environment.

The conclusions of this investigation have support in empirical literature. For instance, a study validated the favorable and substantial correlations between strategic planning, strategy execution, organizational excellence, and OP<sup>6</sup>. In a similar study, various researchers' data findings corroborate the beneficial and substantial influence of strategic planning and innovation on the organizational performance of the Dubai Police<sup>7</sup>. Also, a researcher's study demonstrated that strategic planning measures are significant contributors in driving improved businesses' performance<sup>8</sup>. Also, another study showed a favorable, moderate, and substantial influence on the Strategic planning–Organizational Performance relationship<sup>9</sup>. A researcher discovered that thorough strategic planning provides considerably improved organizational performance; yet, manufacturing organizations focused on strategic planning had no significant influence on strategy implementation<sup>10</sup>. Meaning the organizations pay less attention to the degree of successful strategy execution planning. A researcher pointed out that majority of the family enterprises in Ghana had obtained intermediate performance levels<sup>11</sup>. It is further shown that strategic planning activities are not frequently undertaken among the family enterprises in Ghana; yet, this study's results demonstrated a substantial beneficial association between strategic planning and family company performance.

A study data suggested that strategic planning greatly impacts organizational performance<sup>12</sup>. A researcher demonstrated strategic planning to have a beneficial association with the financial success of SMMEs<sup>13</sup>. Furthermore, parts of strategic planning (formulation, execution, assessment, and control) were also shown to link with financial success favorably. A scholar research revealed that executing strategic planning

favorably effects strategic performance, covering all its aspects, namely financial, customer, internal company operations, and learning and growth<sup>14</sup>. A researcher's results demonstrate a good association between the usage of strategic planning and organizational success in today's business environment<sup>15</sup>. The results emphasize the necessity for company owners and entrepreneurs to adopt strategic planning to achieve a competitive edge and assure survival in the competitive market.

Several researchers study focused at researching the influence of Innovation capacity on Firm performance among Nigeria Small and Medium Enterprises numerous sectors<sup>16</sup>. The studies indicated that innovation capacity has major positive link with business operational performance. Further investigation found that innovation capacity is a key success element consequently, emphasising the relevance of innovation capability in increasing the operational performance of institutions. A scholar supported the remark of another researcher who mentioned that innovation potential might impact business performance<sup>17</sup>. The required requirements for boosting firm success depend on well-designed, produced, and executed innovations which play the vital roles in providing new ideas, improvement, decrease in cost and raise performance.

A researcher explored the links between various forms of Innovation and business Performance and the Mediating Effect of Radical and Incremental Innovations on these Relationships<sup>18</sup>. Survey data was obtained from SME manufacturing enterprises in Kano state. The research discovered favorable significant correlations between administrative innovation, process innovation & product innovation and business operational efficiency. His conclusion is compatible with the contributions of various investigations concerning the value of innovation capacity to corporate success<sup>19</sup>. A research which focused on of retail enterprises, revealed that both technical innovation capacity and non-technical

innovation capability affects the influence of complicated client's result and these outcomes boost operational performance<sup>20</sup>. A researcher evaluated Synergy impact of innovation on company performance among 856 enterprises. Result demonstrated that exploration and exploitation orientations had favorable effects on product innovation and process innovation respectively which have good implications on the firm's performance.

Contrary to the prevalent opinion of the important of innovation to organisational success, after researching sixty businesses registered in the Nigerian Stock Exchange showed that innovation had negative associations with organisation performance<sup>21</sup>. Corroborating his statement, a researcher having studied small and mid-sized manufacturing enterprises in Nigeria stated that not every innovation capacity dimension substantially effects on firm operational performance. This is consistent with as their research indicated that marketing innovation had negligible beneficial influence on performance<sup>22</sup>. The alternative position highlighted the issue of appropriateness of the capacity to use innovation. The study of a researcher, which highlights the development of administrative capacity for discussion on research, practice, and policy development, underlined the necessity for management control within the framework of administrative capacity<sup>23</sup>.

According to, management controls attempt to guarantee that resources utilized to accomplish organizational and government goals are not misused or mishandled (OECD 2017), and the autonomy above does not transform into an excess of discretion<sup>24</sup>. Such controls attempt to increase organizational performance and operational capabilities. Within companies in Singapore, percent propose that an organizational control system promotes employee trust, impacting their commitment and productivity. In a meta-analysis done by, the researcher demonstrated that managerial control is a significant success element for diverse institutional performance outcomes<sup>25, 26</sup>.

In another comparable research done in local public institutions, averred that external control and formal internal control were substantially connected with all three performance aspects - financial, service quality, and procedural, as predicted<sup>27</sup>. However, the informal internal control only had a substantial association with the service quality performance. This research also demonstrated that the external control, via the existence of the formal internal control, had a greater association with all the three performance characteristics than the direct relationship between the external control and performance<sup>28</sup>. Also, aligned with submission to reinforced the significance of management control to operational efficiency and good service delivery. Other papers on this same line involving management control-performance correlation include<sup>29,30</sup>.

From the theoretical stand point both the dynamic capability theory is enhanced. The dynamic capability theory which in an inside-out viewpoint highlight that for company to attain exceptional performance, such businesses must possess internal Organisational knowledge, skill, and ability that are highly distinctive. Furthermore, the dynamic capability theory emphasised the necessity for business to guarantee it possesses internal and external organisation abilities one that adjust to changing environment as a prerequisite to obtaining better performance. This study's findings are in concomitance with these theoretical approaches. Therefore, on the basis of the support discovered in conceptual, empirical and theoretical contributions in current literature with this present research's outcome, the study contends that administrative capacity has considerable influence on new product performance.

The interview offered the research the empirical foundation to demonstrate the obstacles confronting the local government from delivering its statutory responsibilities to residents in Oyo State, Nigeria. Foremost among the issues is the autonomy of local government.

This research has aroused the idea that concerns of political, administrative and financial autonomy that the local government in Oyo State lacks are likely cause of the inefficiencies faced in service delivery. The analysis of the interview provided an empirical support for this study's suspicion as all the top officials in the six local government in Oyo State including past local government chairmen and local government caretaker past and present affirm that the issues of lack of autonomy as consistently hindered the capacity of the local government to fulfill their statutory obligation to the grassroots economy. Evidence of this inefficiencies of the local government is found in the poor state of rural roads, near absence of efficient primary health care facilities in rural communities, diseases attributable to unhygienic water consumption in the rural communities, dilapidated school facilities, ill equipped rural human resource capacity, general lack of skill acquisition program and the security of rural farmers and citizens in the local government investigated. If nothing is done to solve these concerns of political, administrative and financial autonomy for the local government in Oyo State, the grassroots economy would continue to suffer from the incapacity of the local government to satisfy their requirements.

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## **Chapter Five**

### **Conclusion**

This chapter offers and examines the summary of results, conclusions and gives beneficial advice, additions to knowledge and proposals for subsequent study.

#### **5.1 Summary of Findings**

The major purpose of this research is to explore the influence of political leadership and administrative capability on service delivery of certain chosen local governments in Oyo State. The study has five chapters to achieve its main objective. Chapter one offered the backdrop to the research which argues that correct political leadership and administrative competence is extremely vital to give excellent services to the public and make the local governments to be competitive. Several studies have been done on political leadership and administrative ability on service delivery of local governments. Also, empirical submission has been made concerning political leadership and administrative capacity on service delivery of local governments although researchers have advocated the necessity for more studies on political leadership and administrative capacity on service delivery of local governments.

The data obtained were sorted, tagged, and analyzed to establish the statistical significance of the influence of political leadership and administrative capability on service delivery of certain chosen local governments in Oyo State, and final acceptance of the hypotheses were made. From the interpretation of analyses of data obtained and conclusions of the research, the following may be summed up as the primary empirical findings of this study:

- i. Political leadership greatly impact operational effectiveness of chosen local government areas in Oyo State, Nigeria yet the effect is modest.
- ii. Administrative capacity considerably have positive but weak significant influence on service quality of chosen local government areas in Oyo State, Nigeria nonetheless the effect is modest.
- iii. Administrative capacity considerably influences responsiveness of chosen local government area in Oyo State, Nigeria yet the effect reported is minimal.
- iv. Political leadership and administrative competence have positive and relatively strong considerable effect on service delivery of chosen local government areas in Oyo State, Nigeria.
- v. Political, administrative, and financial autonomies are discovered as the key restraints which are adversely influencing the local government in Oyo State hence impeding their statutory commitment to the grassroots economy

## **5.2 Conclusion**

This study was carried out to examine the effect of political leadership (authentic, transformational, Omoluabi, and agile leadership) and administrative capacity (strategic planning, innovation capability, and management control) on service delivery (operational efficiency, service quality, and responsiveness) of six local governments area in Oyo State with rural and urban representation. This research revealed that there was a statistically significant influence of political leadership and administrative ability on service delivery of the of six local government area in Oyo State, Nigeria. However, underpinning the result, demonstrates that all the elements of political leadership and administrative capability had minimal contribution to the service delivery in the local governments analyzed in Oyo State. This is a cause of worry for the local government

administration if it wishes to accomplish considerable development and compete with global public service performance standards.

This research highlighted the idea that concerns of political, administrative and financial autonomy that the local government in Oyo State lacks are likely because of the inefficiencies faced in service delivery. The analysis of the interview provided an empirical support for this study's suspicion as all the top officials in the six local government in Oyo State including past local government chairmen and local government caretaker past and present affirm that the issues of lack of autonomy has consistently hindered the capacity of the local governments to fulfil their statutory obligation to the grassroots economy. Evidence of this inefficiencies of the local government is found in the poor state of rural roads, near absence of efficient primary health care facilities in rural communities, diseases attributable to unhygienic water consumption in the rural communities, dilapidated school facilities, ill equipped rural human resource capacity, general lack of skill acquisition program and the security of rural farmers and citizens in the local government investigated. If nothing is done to solve these concerns of political, administrative and financial autonomy for the local governments in Oyo State, the grassroots economy would continue to suffer from the incapacity of the local government to satisfy their requirements.

The results of this research have major relevance for the government about the administration of the local government and the subsequent contribution to the grassroots economy. It is vital that government at the Federal and the State levels realize the statutory responsibility of the local government to the grassroots economy more so that the local government competence to provide the dividend of democracy lays its political, administrative, and financial autonomy. Village needs varies from one community to the

other even under similar municipal authority. Hence, the assumption that the State government governs the local government is detrimental to their potential to actually become the mainstay of the local economy and supply vital infrastructure developmental amenities to the grassroots economy.

### **5.3 Recommendations**

Based on the outcomes of this investigation, the following suggestions are given;

- i. Political leadership has major effect on operational performance of chosen local government area in Oyo State, Nigeria. However, Omoluabi and transformational leadership had minimal influence, so it is vital that local government leadership should seek to guarantee that both leadership orientations have beneficial effect on operational efficiency of local government in Oyo State, Nigeria. This is crucial to the overall relevance of political leadership to operational effectiveness of local government in Oyo State, Nigeria.
- ii. Underlining the significant influence of administrative capacity on service quality of selected local government in Oyo State, is an insignificant relative effect of innovation capability. Hence, the leadership of local government in Oyo State, should ensure it acquire and train their staff on information communication technology equipment, more so, Oyo State government need to provide funds to innovate the local government offices and encourage innovation in term of policies that can enhance service quality for the citizens of Oyo State, Nigeria.
- iii. From the obtained result, administrative capacity greatly influences responsiveness of local government in terms of service supplied. However,

innovative capability's proportionate effect was negligible. Therefore, management of the local governments should adopt innovative management system so that it can achieve better innovation capability result.

- iv. The result implies that political leadership and administrative capacity significantly influence service delivery of the management of the local governments. Therefore, management of the local governments investigated should focus on improving service delivery by enhancing its administrative capacity through innovative and strategic planning and should also prioritize its good leadership process to improve operational efficiency, quality services and responsiveness which will eventually improve service delivery.
- v. From the analysis of the interview done, it is vital that the Federal and State government abandon it hold on local government so they can positively affect lives of the rural economy; and this can be accomplished if local government have autonomy (political, administrative, and financial) (political, administrative, and financial).

#### **5.4 Contribution to Knowledge**

This work makes substantial addition to literature philosophically, theoretically, and practically.

Based on the conceptual evaluation done, this work makes deep addition to knowledge conceptually in numerous aspects. The research identified and addressed conceptual gaps in literature surrounding the political leadership, administrative ability, and service delivery of local government in Oyo State, Nigeria. Another conceptual addition to knowledge were the administrative capability sub-variables utilized in this research. The

political leadership and administrative capability sub-variables are situation dependent. Hence future research may employ these metrics to increase its generalizability. In conclusion, the conceptual model produced for the research highlight another area in which this study has added to the body of knowledge conceptually since no known comparable studies, both theoretical and empirical, have employed the model in their investigations. Hence, contributing to theories that might explain the relationship between political leadership, administrative ability, and service performance.

The conclusion of this research is in accordance with the dynamic capacity and the contingency theory which supplied the theoretical framework for this investigation. Both theories complement each other to give a theoretical explanation for the interplay between political leadership, administrative ability, and service delivery of chosen local government in Oyo State, Nigeria. State capacity must not be static but dynamic so that the government and its agencies can adapt and deal with environmental circumstances to generate its people' desired economic well-being. All the metrics of administrative capacity in this research are State capabilities that may change and be improved upon to give greater public service. The complementary purpose of the contingency theory of leadership is that it develops awareness for the significance of leadership in strengthening the State's ability to give better service to the grassroots economy.

This study examined the effect of political leadership and administrative capacity on service delivery with emphasis on Ibadan South West Local Government, Ido Local Government, Afijio Local Government, Atiba Local Government, Iseyin Local Government, and Itesiwaju Local Government in Oyo State, Nigeria. The empirical result of this study contributed to the existing literature and empirical findings in the domain of political leadership, administrative ability, and service delivery in the public sector in

Nigeria and it equally functioned as reference material for future researchers. Specifically, aim one of the research demonstrated that political leadership has considerable effect on operational efficiency of local government in Oyo State. Also, goal two and three, hypothesized that administrative capability held by the six local governments has positive and substantial effect on service quality and responsiveness correspondingly. Operational efficiency. Objective four demonstrated that political leadership and administrative leadership had considerable influence on the service delivery of the local government under consideration. Lastly, goal five revealed that political, administrative, and financial autonomy were issues inhibiting the local government from achieving their statutory commitment to their population in Oyo State, Nigeria.

### **5.5 Areas of Further Research**

This research focuses on the influence of political leadership and administrative ability on service delivery of selected local governments in Oyo State. Nevertheless, to further widen the boundaries of knowledge, the following topics of study are proposed for additional inquiry.

- i. The present study was carried out in six local governments in Oyo State, further studies in the area of political leadership and administrative capacity on service delivery can as well be carried out in other local governments yet to be covered in the state in order to extend the generalizability of the findings of this study.
- ii. A comparative study on constraint of local governments in Oyo State and other States in Nigeria should be considered in future study.
- iii. A cross-sectional survey design was used in the course of the study, and this means evidence of causality cannot be established hence, future study may

consider the longitudinal survey design to explain causality on the interaction between political leadership, administrative capacity and service delivery in local government in Nigeria.

- iv. Factors that can enhance local government service delivery goes beyond political leadership and administrative capacity. Although these factors considered in this study are context specific yet other factors like local government creativity, and resilience factors, and strategic agility holds an interesting avenue for future studies.

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## Appendix I

### Management Feedback Questionnaire Lead City University, Ibadan, Oyo State Departments of Politics & International Relations

Dear Respondent,

As part of the requirement for a Doctor of Philosophy degree in public administration, I am carrying out a study on “**Political Leadership, Administrative Capability And Service Delivery Of Oyo State’s Local Governments (2011 – 2019)**”. This study is mainly an academic exercise as all information provided would be treated with the utmost confidentiality. In any case, you feel uncomfortable to proceed; you may withdraw your consent at no cost. Below is the questionnaire that addressed the objective of this study. Please feel free to tick the option that best express your personal views.

Thank you.

**Ajanaku Samuel Olusegun**

#### Section A: Demographic Information

Please carefully go through each item and tick (√) as appropriate.

1. What is your age bracket: 21- 30( ) 31-40( ) 41-50 ( ) 51 – 60( ) 61 - 65 ( )
2. What is your highest academic qualification: ND/NCE ( ) B.Sc/BA/HND ( ) PGD/MBA/MSc/MA ( ) MPhil ( ) PhD ( ) Others, (please specify).....
3. Length of Service: Below 5yrs ( ), 6-10yrs ( ), 11-15yrs ( ) 16yrs + ( )

#### Section C: Administrative Capacity

The statement in this section concerns administrative capacity sub variables as applicable to your agency. Using the four-point Likert-type-scale provided, please indicate the extent to which each statement applies to your organization by selecting one of the options provided (4, 3, 2, 1). Please tick (√) one box each per statement

**4 = Very High extent; 3 = High extent; 2= Low extent; 1 = Very Low extent**

| V | Strategic Planning  | VHE | HE | LE | VLE |
|---|---|-----|----|----|-----|
|   | To what extent, does your Local Government (LG) do the following? |     |    |    |     |
| 1 | Establish specific actions to implement its mandate               | 4   | 3  | 2  | 1   |
| 2 | Align LG culture with the strategy                                | 4   | 3  | 2  | 1   |
| 3 | Commit employees towards the mandate of the LG                    | 4   | 3  | 2  | 1   |
| 4 | Designate who is responsible for each action in the LG            | 4   | 3  | 2  | 1   |
| 5 | Establish plans to achieve a better future for the LG             | 4   | 3  | 2  | 1   |

|            |   |            |           |           |            |
|------------|---|------------|-----------|-----------|------------|
| 6          | Established comprehensive plan to meet the purpose of the LG  | 4          | 3         | 2         | 1          |
| <b>VI</b>  | <b>Innovation Capability</b><br>To what extent, does your LG do the following?                      | <b>VHE</b> | <b>HE</b> | <b>LE</b> | <b>VLE</b> |
| 1          | Improved operational processes  | 4          | 3         | 2         | 1          |
| 2          | Acquire technology to improve service delivery  | 4          | 3         | 2         | 1          |
| 3          | Routine renewal of management protocols   | 4          | 3         | 2         | 1          |
| 4          | Introduce Novel reward system   | 4          | 3         | 2         | 1          |
| 5          | Introduce flexible job responsibilities   | 4          | 3         | 2         | 1          |
| 6          | Collaborate with other State's LG to deliver better value   | 4          | 3         | 2         | 1          |
| <b>VII</b> | <b>Management Control</b><br>To what extent, does your LG ensure the following?                     | <b>VHE</b> | <b>HE</b> | <b>LE</b> | <b>VLE</b> |
| 1          | Adopt sets of procedures that monitor its activities  | 4          | 3         | 2         | 1          |
| 2          | Have in place mechanisms for mitigation unethical behaviour   | 4          | 3         | 2         | 1          |
| 3          | Identify changes in the internal environment  | 4          | 3         | 2         | 1          |
| 4          | Identify changes in the external environment  | 4          | 3         | 2         | 1          |
| 5          | Make LG personnel accountable for their actions   | 4          | 3         | 2         | 1          |
| 6          | Upheld ethical values in all management decisions   | 4          | 3         | 2         | 1          |
| 7          | Have in place a system that ensure due process is followed in the discharge of duties within the LG | 4          | 3         | 2         | 1          |
| 8          | The agency has in place a structure that spells out all the responsibilities of each unit.          | 4          | 3         | 2         | 1          |

**Local Government Operational Staff  
Questionnaire  
Lead City University, Ibadan, Oyo State  
Departments of politics and International Relations**

Dear Respondent,

As part of the requirement for a Doctor of Philosophy degree in public administration, I am carrying out a study on “**Political Leadership, Administrative Capability And Service Delivery Of Oyo State’s Local Governments (2011 – 2019)**”. This study is mainly an academic exercise as all information provided would be treated with the utmost confidentiality. In any case, you feel uncomfortable to proceed; you may withdraw your consent at no cost. Below is the questionnaire that addressed the objective of this study. Please feel free to tick the option that best express your personal views.

Thank you.  
**Ajanaku Samuel Olusegun**

**Section A: Demographic Information**

Please carefully go through each item and tick (✓) as appropriate.

4. What is your age bracket: 21- 30( ) 31- 40( ) 41-50 ( ) 51 – 60( ) 61 - 65 ( )
5. What is your highest academic qualification: ND/NCE ( ) B.Sc/BA/HND ( ) PGD/MBA/MSc/MA ( ) MPhil ( ) PhD ( ) Others, (please specify).....
6. Job Level: Middle management ( ) Operational management ( )
7. Length of Service: Below 5yrs ( ), 6-10yrs ( ), 11-15yrs ( ) 16yrs + ( )

**Political Leadership**

The statement in this section concerns political leadership measures as observed in your local government area. Using the six-point Likert-type-scale provided, please indicate the extent to which each statement applies to your organization by selecting one of the options provided (6, 5, 4, 3, 2, 1). Please tick only one option per item.

**4 = Very High extent; 3 = High extent; 2= Low extent; 1 = Very Low extent**

| I  | <b>Transformational Leadership</b><br>To what extent, does your Local Govt (LG) leader exhibits the following? | VHE | HE | LE | VLE |
|----|--|-----|----|----|-----|
|    | Always on the lookout for new opportunities LG   | 4   | 3  | 2  | 1   |
|    | Has a clear view of its final aims for the LG  | 4   | 3  | 2  | 1   |
|    | Succeeds in motivating all the LG personnel  | 4   | 3  | 2  | 1   |
|    | Always acts as the LG’s leading force  | 4   | 3  | 2  | 1   |
|    | Sets high goals for myself (high performance expectations  | 4   | 3  | 2  | 1   |
|    | Inspires others in the LG with their future plans  | 4   | 3  | 2  | 1   |
|    | Behaves in a manner thoughtful of my personal needs  | 4   | 3  | 2  | 1   |
| II | <b>Authentic Leadership</b><br>To what extent, does your Local Govt (LG) leader exhibits the following?        | VHE | HE | LE | VLE |
| 1  | Has a clear understanding of his/her leadership philosophy   | 4   | 3  | 2  | 1   |
| 2  | Actively listen to diverse points of view  | 4   | 3  | 2  | 1   |
| 3  | Follow through on promises he/she makes  | 4   | 3  | 2  | 1   |
| 4  | Genuinely celebrate staff commitment to LG’s progress  | 4   | 3  | 2  | 1   |

|     |  |            |           |           |            |
|-----|--|------------|-----------|-----------|------------|
| 5   | Treat staff in the LG with dignity and respect   | 4          | 3         | 2         | 1          |
| 6   | Show genuine concern for employee's wellbeing  | 4          | 3         | 2         | 1          |
| 7   | Encourage learning and development across units in the LG  | 4          | 3         | 2         | 1          |
| 8   | Demonstrate genuine self-discipline  | 4          | 3         | 2         | 1          |
| 9   | Builds a system of shared purpose for all employees in the LG  | 4          | 3         | 2         | 1          |
| III | <b>Omoluabi Leadership</b><br>To what extent, does your Local Govt (LG) leader exhibits the following? | <b>VHE</b> | <b>HE</b> | <b>LE</b> | <b>VLE</b> |
| 1   | Has respect for all employees in the LG  | 4          | 3         | 2         | 1          |
| 2   | Possess sound character and wisdom in judgment   | 4          | 3         | 2         | 1          |
| 3   | Readiness to assist employees  | 4          | 3         | 2         | 1          |
| 4   | Truthful and reliable  | 4          | 3         | 2         | 1          |
| 5   | Able to handle problems adequately   | 4          | 3         | 2         | 1          |
| 6   | Able to discharge his duties responsibly   | 4          | 3         | 2         | 1          |
| 7   | Possess excellent knowledge of the business  | 4          | 3         | 2         | 1          |
| 8   | Consistent use of socially approved expression to address employees                                    | 4          | 3         | 2         | 1          |
| IV  | <b>Agile Leadership</b><br>To what extent, does your Local Govt (LG) leader exhibits the following?    | <b>VHE</b> | <b>HE</b> | <b>LE</b> | <b>VLE</b> |
| 1   | Ability to quickly cope with complex environmental issues  | 4          | 3         | 2         | 1          |
| 2   | Value high quality thinking in problem solving   | 4          | 3         | 2         | 1          |
| 3   | Provide opportunity for transparent feedbacks  | 4          | 3         | 2         | 1          |
| 4   | Builds a system of shared purpose for all employees  | 4          | 3         | 2         | 1          |
| 5   | Inspires employees to bring their best to work   | 4          | 3         | 2         | 1          |
| 6   | Develop tomorrow's leader without prejudice  | 4          | 3         | 2         | 1          |
| 7   | Decentralize appropriate authority with the LG   | 4          | 3         | 2         | 1          |
| 8   | Encourage change in the LG without chaos   | 4          | 3         | 2         | 1          |

**4 = Strongly Agree (SA); 3 = Agree (A); 2= Disagree (D); 1 = Strongly disagree (SD)**

| <b>X</b> | <b>Operational Efficiency: To what extent do you agree/disagree with your ability to achieve the following?</b> | <b>S<br/>A</b> | <b>A</b> | <b>D</b> | <b>S<br/>D</b> |
|----------|---|----------------|----------|----------|----------------|
| 1        | Exhibit readiness to serve in different capacity in the LG  | 4              | 3        | 2        | 1              |
| 2        | Timely delivery of work done  | 4              | 3        | 2        | 1              |
| 3        | Ability to work with less supervision in the LG   | 4              | 3        | 2        | 1              |
| 4        | Able to perform increasing number of assignments given  | 4              | 3        | 2        | 1              |
| 5        | Encourage low personnel absenteeism   | 4              | 3        | 2        | 1              |
| 6        | Reducing public complaint about the LG service delivery   | 4              | 3        | 2        | 1              |
| 7        | Striving to improve public image for the LG   | 4              | 3        | 2        | 1              |

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**Community Feedback**

**Questionnaire**

**Lead City University, Ibadan, Oyo State  
Departments of politics and International Relations**

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questionnaire that addressed the objective of this study. Please feel free to tick the option that best express your personal views.

Thank you.

**Ajanaku Samuel Olusegun**

### Section A: Demographic Information

Please carefully go through each item and tick (✓) as appropriate.

8. What is your age bracket: 21- 30( ) 31- 40( ) 41-50 ( ) 51 – 60( ) 61 - 65 ( )
9. What is your highest academic qualification: ND/NCE ( ) B.Sc/BA/HND ( ) PGD/MBA/MSc/MA ( ) MPhil ( ) PhD ( ) Others, (please specify).....
10. Local Government of Residence.....

### Section C: Service Delivery

The statement in this section concerns service delivery indicators as applicable to your Local Government (LG). Using the four-point Likert-type-scale provided, please indicate the extent to which you agree/disagree with each statement as applicable to your LG by selecting one of the options provided (4, 3, 2, 1). Please tick (✓) one box each per statement

**4 = Strongly Agree (SA); 3 = Agree (A); 2= Disagree (D); 1 = Strongly disagree (SD)**

| <b>VII<br/>I</b> | <b>Service Quality: To what extent do you agree/disagree with your LG's ability to achieve the following?</b> | <b>S<br/>A</b> | <b>A</b> | <b>D</b> | <b>S<br/>D</b> |
|------------------|---|----------------|----------|----------|----------------|
| 1                | The LG promptly provides services that respond to the needs of the public                                     | 4              | 3        | 2        | 1              |
| 2                | The LG provides confidence to the public that services rendered will be performed adequately                  | 4              | 3        | 2        | 1              |
| 3                | The LG possesses facilities-personnel that guaranty excellent service delivery                                | 4              | 3        | 2        | 1              |
| 4                | <i>The LG possesses a sense of care and understanding about public needs</i>                                  | 4              | 3        | 2        | 1              |
| 5                | <i>The LG consistently provides services dependably that enhance positive public experience</i>               | 4              | 3        | 2        | 1              |
| <b>IX</b>        | <b>Engagement: To what extent do you agree/disagree with your LG's ability to achieve the following?</b>      | <b>S<br/>A</b> | <b>A</b> | <b>D</b> | <b>S<br/>D</b> |
| 1                | Develop a culture that values open communication with the public  | 4              | 3        | 2        | 1              |
| 2                | Exhibit a transparent system in delivering value of democracy   | 4              | 3        | 2        | 1              |
| 3                | Engage all the LG's stakeholders in goal settings   | 4              | 3        | 2        | 1              |
| 4                | Possesses a system that guarantees value to the citizen   | 4              | 3        | 2        | 1              |
| 5                | Acquire resources necessary to closely connect with the public  | 4              | 3        | 2        | 1              |

|           |   |          |          |          |          |
|-----------|---|----------|----------|----------|----------|
| 6         | Effectively interact with the public  | 4        | 3        | 2        | 1        |
| <b>XI</b> | <b>Responsiveness: To what extent do you agree/disagree with your ability to achieve the following?</b> | <b>S</b> | <b>A</b> | <b>D</b> | <b>S</b> |
|           |   | <b>A</b> |          |          | <b>D</b> |
| 1         | Deploy speed in delivering service to the public  | 4        | 3        | 2        | 1        |
| 2         | Address client/public needs quickly by deploying technology   | 4        | 3        | 2        | 1        |
| 3         | Respond adequately to client/public compliant   | 4        | 3        | 2        | 1        |
| 4         | The LG encourages periodic adding of new skill-set to improve work done                                 | 4        | 3        | 2        | 1        |
| 6         | Local government staff set the LG's mandate as priority   | 4        | 3        | 2        | 1        |

## Biodata

### A. Personal Data

Name: **Samuel Olusegun AJANAKU**

Address: Plot 3, Block D, Alaafia Estate,  
Eleyele, Ibadan

E-mail: [ajanakuo@yahoo.com](mailto:ajanakuo@yahoo.com)

Phone No: 08033599060

Date and Place of birth: January 2<sup>nd</sup>, 1964

Nationality: Nigeria

State of Origin: Osun State

Sex: Male

Marital Status: Married

Religion: Christianity

**B. Schools Attended with Dates**

- (a) Lead City University, Ibadan, 2019-2022
- (b) University of Ibadan, 1994
- (c) University of Ibadan 1992
- (d) Divisional Teachers' College, Eruwa 1983
- (e) Commercial Secondary School, Imesi Ile. 1979
- (f) Otapete Methodist Primary School, Imesi Ile 1975

**C. Academic Qualification with Dates**

- (a) PhD Public Administration in View
- (b) Oracle 9 Professional Certification 2002
- (c) M.Sc Public Administration 1994
- (d) B.Ed Political Science/English 1992
- (e) General Certificate of Education 1986
- (f) Teachers Grade II Certificate 1984
- (g) Senior Secondary School Certificate 1979
- (h) First School Leaving Certificate 1975

**D. Working Experience with Dates**

- TRIJOF Microfinance Institution, 2017 to  
date
- Astra Polaris Microfinance Bank, 2013 to  
date
- Aquatech College of Agric (Director) 2013 to  
date

- Oyo State House of Assembly, (Legislator) 2011 – 2019
- City Polytechnic, Uyo, (Lecturer) 2007 – 2010
- OSISATECH Polytechnic, Enugu, (Lecturer) 2004 – 2006
- Ibadan South West Local Government (Supervisor for Health) 2001 – 2002
- Forestry Research Institute of Nigeria (Personnel/Admin Officer) 1999 – 2001
- Ibadan South West Local Government (Councilor/Supervisory Councilor) 1996-1997
- Oyo State Education Board (Teaching) 1984 – 1988
- Nigeria Railway Corporation (Signal Assistant) 1980 – 1981
- Ministry of Lands and Housing, Ogun State (Clerical Assistant) 1979 - 1980

#### **E. Awards and Professional Membership**

- Legislator of the Year,  
2015
- Legislator of the Year,  
2014
- Pointman Leadership, Berlin, Germany

- Member, National Institute of Sales Management, MNISM

**F. Political Membership**

- All Progressive Congress, APC
- Action Congress of Nigeria, ACN
- Action Congress, AC
- Alliance for Democracy, AD
- United Nigeria Congress Party, UNCP
- Social Democratic Part, SDP
- Unity Party of Nigeria, UPN

**G. Hobbies**

- Games and Sports
- Travelling
- Counselling

**Referees:**

Available on request and as appropriate

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**Signature**

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**Date**

**University Compliance Certification**

This is to certify that this Thesis written by **Samuel Olusegun AJANAKU** with Matriculation No. **LCU/PG/001667** in the department of Politics and International Relations, Faculty of Management and Social Sciences, Lead City University, Ibadan is in full compliance with the approved University format and style.

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**Signature**

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**Date**

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