Leadership Management and Control of Local Government in Nigeria for Grassroot Development

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Abstract
Local government administration in Nigeria, as the third tier of government, has been bedevilled with so many challenges despite series of reforms. These challenges were adduced to emanate for lack of proper administrative management and control as leadership is believed to be the cornerstone of the system's effective and responsible grass-root development. Thus, this paper was informed to examine the various types of leadership styles operating in organizations as well as the local governments in the country. This was done using sources of data such as journal articles, newspapers and textbooks related to local government administration in Nigeria. It is, therefore a descriptive study that relied on secondary data sources. The paper revealed the forms of leadership styles and their challenges inhibiting efficient service delivery to the people at the grassroot level of governance in Nigeria. It concluded that the challenges are institutional and attitudinal in nature which could be addressed if there is the political will by the leaders of the local governments. It recommended a democratized local government leadership system to allow both the leaders and the subordinate to ventilate their administrative opinions in making decisions which affect the rural populace at the grassroot levels.

Keywords: Grassroot Development, Local government, Leadership, Leadership Control, Leadership Management

Introduction
Local government administrations globally differ in size and structure and operate under diverse arrangements based on the system of government in different nations. But, as observed by Megelle local governments universally struggle to meet peoples' demands for goods and services in a cost-effective way particularly at the lowest level of government or government at the grass root. It has the power to formulate policies, prepare budgets and a measure of control over its own staff, with a view that it is rightly positioned to ensure unhindered and efficient service delivery at the grassroot levels [1-5].

Indeed, Local government is that part of the whole government of a nation or state which is administered by authorities subordinate to the state authority, for grass-root development of the people living in local communities having common interests and common history. Thus, this lower level of government engages in the socio-communal development from the lowest level. In fact, it is the closest modern political authority to the populace. Absence of a robust administrative leadership and management control has become a serious thorn in managing local government affairs for quite a long period of time. As such, a strong, focussed and vibrant leadership is required to manage the challenges encircling the developmental agenda of this tier of government especially in a democratic setting like Nigeria.

The existence of local government has always been defended on the basis that it is a crucial aspect of the process of democratization and intensification of mass participation in the decision-making process. No political system is considered complete and democratic if it does not have a system of local government [6]. This tier of government serves a two-fold purposes. The first purpose is the administrative purpose of supplying goods and services; the other purpose is to represent and involve citizens in determining specific local public needs and how these local needs can be met. Local representative government is a process that spans and connects representation and administration at local levels within local government structures. In order to understand the function and structure of local government, it is important to understand the meaning of local government and leadership. With these aspects of the role of local government in mind, attention will be directed towards the administrative or leadership control and management of local government which is the cornerstone of steering developmental activities in form of strategizing policies geared grass roots popular satisfaction.

However, in spite of the 1976 local government reforms granted greater autonomy, powers and functions to local governments, they still have a long way to go towards the satisfactory performance of their functions in many areas due to poor management and leadership control within and outside. The basic question central to this paper is

why the local governments leadership management control became short of yielding positive results in terms of development at the grassroot level. Thus, the main aim of the paper is examining the basic leadership styles used in making public policy that affect grassroots development. Consequently, attention will be directed to understanding the types of leadership in the local government administration and how it contributes in curbing the challenges of local administration for the rapid socio-economic and political development at local levels. For this purpose, it is therefore pertinent to briefly understand the concept of local government and leadership itself as the key concepts of the paper.

Local Government

Local Government is the system of locally elected members representing their communities and making decisions on their behalf. Local factors such as geography, the environment, economic opportunities and health can be better taken account of by Local Governments charged with making decisions that affect their communities. These decisions can relate to the effective and efficient provision of services to meet community needs, to regulation of certain functions, to facilitation of local activities and to pursue community goals. In making these decisions, councils must report to their communities in a clear and accountable way. Local authorities cannot achieve their objectives alone. They work closely with central government and with other organisations, public bodies, businesses and citizens. Once elected, Local Governments are empowered to serve the people who live within the Municipality or Neighbourhood Democratic Council and Constituencies to which they were elected.

Leadership

An effective leadership enables the employees to work together as a single unit towards a common goal. Leadership is a quality of influencing people, so that the objectives are attained willingly and enthusiastically. It is not exactly same as management, as leadership is one of the major elements of management. Management is a discipline of managing things in the best possible manner. It is the art or skill of getting the work done with others.

Leadership Control as a Key to Local Government Administration and Management

The skill of leading a group of people and inspiring them towards a direction is known as Leadership. It is an interpersonal process which involves influencing a person or a group, to ensure achievement of objectives, willingly and enthusiastically. It is not a lesson to be taught, but a quality which is possessed by only a few numbers of people. The person who owns this quality is known as a leader. A leader is someone who has many people following him, as their inspiration. Leadership is an activity of guiding and directing people to work together in achieving the objectives. It requires a good vision of thinking across the boundaries. In an organization like local government, one can see several leaders who are responsible for the work of their departments or units. For the achievement of a single objective, the employees of the local government to deliver the desired developmental programs to the common man local government administration is divided into departments and units. And, each of these departments or units is assigned a task which they must complete within the specified time. Each department or unit comprises of a leader who is appointed based on merit along with seniority.

For instance, in our contemporary situations an administrator takes over a department or division and immediately begins issuing edicts, disbanding committees, replacing people, and squelching the inevitable dissent–through fear and intimidation, if necessary. In an actual sense, if a new person comes in, he should right away starts working to build consensus, listening to those who have been there for long and starts seeking to understand the issues before making any drastic decisions. Sadly, too many administrators are focused primarily on controlling the people and circumstances around them rather than on providing actual leadership to their areas.

Ironically enough, these are often the same individuals who, as subordinates, screamed the loudest when they felt that their superiors were too authoritarian. Obviously, they have never been taught, either by example or any other means, the qualities that make a good leader. True leadership requires humility, willingness to listen, to admit that others might know more about a given area or situation, to acknowledge that one might be wrong on occasions. An effective leader listens more than speaks, whispers more than shouts, and apologizes more than blames. Undoubtedly, true leadership seeks to serve rather than be served. History and religious tradition provide many examples of such leaders, from Socrates to Plato, Jesus Christ down to prophet Muhammad (PBUH), who famously taught that the last shall be first and the first shall be last. Leaders understand that one of their most important functions is to help the people they lead reach their full potentials, and not to exploit those people for their own gain, to make themselves look good, or to advance their own careers.

Ultimately, leadership is all about trust. The best leaders demonstrate trust in those around them, which is the opposite of control because it involves a great deal of letting go and no small amount of self-effacement which brings us back to humility. Great leaders are also trustworthy, meaning that they tell the truth, do what they say they are going to do, and can be counted on to go to the mat in defence of what they believe is right. The great paradox of leadership is that, by letting go, administrators ultimately achieve some measure of control over their circumstances, together with their colleagues; whereas, by attempting to clamp down, they merely invite passive aggressive resistance, if not outright mutiny, which in the end leads to chaos. This is a true and time-honoured principle that all great leaders understand naturally, and one that control freaks can never seem to grasp.

Moreover, correct decision-making is the most important aspect of leadership. All the other elements – from conceptualization of ideas and their dissemination, to surrounding oneself with good people – hinge on correct decision-making [7]. From the 1990s the interrelationship of administration and politics and the importance of administrative leadership in decision-making have been recognized, in addition to political leadership [8]. Studies have demonstrated that leadership is a key element in the complex game of local government and is essential in order to serve the public good, as well as being responsible for failures [9]. Good leadership should take decisions that reflect a broad vision and clear objectives and employ long-term budgeting processes that involve and engage council members and employees [10]. In such processes, stable managerial leadership with ongoing commitment and consistency is paramount [11].

For the purpose of understanding this, it is important to examine the kind of leadership or management styles which are usually found in not only local government management but also in the ethos of administration entirely. Choice of leadership and the management

control of such a leader is informed by the leader's management philosophy. Indeed, a leader (chairman, councillor, head of departments or units) chooses his style of leading his subordinates, thus the pattern of his behaviour determines the developmental success of the system which reflects in the satisfaction of the citizenry. Some scholars argued that the choice of leadership style is informed by environmental factors and the situation the leader finds himself.

Notwithstanding, the style of leadership chosen influence on a great extent the leader's effectiveness, and without an appropriate leadership styles or motivational techniques, organization goals may suffer, and the workers may feel resentful, aggressive, in secured and dissatisfied, thus would not yield any meaningful result for grass-root development. In the organization, although there are many leadership styles, but for the purpose of this paper, some major leadership styles were considered and discussed below.
1. Autocratic leadership style
2. Democratic leadership
3. Laissez faire leadership style

Autocratic leadership style
This is a form of leadership style in which policies or decision are determined and taken by the leader. In this form of this leadership style, the techniques and steps of activities to be carried out detected by authority of a leader at a time. Such that steps to be taken in the future are always uncertain to a large extent, the leader usually dictates the work, task and work of each member worker. Nghu, subdivided this style of leadership into three as follows:
➤ Coercive autocracy,
➤ Benevolent autocracy
➤ Manipulative autocracy

The coercive autocratic
This leader dictates to his subordinates or followers and due to awareness of his unpleasant instructions he follows them with threats to punishment. He expects his orders to be carried out under any condition.

The benevolent autocratic leadership
In this style the leader dictates to his subordinates or followers and expects his orders to be carried out rigorously, however, unlike coercive autocracy, the benevolent leader may attempt to explain some of his order that seems difficult for the followers. The benevolent autocratic leader does not believe in workers self-initiatives because he is optimistic that his subordinates or workers cannot contribute anything better than his own ideas. He also strongly believed that organization cannot survived without his ideas, thus, his ideas seems indispensable to him.

The manipulative autocratic leader
This is a cunning and crafty leader, He is also self-confident. He uses his crafty skills to make his subordinates feel that they take part in decision making process. Therefore, unlike coercive and benevolent autocratic, the manipulative autocratic make people feel that he does not dictates even though he does in real sense. He tries to make himself as a leader that operates the principles of democracy and fundamental freedom which enhance popular participation in decision process when strategizing or scheming.

The democratic leadership
This leadership style accepts and welcomes the followers or workers and their ideas. He believes that he does not have all the information needed for decision making and that his subordinates are ready, willing and able to accept the responsibility to participate in decision that affect them. He also makes effort to convince his subordinates or followers to believe that their contributions are duly required and make impact in running of the organization, Ngu refers to this leadership style as "Consultative" as the name implies, the consultative leader consults his subordinates in decision making process. In order to solicit inputs for decision making the leader delegates part of his authority to his subordinates. Though, the leader consults his subordinates and open communication channels and information sources, he will make the decision and ensure its effectiveness especially in sensitive issues. Therefore, the consultative leader must be able to differentiate between sensitive issues and issues that are not sensitive before deciding whether to consult his subordinates or not.

Laissez faire leadership style
This leadership style is highly democratic. It is also called free-rein leadership style for the leader to take decision alone without involving his subordinates even it is a sensitive issue. He gives high regard to the contribution of his subordinates and he is always prepared to go with the group.

As a result of his extreme democratic concern, the laissez faire leader is said to be enjoying leadership position instead of function that is, he is a head but not a leader. These types of leaders are not ready to accept blames for their failure but prefer to share praises for any achievement in organization. From the above reviewed literates on leadership, it will be out of point if one concludes that all form of organizations either public or private requires and process leadership.

Conclusion
The type of leadership management and control has been the major drawback to the development of local areas in the local government administration in Nigeria. On this note, it has been established that the leadership style of any organization including the local government administration determine the successes and challenges of the entire system. Thus, it has been clearly demonstrated that understanding the type of leadership to practice by the local administrators contributes immensely in curbing the challenges facing developmental strategies for the rapid socio-economic and political development at local levels. Moreover, the paper concluded that the challenges are institutional and attitudinal in nature which could be addressed if there is the political will by the leaders of the local governments. It recommended a democratized local government leadership system to allow both the leaders and the subordinate to ventilate their administrative opinions in making decisions which affect the rural populace at the grassroot levels.

Recommendations
➤ Leaders should encourage the employees to contribute effectively to the success of their teams as well as the organization.
➤ An effective leadership helps the employees to work together in close coordination at the workplace and strive hard to accomplish tasks within the stipulated time frame.
➤ A job mismatch at the workplace leads to politics and eventually demotivated employees.
➤ A good leader does not impose work on the employees. The

roles and responsibilities must be delegated as per the interest and specialization of the individuals.

➤ Leadership gives a sense of direction to its employees. Every individual knows what he is supposed to do at the workplace.

➤ An effective leadership reduces the chances of politics and conflicts in the organization. Employees stick to an organization for a longer duration under the guidance of able leaders.

➤ Formal and effective checks and balances in the local government;

➤ Full and adequate consultation and a regular flow of accurate information at and between all levels.

➤ The full participation of each citizen, irrespective of race and gender at all levels of administration and government - thus, the extension of democracy to all spheres of the local government administration.

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