



EFFECT OF LEADERSHIP STRATEGIC PLANNING ON SERVICE DELIVERY IN CHANCHANGA AND LAPAI LOCAL GOVERNMENT AREAS OF NIGER STATE

By

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Abstract

Service delivery is an imperative aspect of making sure that the lives of the people are improved, it is also a yardstick for measuring the performance of any administration. The objective of the study is to assess the effect of Leadership Strategic Planning on Service Delivery in Chanchanga and Lapai Local Government Areas of Niger State. The study adopted mixed method design. which involved the qualitative interview quantitative research through the use of questionnaire administration, The target population of the study includes the executives of National Union of Local Government Employee (NULGE), current political and administrative staff of both local governments and major party leaders of the two Local Governments, making a total population of 582. The sample size was arrived at two-hundred and twenty-nine (229) through Taro Yamane sampling technique. Furthermore, Primary sources data were generated from the questionnaire and interview, while secondary sources of data were collected from the staff register, report, publication, journals, unpublished dissertation, etc. descriptive and simple linear regression was employed for the study. The findings show that the t statistics of this independent variable stood at 5.191 with a p-value of 0.000. The p-value is less than 0.05, indicating that the relationship depicted in the model is significant at 95% confidence level. But in terms of service delivery in our Local Government Areas, Services like education, health etc. are in short supply by the Local Governments. However, the study recommends there is need to strengthen strategic planning experience among present and future leaders in Chanchaga and Lapai Local Governments for better result (efficient service delivery) in order to be fair and responsive to public needs and demands.

Keywords: *Effect, Leaders, Strategic Planning, Service Delivery.*

1. Introduction

Globally, service delivery is an imperative aspect of making sure that the lives of the people are improved, it is also a yardstick for measuring the performance of any administration. Since the public sector (including Federal, State and Local Government) of various countries in the world have been the backbone of economy's service delivery, it is important for its public sector to flourish (Ajay, 2018). Thus, it can be stated that there is a need to improve the service delivery in public sector for public



sector's growth and development. One way to improve the service delivery in public sector is guidance via effective leadership.

Leadership therefore, is critical for the success and survival of all forms of organizations worldwide (being it public or private). That is why Hughes (2012) argues that “the role of leadership in organizations is to put structure and order; to direct and coordinate the work of group members and building interpersonal relationships with others”. Additionally, Sifuna, (2012) averred that Leaders who are visionary can actually steer the organization towards great success as such; leadership effectiveness is shown by quality result (determined by the leader's strategic planning).

The issue of leadership in Government has been receiving special attention worldwide, for several decades. This topic has been widely discussed by academics and researchers in developed countries, and now the developing economies are joining in the discussion. As argued by Timothy and Maitreesh (2005) thus: Public services delivery in many African countries riddled with poor leadership; corruption; selfishness and favoritism; low strategic planning experience among the leaders and low managerial skills among the leaders that tend to impoverished many. And this has the effect of undermining the quality of service offered by these institutions. Additionally, governance practices at sub national levels seem to be poor, thereby making service delivery at grassroots to be done at a snail pace.

In Nigeria, public service delivery faces numerous challenges including public money wastage, low revenue collections, low paid and unmotivated public servants, poor accountability, and, generally poor performance on service delivery (Issa, 2010 and Magayane, 2013). Recent evidence shows that even when resources are allocated for provision of services, the bulk of it never reaches the intended public (Lubuva, 2008).

Despite broad plans and massive injections of international and domestic resources, public services delivery is still poor in most underdeveloped countries (Nigeria inclusive) (Lenietal, 2012). This is primarily due to poor fund management which in essence, is indicative of poor leadership commitment to improved decision-making and low managerial skills of the leaders within country's public institutions. Several efforts have been put in place by Niger State Government to strengthen leadership qualities in order to promote service delivery in Niger State and Local Governments Areas. One of such efforts has to do with improvement in strategic planning experience of leaders of the State. Workshops and training programmers were organised between 2000 to 2014 meant to get the leaders taught about strategic planning experience (such as responsiveness and fairness to public needs; ways by which leaders can uphold to professional values etc.) (Niger State Leadership Development report, 2014).

Delivery Challenges and Way-out report, 2019). Examples of such services that are inadequate include shortage of water supply, residence of both local governments lack of access to portable water supply and also treatment facilities; in terms of primary education, class rooms and furniture are in a bad condition, some classes have no blackboard, some students are taken the lessons under the shade of the tree etc.



It is in the light of the above that one fundamental question that this study attempts “How have Leadership Strategic Planning affected Service Delivery in Chanchanga and Lapai Local Government Areas of Niger State” The objectives of the study is to assess the effect of Leadership Strategic Planning on Service Delivery in Chanchanga and Lapai Local Government Areas of Niger State. The Hypothesis was also stated; that “There is no significant difference between Leadership Strategic Planning and Service Delivery in Chanchanga and Lapai Local Government Areas of Niger State”.

2.0 Literature Review

Defining leadership is a recent academic activity, though the phenomenon of leadership has been ever present in human relations. Stogdill reminds us that the word “leader” has origins back to the 1300s and the word “leadership” dates back to the 1800s. He reviewed over 3,000 studies directly related to leadership and suggested that there are almost as “many different definitions of leadership as there are persons who have attempted to define the concept” (Stogdill, 1974). Notwithstanding the multitude of definitions, the few comprehensive ones are defined below: Batten (1989, p. 35) defines leadership as “a clear and complete system of expectations in order to identify, evoke, and use the strengths of all resources in the organisation – the most important of which is people”. Staub (1997, p. 160) adds to this by stating that “leadership is, by definition, the capacity to forge ahead, blaze new trails, open up new realms. It is characterized by breaking with tradition and seizing new opportunities where others see only danger and ruin.” focus on the behavioural side of leadership and define it as “the ability to influence the behavior of others so that they can cooperate willingly to reach goals”.

However, Leaders Strategic Planning Experience: NPM identifies the need for leadership which undertakes strategic planning while upholding values such as professionalism, fairness and responsiveness to public needs, issues which the study sought to understand how they relate to service delivery. According to argument by Masungu and Marangu (2015), the advantage and success of an organization in service delivery depends on leaders with strategic planning experience who are involved in direction and mobilization of employees to achieving both present and future desires of that particular organization as far as service delivery is concerned. It is therefore expected that right strategic leaders are put in place in an organization.

Leaders with strategic planning experience develop the strategic vision, set goals and objectives of the organization and that through informed decision making, service delivery is enhanced. He further concluded a positive but weak and insignificant relationship between strategic leadership and service delivery.

Concept of Service Delivery

According to McLennan (2009) service delivery is commonly understood to mean “the provision of goods or services by a government or other organizations to those who need or demand them” (p. 21). Such delivery of services by whoever is constitutionally responsible takes into consideration numerous social factors. This includes evenly rearrangement and reallocation of resources, social equality, and improvement of people's living condition and stimulating economy to ensure service provision sustainability. Berry (2004) opines that Service Delivery is conceptualized as the relationship between policy makers, service providers and poor people. It encompasses services and their supporting systems that are typically regarded as a state responsibility. These include social services (primary



education and basic health services), infrastructure (water and sanitation, roads and bridges) and services that promote personal security (justice, police). Similarly, World Bank (2004) sees service delivery as:

A relationship of accountability between users, providers and policy-makers and proposes a possible framework for conceptualizing pro-poor service delivery that examines the relationships of accountability between the policy maker, the provider and the citizen – indicating the central role of the public institutions in guaranteeing the provision of pro-poor services and the role of politics in this process.

Review of Empirical Studies

Ojokuku (2012) study on Impact of Leadership Style on Organizational Performance: A Case Study of Nigerian Banks. The study examined the impact of leadership style on organizational performance in selected Banks, in Ibadan Nigeria. Purposive sampling technique was adopted in selecting a total of sixty (60) respondents as sample for the study, while relevant data was gathered with the aid of a structured questionnaire. One hypothesis was formulated and inferential statistical tool was used to analyze the data specifically Pearson product moment correlation was used to examine the relationship between leadership style dimensions and organizational performance, while Regression analysis was used to examine the significant effect of leadership style dimensions on followers and performance. Findings showed positive and negative correlation between leadership style dimensions and organizational performance. It was also found that leadership style dimensions jointly predict organizational performance, which counted for 23% variance of performance. The study concluded that transformational and democratic leadership style should be employed by the Banks' management in order to wax stronger in a global competitive environment.

Odewale and Benson (2016) highlights the various factors that influence political leadership on service delivery in Osun State Local Governments of Nigeria. It argues that effective political leadership is a cornerstone for sustainable development through the provision of social services. The study utilized both primary and secondary data. The study further revealed that political leadership at local level embarked on services based on the whims and caprices of the state government (80%), state-local fiscal relations was unfavorable to political leaders (90%) as well as disenchantment of political leadership from accessing grants and loans from international agencies (62%). Also the study showed that corruption among political leaders has become a major clog in the provision of adequate service (94%). The paper highlighted some recommendations and concluded that political leaders at local level had momentous impact on service delivery but the major hindrance is the way and manner the State Government operates with them.

Ajay (2018) Impact Assessment of leadership Effectiveness in Public Sector Service Delivery Process. After the review of available literature, the study provides a brief but analytical understanding of the leadership traits and how the implementation of these traits can affect the services in the public sector. This provides an effective understanding of role of leadership in service delivery in public sector, creating positive outcomes for effective service provision, better response system and increased efficacy of public sector programs in comparison to the past instances of public sector service delivery. The study recommends among others the need to counsel leaders through technical education and managerial workshops and through setting up incentives for goals achieved.



Therefore, various researches have been carried out on the impact of leadership on service delivery. But none of these study conducted on the effect of leadership strategic planning on service delivery in Chanchaga and Lapai Local Government Areas, Niger State. Therefore, filling these gaps make this study novel and has contributed immensely to existing body of knowledge within the field of management and leadership.

As a result, the significance of the study cannot be overemphasized as the outcomes of study will be significant to the following set of people:

- i. **Government:** The study will be significant to the government (be it Federal, State and Local Government) because from the findings of the study it will enable the government to realize the leader's strategic planning experience on service delivery.
Therefore, the meaningful policies suggestions and recommendations stated based on the findings will be helpful for subsequent policy matters at Local government level.
- ii. **The Local Communities:** The local communities especially the District leaders will contribute immensely for the outcomes of the study specifically on leader's strategic planning experience on service delivery.

Theoretical Framework

The Upper Echelon Theory (UET) as developed by Hambrick and Mason (1984) view strategic organizational processes and outcomes as a product of managerial qualities of top most managers. Hambrick and Mason's (1984) as well as Hambrick's (2007) also holds that styles (such as strategic leadership experience) The central tenet of the upper echelon theory is that; organizations are a reflection of the skills, expertise and values of the senior leaders as they work at a strategic level. The assertion is similar to the study's main objective which supposes that an ethical strategic leadership can influence the services provided by public entities such as Local Government. This theory provides a framework within which the role of strategic leaders in influencing organizational outcomes can be interpreted, the key postulation being that organizational outcomes and strategic decisions are partially predicted by strategic leaders. The propositions by the upper echelon theory have brought forth significant literature in research of the role of strategic leadership and service delivery. Strategic leaders are therefore, critical in yielding quality service delivery of public service organizations.

3. Research Methodology

The study adopted mixed method design also known as integrating or multi method, the rationale behind the choice of 'mixed method procedures' This involve qualitative interview and follow up with a quantitative research through the use of questionnaire administration, The study covered Chanchaga and Lapai Local Government Areas, Niger State. The target population of the study includes the executives of National Union of Local Government Employee (NULGE), current political and administrative staff of both local governments and major party leaders of the two Local Governments, making a total population of 582. The rationale behind the choice of this category of respondents lies on their level of involvement and their in-depth knowledge on leadership of the Local Governments. The respondents also included the 'District Heads' in the eight districts forming the two Local Governments as they offered authentic information concerning service delivery in their respective communities.



However, the study adopted Yamane sampling technique for the determination of sample size. According to Yamane (1967), for a 95% confidence level and $p = 0.5$, size of the sample should be calculated via the following formula:

Where:

$$n = \frac{N}{1 + N(e)^2}$$

n = sample size required

N = number of people in the population

e = allowable error or Level of Precision ($\pm 5\%$)

Let this formula be used for our population, in which $N = 582$, with $\pm 5\%$ precision. Assuming 95% confidence level and $p = 0.5$, we get the sample size as

$N =$

As shown in the above discussions, the sample size is Two-Hundred and twenty-nine (229) arrived at through Taro Yamane sampling technique. Among this sample size, some respondents like executives of National Union of Local Government Employee (NULGE), current political staff, district heads and major party leaders of the two Local Governments were interviewed for corroboration of information generated through questionnaire. On the other hand, purposive sampling techniques was adopted in selecting the interviewees. Furthermore, Primary sources data were generated from the questionnaire and interview, while secondary sources of Data were collected from the staff register, report, publication, journals, unpublished dissertation, etc. In respect to the quantitative analysis, both descriptive and simple linear regression was employed. The descriptive statistics (i.e. use of frequency and percentage to assess the respondent's views on the questionnaire, while inferential statistics is the use of statistical method that enabled logical inferences. This was done with the help of Statistical Package for Social Sciences (SPSS) version 20..

4. Result and Discussion

	N	Minimum	Maximum	Mean	Std. Deviation	Decision
The leaders in Chanchaga and Lapai LGAs have the ability to uphold to professionalism	190	1	5	2.52	1.116	Disagreed
The leaders in Chanchaga and Lapai LGAs are fair to public needs	190	1	5	2.69	1.248	Disagreed
The leaders in Chanchaga and Lapai LGAs are responsive to public needs	190	1	5	2.58	1.040	Disagreed
Strategic Planning	190	1.333	4.333	2.59825	.698110	Disagreed
Valid N (listwise)	190					

Source: Field Survey, 2023



Table 1 shows the mean responses on questions relating to the service delivery gave mean response of 2.52 with a standard deviation of 1.116 on the first question indicates that a majority of the respondents disagreed that teachers in Chanchaga and Lapai Local Government have the ability to uphold to professionalism.

A mean response of 2.69 with a standard deviation of 1.248 on the second question indicates that a majority of the respondents disagreed that teachers in Chanchaga and Lapai Local Government are fair to public needs.

A mean response of 2.58 with a standard deviation of 1.04 on the third question indicates that a majority of the respondents disagree that teachers in Chanchaga and Lapai Local Government are responsive to public needs.

The overall responses on the strategic planning gives a mean response of 2.598 with a standard deviation of 0.698, thus indicating that a majority of the respondents disagree over the adequacy of the strategic planning based on the indicators raised in the questions for this variable.

Table 2. Service Delivery	N	Mini mum	Maxi mum	Mean	Std. Deviation	Decision
There is adequate provision and maintenance of primary education in Chanchaga and Lapai LGAs	190	1	4	2.11	1.064	Disagreed
There is adequate provision and maintenance of the health services in Chanchaga and Lapai LGAs	190	1	5	2.71	1.083	Disagreed
There is adequate construction and regular maintenance of feeder roads in Chanchaga and Lapai LGAs	190	1	4	2.75	.959	Undecided
There is construction and maintenance of drainages and public conveniences in Chanchaga and Lapai LGAs	190	1	5	2.48	1.082	Disagreed
Service Delivery	190	1.250	3.500	2.50921	.547584	Disagreed
Valid N (listwise)	190					

Source: Field Survey, 2023



Table 5.5 shows the mean responses on questions relating to service delivery, a mean response of 2.11 with a standard deviation of 1.064 on the first question indicates that a majority of the respondents strongly disagree that about adequate provision and maintenance of primary education in Chanchanga and Lapai LGAs.

A mean response of 2.71 with, with a standard deviation of 1.083 on the second question indicates that a majority of the respondents disagree that there is adequate provision and maintenance of health services in Chanchanga and Lapai LGAs.

A mean response of 2.75 with a standard deviation of 0.959 on the third question indicates that a majority of the respondents are undecided about whether there is adequate construction and regular maintenance of feeder roads in in Chanchanga and Lapai LGAs.

A mean response of 2.48 with a standard deviation of 1.082 on the forth variable reveals that a majority of the respondent disagreed about wether there is construction and maintenance of drainages and public conveniences in Chanchanga and Lapai LGAs

The overall responses on the service delivery gives a mean response of 2.48 with a standard deviation of 1.082, thus indicating that a majority of the respondents disagree that there is a good service delivery based on the indicators raised in the questions for this variable.

However, the responses of the interview complement the responses of the questionnaire which stated that there is unanimous agreement among the community district heads in respect to the overhead issue as they worriedly stressed thus: Strategic planning is always the bedrock of success in any organization(Chanchanga and Lapai Local Government Areas are not exception to this).But in terms of service delivery in our Local Government Areas, Services like education, health etc. are in short supply by the Local Governments. The few services delivered are not also evenly distributed but distributed based on the district's head connection to the political staff and NULGE leaders of the respective Local Governments.

On the contrary, the political staff and NULGE leaders of the respective Local Governments responded to their own favour asserting that service delivery in the respective Local Governments is adequate because of their strategic planning

4.1 Test of Hypotheses

To test for the hypotheses formulated in this research, simple regression was used to determine the effects of the independent variable on the dependent variable. Subject to the preliminary analysis discussed in preceding sections of this chapter, the simple regression results are discussed as follows:



Table 3. Regression Output 1

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.789	1	10.789	26.951	.000 ^b
	Residual	75.258	188	.400		
	Total	86.046	189			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Strategic Planning

Source: SPSS Output, 2023

Table 3. shows, the results from the simple regression analysis which tests the effects of the independent variables on service delivery. The F-statistic which measures the adequacy and fitness of the model used in the study stood at 26.951 with a p-value of 0.000^b which is significant at 5%; this shows that the model is fit for the data.

Table 4. Regression Output 2

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.354 ^a	.125	.121	.632699	1.621

a. Predictors: (Constant), Strategic Planning

b. Dependent Variable: Service Delivery

Source: SPSS Output, 2023

Table 4. Shows the summary of the simple regression analysis. The empirical findings show that R, the correlation coefficient stood at 0.354 which indicates a weak correlation between the independent variables and the dependent variable.

R², the coefficient of determination stood at 0.125 indicating that about 12.5% of the total variation in service delivery is explained by variations in funding as captured in the study; while other variables not captured in the study will explain 87.5% of the variations in service delivery

The adjusted R² being 0.121 also indicates that the independent variables under study will still explain 1.21% of the variations in service delivery even if other variables were added to the study.

Table 5. Regression Output 3

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.227	.251		4.888	.000
	Strategic Planning	.493	.095	.354	5.191	.000

a. Dependent Variable: Service Delivery

Source: SPSS Output, 2023

Table 5. shows the outcome of the respective independent variables on service delivery based on the tests for the assumptions of linear regression presented in the preceding sections. Upon the fulfillment of the assumptions of regression analysis, simple regression analysis is considered suitable in testing the research hypotheses.

H_0 There is no significant relationship between the strategic planning and service delivery from Table 5.7 the model, the respective hypotheses are discussed as follows:

$$SD = 1.227 + SP0.493 + \varepsilon$$

Where SD = Service delivery

SP = Strategic planning

ε = Error term

The coefficient of this independent variable stood at 0.493 which is positive. This implies that an increase in strategic planning would lead to an increase in the service delivery. However, the significance of these can be judged from the t statistics and its significance.

The t statistics of this independent variable stood at 5.191 with a p-value of 0.000. The p-value is less than 0.05, indicating that the relationship depicted in the model is significant at 95% confidence level. This implies that the study has enough statistical evidence to reject the null hypothesis H_0 in order to accept its alternate H_1 ;

Based on the above analyses, the study, therefore, rejects the null hypothesis, H_0 , which states that there is no significant relationship between strategic planning and service delivery; and accept its alternate hypothesis, H_1 , which states that there is a significant relationship between strategic planning and service delivery.



5.6 Discussion of Findings

The study investigated the effect of Leadership Strategic Planning on Service Delivery in Chanchaga and Lapai Local Government Areas of Niger State. From the analysis a findings were arrived and discussed below.

The coefficient of this independent variable stood at 0.493 which is positive. This implies that an increase in strategic planning would lead to an increase in the service delivery. However, the significance of these can be judged from the *t* statistics and its significance. The *t statistics* of this independent variable stood at 5.191 with a p-value of 0.000. The p-value is less than 0.05, indicating that the relationship depicted in the model is significant at 95% confidence level.

The overall responses on the service delivery gives a mean response of 2.48 with a standard deviation of 1.082, thus indicating that a majority of the respondents disagree that there is a good service delivery based on the indicators raised in the questions for this variable.

The overall responses on the strategic planning gives a mean response of 2.598 with a standard deviation of 0.698, thus indicating that a majority of the respondents disagree over the adequacy of the strategic planning based on the indicators raised in the questions for this variable.

However, responses from the interview reveals that strategic planning is always the bedrock of success in any organization (Chanchaga and Lapai Local Government Areas are not exception to this). But in terms of service delivery in our Local Government Areas, Services like education, health etc. are in short supply by the Local Governments. The few services delivered are not also evenly distributed but distributed based on the district's head connection to the political staff and NULGE leaders of the respective Local Governments. On the contrary, the political staff and NULGE leaders of the respective Local Governments responded to their own favour asserting that service delivery in the respective Local Governments is adequate because of their strategic planning.

Conclusion and Recommendations

The study drew conclusion based on data generated from questionnaire, including secondary documents complemented by results of interviews. Consequently, we have offered recommendations designed to ensure effective leadership thereby ensuring efficient service delivery in Chanchaga and Lapai Local Government Areas and beyond. The study also concludes that there was an ineffective strategy of most leaders in the quest for service delivery. The content significance (gap of the study) is on its dynamic nature of the study by finding out the impact of leadership on service delivery strategic planning experience of the leader. Therefore, filling these gaps make this study novel and has contributed immensely to existing body of knowledge within the field of management and leadership. However, the study recommends there is need to strengthen strategic planning experience among present and future leaders in Chanchaga and Lapai Local Governments for better result (efficient service delivery) in order to be fair and responsive to public needs and demands.



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