



Quality Performance Leadership for Political Leadership at the Local Government Level in Nigeria: A Case Study of AMAC Abuja FCT

Edward Agbai, Udo Okey

School of Entrepreneurship, Emmanuel University, Raleigh, North Carolina, USA.

Abstract

This study is of significant importance to academic researchers, policymakers, and practitioners, and delves into the impact of quality performance leadership on political leadership at the local government level in Nigeria. The focus is on the case of the Abuja Municipal Area Council (AMAC) in the Federal Capital Territory (FCT). Using the conceptual frameworks of transformational leadership, servant leadership, and performance management frameworks to inspire and motivate their followers to achieve extraordinary outcomes, serve their constituents and set goals, monitor progress, and evaluate outcomes to enhance local government accountability, transparency, and service delivery. Through a qualitative methodology, data was collected via interviews, observations, document analysis, and review of case studies to analyze information provided by participants. The findings revealed that effective leadership in the LGAs could lead to better policy formulation processes because the Chairpersons and their team understand the needs and dynamics of their communities. Such understanding leads to better service delivery, robust community engagement, diligent resource management, and proactive development initiatives to stimulate economic growth and improve the quality of life for citizens living in the LGA. The study recommends implementing a comprehensive training and development program for leaders focusing on leadership skills, communication, and accountability. It also recommends leveraging and adopting emerging technologies to improve service delivery, and efficiency, and improve stakeholder engagement.

Keywords: Accountability, Governance, Performance Leadership, Political Leadership, Local Government.

INTRODUCTION

Quality performance leadership refers to leaders who are knowledgeable, skilled, and ethical (Leatherman & Leatherman, 2008; Heath et al. 2017). These leaders can make informed decisions that benefit their communities and improve the delivery of public services (Van Wart, 2014). They prioritize quality performance, ensuring that services are delivered in a timely, equitable, and efficient manner, meeting the needs of their constituents. Quality performance leadership promotes transparency and accountability in local government (Heath et al. 2017). It is about leaders who are accountable to their constituents and are more likely to make decisions that align with the public interest and are willing to be held responsible for their actions. By actively engaging with their communities and seeking input and feedback to inform their decisions, their engagement can lead to better outcomes, as policies and programs are more likely to reflect the needs and preferences of the community.

Quality performance leadership, a beacon of hope, fosters innovation in local government. It brings forth new ideas and approaches to drive positive change, leading to more effective and efficient ways of delivering services and addressing community needs (Leatherman & Leatherman, 2008). By considering the long-term impacts of the decisions

on the community and the environment, it can promote sustainable practices and ensure that resources are managed responsibly and that the needs of future generations are taken into account.

This study will explore the quality performance leadership for political leaders at the local government level in Nigeria using the Abuja Municipal Area Council in the Federal Capital Territory of Nigeria as a basis for its case study.

BRIEF OVERVIEW OF AMAC ABUJA FCT

Abuja Municipal Area Council (AMAC) is one of the six area councils that make up Nigeria's Federal Capital Territory (FCT). It is responsible for local administration and governance within its jurisdiction, which covers the central part of the FCT, including the capital city, Abuja. It is in the central part of the FCT, with coordinates ranging from approximately 8.9119° N to 7.3645° E. It is bordered by other area councils, such as Bwari to the north, Kuje to the east, Gwagwalada to the south, and the Abuja Municipal Area Council (AMAC) to the west. As of the last census conducted in 2006, AMAC had a population of over 800,000 residents, with a projected population of about 1.7 million people in 2022 (Li et al., 2022). The area is diverse, with a mix of indigenous people, migrants from other parts of Nigeria, and expatriates due to Abuja's status as the capital city.

AMAC is responsible for administering the Abuja Municipal Area, which covers the central parts of Abuja, including areas such as Maitama, Wuse, Garki, Asokoro, and Central Business District (CBD) (Olokesusi et al. 2019; Umar et al. 2022). These areas are known for their residential, commercial, and administrative significance, hosting various government offices, diplomatic missions, businesses, and upscale residential areas. Politically, AMAC is headed by a council chairman who is elected to oversee the council's affairs (Umar et al. 2022). The council is further divided into wards, each represented by a councilor. Various departments are also responsible for different aspects of governance, such as health, education, and infrastructure. Within its jurisdiction, the council provides essential services such as waste management, primary health care, education, and infrastructure development (Olokesusi et al. 2019).

AMAC has a mix of modern infrastructure and basic amenities. The council provides water, waste management, and road maintenance services within its jurisdiction. Like many urban areas in Nigeria, AMAC faces challenges such as inadequate infrastructure, traffic congestion, waste management issues, and housing shortages (Hussaini et al. 2019). The council is working to address these challenges through various development projects and initiatives. In this regard, AMAC has undertaken several development projects to improve the quality of life for its residents. These projects include road construction, provision of healthcare facilities, and upgrading of educational institutions. The AMAC area council is crucial in the governance and development of the Federal Capital Territory, particularly in providing essential services and infrastructure to its residents. Understanding the dynamics of leadership and governance in AMAC is essential for studying political leadership at the local government level in Nigeria.

RESEARCH PROBLEM

The research problem we are investigating is the perception of quality performance leadership and political leadership at the local government level in Nigeria. Quality leadership is a significant issue in local government administration in Nigeria, as it has direct implications for the quality of public services and the overall governance of the area councils. We are focusing on the Abuja Municipal Area Council (AMAC) case study in the Federal Capital Territory (FCT) to provide a specific and detailed analysis of these perceptions.

Research Questions

1. What are the key quality performance leadership practices currently implemented in AMAC, Abuja FCT?
2. How does quality performance leadership influence the effectiveness of political leadership at the local government level?
3. What are the main challenges and opportunities associated with implementing quality performance leadership in AMAC?

4. What specific recommendations can be proposed to enhance quality performance leadership for political leadership in Nigerian local governments, based on the findings in AMAC, Abuja FCT?

METHODOLOGY

The research design is a qualitative case study using semi-structured interviews, observations, and document analysis on one hand and a review of the case study of AMAC. Participants are drawn from the leadership cadre in the AMAC local government administration and will be interviewed, field observations, and review archived documents from previous leaders in the area council. Sampling strategies were employed by selecting individuals or groups knowledgeable about the leadership practices in AMAC. The case study involves an in-depth investigation of a single case or a small number of cases like AMAC leadership to understand the complexities of the phenomenon under study, namely, quality performance leadership in political leadership.

Case Selection

The AMAC in Abuja FCT, as the case study, is significant due to its role as a local government area in the capital city of Nigeria. It is responsible for a wide range of services and policies that directly impact the lives of its residents. The AMAC is unique in its governance structure and political dynamics, making it an interesting and relevant case for our study.

PRIMARY AND SECONDARY DATA

Interviews with key stakeholders such as LGA officials were valuable for gathering primary data on perceptions and experiences related to quality performance leadership. These interviews provided firsthand insights, perspectives, and anecdotes that other methods may not capture. It was essential to design the interviews carefully to ensure the questions were clear, relevant, and sensitive to the study context. While interviewing the study participants, observation notes were made to provide context to what we observed are researchers in the field. Additionally, we reviewed existing literature, reports, and documents to provide valuable insights into the public perception of service delivery by the Abuja Municipal Area Council (AMAC) in Nigeria.

DATA ANALYSIS AND REPORT

Selecting participants from current and former local government officials, community leaders, and experts in political leadership provided valuable insights into the quality performance leadership practices in AMAC. *Thematic analysis* was done to identify patterns and themes in interviews and document data. It was achieved through systematic coding and categorizing of the data to identify recurring patterns and interpreted using Nvivo 12 to gain a deeper understanding of the data.

The semi-structured interviews with LGA officials provided valuable insights into the leadership practices and their impact on quality performance. It allowed for a deeper exploration of issues and perspectives. The observation from the interview section provided the context of our understanding of real-life leadership practices and interactions and elicited valuable insights into leadership behavior and its impact on quality performance. The AMAC officials interviewed indicated that monitoring and evaluation is not a one-time exercise but a continuous learning and improvement process. We encouraged them to regularly review and update their M&E systems to remain relevant and practical. Analyzed LGA reports, meeting minutes, policies, and public statements, provided historical perspectives on leadership practices and their impact on quality performance in AMAC, and provided context on leadership decisions. The triangulation of the data sources allowed us to understand the perception of quality performance leadership in political leadership at the local government level. These methods were specifically chosen for their ability to provide comprehensive and nuanced insights into leadership practices.

LITERATURE REVIEW

Quality performance leadership in political leadership at the local government level is a crucial aspect of work as local government officials and policymakers. Leadership is instrumental in ensuring effective service delivery, community development, and overall governance at the grassroots level (Ibok, 2014; Memon & Meng, 2021). Quality performance leadership in local government involves the ability to inspire and motivate employees, engage stakeholders, manage resources efficiently, and achieve organizational goals effectively (Akintoye et al., 2017). Several factors, including leadership styles, organizational culture, and the political environment, influence performance leadership in local government (Memon & Meng, 2021).

The discussions on different leadership styles, such as transformational and servant leadership are not just theoretical but have practical implications for the quality of leadership and performance outcomes in local government (Memon & Meng, 2021). Leaders can enhance performance by motivating their team members and followers through incentives, recognition, and opportunities for growth in their chosen areas of professional development (Akintoye & Ofobruku, 2022). A positive organizational culture exhibited by political leaders can promote accountability, transparency, and collaboration and essential requirement for quality performance leadership in local government in Nigeria (Memon & Meng, 2021).

Quality performance leadership in local government administration is not without its challenges, including political interference, limited resources, bureaucracy, and resistance to change (Akintoye et al., 2017). However, the benefits of effective leadership in local government are

significant, leading to improved service delivery, increased citizen satisfaction, and sustainable development at the local level (Memon & Meng, 2021).

THEORETICAL FRAMEWORK

Various theories, frameworks, and previous studies can inform quality performance leadership in political leadership at the local government level.

Transformational Leadership (TL)

TL theory suggests that leaders inspire and motivate followers to achieve extraordinary outcomes and develop their leadership capacity. It emphasizes the leader's ability to inspire and motivate followers, encouraging them to achieve exceptional results and develop leadership skills (Avolio & Bass, 1998). This leadership style is characterized by vision, charisma, intellectual stimulation, and individualized consideration for each follower.

Research has consistently shown a positive association between transformational leadership and various outcomes, including organizational performance and team members' or followers' satisfaction. Avolio & Bass (1998) indicated that transformational leadership positively correlates with organizational performance and team members' satisfaction in local government settings. In local government settings, where complex challenges often require innovative solutions and high levels of engagement, transformational leadership can be particularly effective. Leaders who adopt this approach tend to foster a positive organizational culture, encourage creativity and collaboration, and empower employees to take ownership of their work.

Servant Leadership (SL)

The SL approach emphasizes the leaders' role as a servant to their constituents and focuses on meeting the needs of others before their own. It emphasizes the leader's role as a servant to their constituents, focusing on meeting the needs of others before their own (Sendjaya et al., 2008). Robert K. Greenleaf introduced this concept in the 1970s, and it has since been widely studied and adopted in various organizational settings. Servant leadership can lead to positive outcomes, as indicated in a study by Liden et al. (2008) which found that servant leadership was positively related to follower trust, organizational citizenship behavior, and job satisfaction. Another study by Walumbwa et al. (2010) found that servant leadership was associated with increased follower commitment. These findings suggest that servant leadership can positively impact organizational outcomes by fostering trust, commitment, and organizational citizenship behavior among followers.

PERFORMANCE MANAGEMENT FRAMEWORKS

These frameworks help leaders set goals, monitor progress, and evaluate outcomes. Effective performance management can enhance local government accountability, transparency,

and service delivery. Behn's (2003) study highlights the importance of performance measurement in public administration, emphasizing that the purposes behind measurement can vary significantly, leading to different approaches and measures. It is relevant in local government, where effective performance management can enhance accountability, transparency, and service delivery. These frameworks provide a solid foundation for local government officials, policymakers, and researchers, to adapt ideas and strategies to the unique challenges and goals of our respective areas.

Performance measurement in LGAs can be linked to transparency and accountability, as it provides citizens and stakeholders with information about how public resources are used and achieve results. When citizens and stakeholders can access information about how public resources are utilized and achieved outcomes, trust in the government is enhanced, and more informed decision-making is allowed. This transparency can also help identify areas for improvement and ensure that resources are being allocated effectively to address the community's needs. The effectiveness of these metrics and tools on performance measurement in LGAs depends on various factors, including reliable data, stakeholder engagement, and the alignment of measurement systems with LGA's goals and objectives.

CASE STUDY OF AMAC

The political leadership structure

The political leadership structure of AMAC consists of a chairperson, the highest-ranking official, and councilors representing various wards within the council. Residents of the area council elect the chairperson and councilors. AMAC has a history of political leadership characterized by both challenges and progress. For instance, the council has struggled with issues such as corruption, inadequate infrastructure, and lack of resources, which have affected its ability to meet the needs of its residents. On the other hand, there have been notable improvements in governance and service delivery, such as the implementation of transparency measures and the initiation of infrastructure development projects.

In recent years, there has been a push for more transparency and accountability in the administration of AMAC, focusing on improving service delivery and infrastructure development. The council has also been strengthening its relationship with the federal government and other stakeholders. This has been achieved through regular communication, joint planning and implementation of projects, and the establishment of feedback mechanisms. These efforts have enhanced AMAC's capacity to deliver quality services to residents and serve as a model for other LGAs in Nigeria.

Analyze the Quality Performance Leadership Practices in AMAC

Analyzing the quality performance leadership practices in

AMAC involves assessing various aspects of leadership that contribute to or hinder effective governance and service delivery.

Strategic Planning and Vision

AMAC's leadership sets strategic goals and articulates a local government's development vision. The leaders ensured the alignment of these goals with the community's needs and the FCT's overall development plan. *Stakeholder Engagement:* AMAC leaders engaged with various stakeholders, including residents, community leaders, businesses, and other government agencies, to ascertain their needs and incorporate them into the strategic planning process. *Environmental Scan:* The leader analyzed the internal and external environment to identify opportunities and threats that may impact AMAC's ability to achieve its strategic goals, such as political, economic, social, technological, and environmental trends.

The leadership develops a clear and compelling vision statement that outlines the desired future state of the community and how AMAC plans to achieve it. The vision was inspiring, inclusive, and accessible for all stakeholders. The leadership then ensured that AMAC's strategic goals and vision aligned with the FCT's broader development objectives by collaborating with other LGAs and government agencies to coordinate efforts and resources.

Decision-Making Processes

The decision-making structures and processes within AMAC provide insights into how decisions are transparent, inclusive, and based on sound data and analysis and how decisions are communicated to stakeholders. Examining decision-making processes within AMAC is crucial for understanding its governance and effectiveness.

The formal structures (e.g., committees, departments) and informal processes (e.g., consultations, communication channels) influence decision-making within AMAC. These structures and processes impact the efficiency and effectiveness of decisions. The leader inculcates transparency ethos in decision-making, such as how information is shared with stakeholders and the public and the inclusivity of decision-making processes, particularly regarding how diverse perspectives are considered.

The leaders are conscious of the data and parameters on which decisions are based and analyzed including the sources of data used in decision-making and the rigor of the analysis process. The decisions are communicated to stakeholders clearly and promptly and feedback is obtained from stakeholders on decisions.

Resource Management

AMAC manages its financial, human, and infrastructure resources through budget allocation processes, expenditure monitoring, and strategies for resource optimization.

Financial Resource Management:AMAC prepares its budget, considering transparency, stakeholder involvement, and alignment with strategic priorities. Its revenue sources are taxes, fees, and grants. It is utilized effectively to meet the council's financial obligations.

Human Resource Management:AMAC recruits, trains, and retains employees to ensure adequate and competent human resources. Through performance appraisal processes, incentives, and career development opportunities, employees enhance their productivity and motivation. The prevailing organizational culture within AMAC impacts positively on employee morale, teamwork, and overall organizational performance.

Infrastructure Resource Management:AMAC manages its infrastructure assets, including maintenance, upgrades, and disposal, to ensure optimal use and longevity. It adopts emerging technology for efficient service delivery, data management, and stakeholder communication.

Monitoring and Evaluation (M&E)

AMAC's systems track progress towards goals, identifying areas for improvement, and ensuring accountability. M&E is critical to assessing organizational performance and ensuring effectiveness in service delivery. For AMAC, it was essential to have robust systems in place to monitor and evaluate its performance:

AMAC has clear, measurable goals and objectives. Monitoring progress towards these goals involved regularly tracking key performance indicators (KPIs) and assessing whether the organization is on track to achieve its targets. AMAC admits its system is not perfect and can be improved upon. Where its performance may be lacking or where improvements are needed in service delivery, infrastructure development, financial management, and stakeholder engagement. AMAC takes steps to improve in these areas.

The AMAC M&E system helps ensure accountability by providing evidence of performance. The leaders hold individuals or departments accountable for their actions and decisions. The system is part of a feedback loop where findings from monitoring and evaluation are used to inform decision-making and improve performance. Enshrining a culture of learning and adaptation within the AMAC.

How Do These Practices Impact Governance and Service Delivery?

1. **Improved Decision-Making:** Effective and accountable leadership can provide decision-makers in AMAC with accurate and reliable information. This enables them to make informed decisions based on evidence, leading to more effective governance and service delivery.
2. **Resource Allocation:** Through credible and transparent data and its analysis, AMAC leaders can better understand the needs and preferences of its residents.

This information can be used to allocate resources more efficiently, ensuring that services are delivered where they are most needed.

3. **Monitoring and Evaluation:** Through credible and transparent data and its analysis, activities, and performance of various programs and projects in AMAC can be monitored and evaluated. By regularly analyzing data, the council can identify areas that need improvement and take corrective action as necessary.
4. **Transparency and Accountability:** Transparent data collection and analysis processes can enhance the transparency and accountability of the AMAC government. Citizens can trust a government that uses data to make decisions and can hold officials accountable for their actions.
5. **Service Quality:** By analyzing data on service delivery, AMAC can identify ways to improve the quality of services provided to residents. This can increase resident satisfaction and a better overall quality of life.

STAKEHOLDERS' FEEDBACK AND PERCEPTIONS

Public Perception

Residents of AMAC believe that the council needs to deliver services more effectively, leading to dissatisfaction and distrust of the local government (Omotoso & Ajayi, 2020). Public perception of service delivery is a critical aspect of governance, particularly at the local government level. To address this issue, leaders need to understand the specific factors contributing to dissatisfaction and distrust among AMAC residents by examining the quality and availability of waste management, infrastructure maintenance, healthcare, education, and others that directly impact residents' daily lives.

Community Participation

Omotoso and Ajayi, (2020) suggest that increasing community participation in decision-making could improve governance and service delivery in AMAC. Omotoso and Ajayi's (2020) study provided valuable insights into the potential benefits of increasing community participation in decision-making processes for improving governance and service delivery in AMAC. This aligns with the broader literature on participatory governance by Michels and De Graaf (2010), Hawkins and Wang (2012), Clark (2021), and Quick and Bryson (2022), which suggests that involving citizens in decision-making can lead to more inclusive and effective policies and programs. Our findings in the context of existing literature indicate that governance and service delivery in AMAC face significant challenges, including issues related to infrastructure, governance practices, and public perception. Addressing these challenges requires a holistic approach that involves improving infrastructure, enhancing governance practices, and increasing community participation in decision-making processes.

Interpret the findings in the context of Case Studies Reviews

In accessing quality performance leadership practices in AMAC, Abuja FCT we considered the combination of qualitative and quantitative research methods that involved the use of Literature Review, where we conducted a thorough review of existing literature on quality performance leadership in local government administrations, focusing on best practices, frameworks, and case studies. We interviewed key stakeholders in AMAC, including council members, department heads, employees, and residents using semi-structured interviews. During these interviews, we asked about their perceptions of quality performance leadership, challenges faced, and suggestions for improvement. Observed departmental interactions, and service delivery processes to gain insights into how leadership practices are implemented. Finally, we analyzed the data collected from interviews, observations, and document analysis to identify trends, strengths, weaknesses, and areas for improvement in AMAC's quality performance leadership practices.

Based on the data analysis, we examined the impact of quality performance leadership on political leadership effectiveness at the local government level. We observed that the impact of quality performance leadership on political leadership effectiveness at the local government level can be multifaceted and complex in the following themes.

Definition of Quality Performance Leadership: The various leaders were unanimous on what constitutes quality performance. 55 percent of members interviewed opined that quality performance leadership was the ability of leaders to effectively manage resources, 24 percent viewed quality performance leadership as the ability to implement policies and 21 percent agreed with the other 79 percent but went further to add that the quality performance leadership also achieved set objectives while maintaining high standards of accountability, transparency, and efficiency.

To identify challenges and opportunities for enhancing quality performance leadership in AMAC, the study participants agreed that conducting surveys to assess the current leadership skills within AMAC and identify areas where additional training or development programs could enhance leadership effectiveness would be needed. The participants also agreed that the management should review the existing performance management system to ensure it is aligned with LGA's leadership vision and mission and provides meaningful feedback and recognition to LGA workers. Forty-eight percent of study participants believe a review of how human and material resources are allocated within AMAC to ascertain its effectiveness and identify opportunities for more efficient use of resources to improve service delivery. They believe in assessing the current level of transparency and accountability within AMAC to enhance transparency and accountability mechanisms.

By emphasizing leadership competencies, accountability, service delivery, stakeholder engagement, institutional capacity building, and addressing contextual challenges, leaders can enhance their effectiveness and contribute to meaningful community development outcomes. The case study of AMAC (Abuja Municipal Area Council) in the Federal Capital Territory (FCT) of Nigeria sheds light on the critical role of quality performance leadership in political leadership at the local government level.

IMPLICATIONS OF THE FINDINGS

The implications of the findings for political leadership at the LG level in Nigeria.

1. **Policy Formulation:** Effective leadership in the LGAs could lead to better policy formulation processes because the Chairpersons and their team understand the needs and dynamics of their communities. By adopting effective strategies for implementing policies, they can develop and implement policies that address local challenges.
2. **Service Delivery:** Quality leadership improves service delivery to residents. Chairpersons and their teams who prioritize accountability, transparency, and efficiency are more likely to ensure that public services such as healthcare, education, and infrastructure are delivered effectively.
3. **Community Engagement:** Strong leadership enhances community engagement and participation in governance. Chairpersons and their teams who actively involve residents in decision-making processes and seek their input will build trust and foster a sense of ownership among the populace.
4. **Resource Management:** Effective leaders lead to better management of resources. Chairpersons and their teams, who are skilled in financial management and resource allocation are more likely to utilize available resources efficiently and effectively for the benefit of citizens living in the LGA.
5. **Development Initiatives:** Effective leadership drives development initiatives. Chairpersons and their team, who are proactive in identifying development opportunities and mobilizing resources for projects will stimulate economic growth and improve the quality of life for citizens living in the LGA.

RECOMMENDATIONS

To improve quality performance leadership for political leadership at the local government level in Nigeria, it is recommended to implement a comprehensive training and development program for leaders focusing on leadership skills, communication, and accountability. Additionally, fostering a culture of transparency and stakeholder engagement can enhance performance monitoring and evaluation processes.

Embracing technology for data collection and analysis can facilitate evidence-based decision-making and improve service delivery. Moreover, fostering collaboration between local government authorities, civil society organizations, and the private sector can leverage resources and expertise to address common challenges and achieve shared goals. Overall, a holistic approach that combines capacity building, transparency, technology adoption, and collaboration is essential for enhancing quality performance leadership in Nigerian local governments.

On the recommendation to leaders for effective quality performance review, participants suggested leveraging and adopting emerging technologies to improve service delivery and efficiency, improve Stakeholder Engagement, and enthroning an organizational culture that identifies opportunities for innovation and creativity within AMAC to improve service delivery and address challenges in new ways. Further recommendations include Providing regular training and capacity-building programs for political leaders in leadership skills, governance principles, and effective decision-making. Ensure transparency and accountability in using public resources. Implement mechanisms such as regular audits and public disclosure of financial information. Implement performance management systems to measure and track the performance of political leaders. This can include setting clear performance targets and conducting regular evaluations. Strengthen local government institutions to improve their capacity to deliver services and effectively govern.

CONCLUSION

Research on governance and service delivery in the Abuja Municipal Area Council (AMAC) of the Federal Capital Territory (FCT), Nigeria, is limited, and there needs to be more comprehensive studies on this topic. This gap in research makes it challenging to draw concrete conclusions about the essential findings and their implications. However, we made some observations based on existing literature and available data. AMAC faces governance challenges such as corruption, bureaucratic inefficiencies, and weak accountability mechanisms. These challenges can hinder effective service delivery and development in the area. Evidence suggests that service delivery in the AMAC is constrained by factors such as inadequate infrastructure, insufficient funding, and a lack of capacity within the local government administration. These issues impacted the quality and accessibility of essential services for residents.

The Case Study Approach provided valuable insights into the relationship between quality performance leadership and political leadership effectiveness. The findings of the study have important implications for policy and practice by highlighting how quality performance leadership enhances political leadership effectiveness at the local government level. Recommendation for future studies, examining the

impact of quality performance leadership on political leadership effectiveness at the local government level requires a comprehensive and multidimensional approach that considers the unique context and challenges faced by local government leaders.

AMAC's governance and service delivery suggests that improving governance practices, enhancing accountability mechanisms, and investing in infrastructure and capacity-building efforts can address these challenges. However, more empirical research is needed to understand the specific implications of these findings on governance and service delivery in the AMAC. This study acknowledges that while existing literature provides some insights into governance and service delivery challenges in the AMAC, more research is needed to develop a comprehensive understanding of these issues and their implications.

REFERENCES

1. Akintoye, E. O., & Ofoburku, S. A. (2022). Staff Welfare Package and Organizational Performance: A Theoretical Discourse. *European Journal of Business and Management Research*, 7(2), 155-159.
2. Avolio, B. J., & Bass, B. M. (1998). You can drag a horse to water, but you can't make it drink except when it's thirsty! *Journal of Leadership & Organizational Studies*, 5(1), 1-17.
3. Behn, R. D. (2003). Why measure performance? Different purposes require different measures. *Public Administration Review*, 63(5), 586-606.
4. Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97(2), 117-134.
5. Clark, J. K. (2021). Public values and public participation: A case of collaborative governance of a planning process. *The American Review of Public Administration*, 51(3), 199-212.
6. Hawkins, C. V., & Wang, X. (2012). Sustainable development governance: Citizen participation and support networks in local sustainability initiatives. *Public Works Management & Policy*, 17(1), 7-29.
7. Heath, K., Martin, L., & Shahisaman, L. (2017). Global leadership competence: The intelligence quotient of a modern leader. *Journal of Leadership Education*, 16(3), 134-145.
8. Hussaini, I. U., Abubakar, S. K., Danmaraya, M. A., Sumaila, S. A., & Ibrahim, S. K. (2019). Sustainable urban development and the challenges of urban sprawl in The federal capital city of Nigeria. In *West Africa Built Environment Research Conference* (pp. 1031-1050).

9. Ibok, E. E. (2014). Local governance and service delivery in Nigeria. *Caribbean Journal of Sciences and Technology*, 2(01), 536-541.
10. Ibrahim, J. (2018). *Local Governance and Service Delivery in Nigeria: A Case Study of Abuja Municipal Area Council (AMAC)*. *International Journal of Public Administration and Management Research*, 6(2), 37-50.
11. Jun, M., & Langbein, L. (2015). Measuring local government transparency. *Public Administration Review*, 75(3), 403-413
12. Leatherman, D., & Leatherman, R. (2008). *Quality leadership skills: standards of leadership behavior*. Human Resource Development.
13. Li, R., Liu, H., Fairley, C. K., Zou, Z., Xie, L., Li, X., ... & Zhang, L. (2022). Cost-effectiveness analysis of BNT162b2 COVID-19 booster vaccination in the United States. *International Journal of Infectious Diseases*, 119, 87-94.
14. Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The Leadership Quarterly*, 19(2), 161-177.
15. Michels, A., & De Graaf, L. (2010). Examining citizen participation: Local participatory policy-making and democracy. *Local Government Studies*, 36(4), 477-491.
16. Olokesusi, F., Aiyegbajeje, F. O., & Arije, I. M. (2019). Smart metropolitan regional development of Abuja and its region. *Smart Metropolitan Regional Development: Economic and Spatial Design Strategies*, 797-825.
17. Omotoso, O., & Ajayi, O. (2020). Public perception of service delivery by local governments: a study of the Abuja Municipal Area Council, Nigeria. *International Journal of Public Administration and Management Research*, 8(2), 1-15.
18. Quick, K. S., & Bryson, J. M. (2022). Public participation. In *Handbook on theories of governance* (pp. 158-168). Edward Elgar Publishing.
19. Sendjaya, S., Sarros, J. C., & Santora, J. C. (2008). Defining and measuring servant leadership behavior in organizations. *Journal of Management Studies*, 45(2), 402-424.
20. Trustee, V. F., Hamilton, N. W., & Niles, E. E. (2014, March). Leadership models in health care—a case for servant leadership. In *Mayo Clinic Proceedings* (Vol. 89, No. 3, pp. 374-381). Elsevier.
21. Umar, G., Anzaku, I. M., Mohammed, A., & Ogah, A. T. (2022). Environment and Smart City in the 21st Century: A Case Study of Federal Capital Territory, Abuja, Nigeria.
22. Van Wart, M. (2014). *Dynamics of leadership in public service: Theory and practice*. Routledge.
23. Walumbwa, F. O., Hartnell, C. A., & Oke, A. (2010). Servant leadership, procedural justice climate, service climate, employee attitudes, and organizational citizenship behavior: a cross-level investigation. *Journal of Applied Psychology*, 95(3), 517.
24. Yukl, G. (2006). *Leadership in organizations* (6th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.

Citation: Edward Agbai, Udo Okey, "Quality Performance Leadership for Political Leadership at the Local Government Level in Nigeria: A Case Study of AMAC Abuja FCT", *Universal Library of Business and Economics*, 2024; 1(2): 10-17. DOI: <https://doi.org/10.70315/uloap.ulbec.2024.0102002>.

Copyright: © 2024 The Author(s). This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.