Leadership and Effective Administration in Maiduguri Metropolitan Council

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Abstract
This article present leadership and effective administration in Maiduguri Metropolitan Council. The study relies on data from a questionnaire administer to 100 respondents from the council. The findings suggests that there is no effective leadership in the council. It also reveals element of suspicion and corruption, religious bigotry, indiscipline among the leadership and administration of the council based on the findings, some recommendations are also put forward in order to improve the activities of leadership in the council.
Keywords: Leadership, Effectiveness, Administration, Organization.

Introduction
Leadership is the art of influencing people to strive towards the achievement of organization goals. It is also the art of influencing, directing and coordinating the efforts of workers to work in an organization (Fayol 1980).
Leadership depends on the ability to control and motivate others and to co-ordinates their efforts. This can be achieved through a variety of leadership styles.

On the other hand, effective administration is the art of producing an effectiveness in an organization and directing people to basic function of administration i.e. planning, organizing, directing, co-ordinating and controlling

In co-ordinating the functions of an organization therefore, the element of leadership and motivation become very important in achieving the organizational goal.

In any organization, effective administration is essential to the achievement of results. That is why leadership position must possess the quality that could make the organization achieve its goals and objectives. Those who are led must also accept the position of leadership.

A leader is a person who is capable of adopting effective administration by directing the available resources, using various techniques and skills at different levels in achieving result more effectively and economically.

Having defined the concept of leadership and its relationship with effective administration, it is pertinent to briefly survey some leadership theories to enable us understand the style of study by researchers in the 1900s. Prominent amongst them were Fayol 1980, Stoghill 1948, and Gib 1954. Their efforts were directed towards the identification of intellectual, emotional and physical traits, characteristics of successful leader. In other words, leadership ability is a direct function of these personality traits.

The modern approach of contingency situational behavioural theories propounded by Fielder believed that leadership role is a function of the situation a leader finds himself. Hence the nature of leadership can be attributed to the nature of the group.

Leadership had been a concept, which attracts scholars over centuries. It has been the problem of mediocre nepotism, political, religious obligatory and tribal sentiments in our metropolises administration. The involvements of our leader in reprehensible and abhorrent tendencies as corruption have also created problems in running affective administration. These have reduced efficiency and ushered in low productivity.

Research has shown that leadership can be classified under three categories namely, autocratic, supportive, Laiser-fare and democratic styles. Autocratic is characterized by the use of coercion or sanction in getting leaders with one by subordinates, it does not believe in consultation. The innate potentials of every individual and gives room to the subordinates to exercise a lot of freedom in the execution of responsibilities.

The leader does not interfere much but gives support and set good climate for his subordinates to do their best. The democratic style of leadership is found on the principles that everyone is equal and that some people have certain professional qualities. These qualities if well-articulated, could contribute towards achieving positive goals of an organization.

However, on the leadership continuum scale democratic leadership style lies somewhere between one extreme of autocratic leadership and other extreme of supportive or laiser faire. Thus democratic leadership is considered as most suitable type of leadership (Udofia 1988).

From the introductory highlights of this study the specific provision of leadership and effective administration of Maiduguri Metropolitan Council (MMC) can be properly understood.

STATEMENT OF THE PROBLEM
It is stated above that effective administration is a function of good leadership. Leadership is defined as the art of influencing people to work effectively towards achieving organizational goal. Attaining this goal depend on

the ability of a leader to control and to motivate his subordinates and to co-ordinates their effort as well.

An administration is said to be effective when it is capable of accomplishing a specific and desirable end or goal of the organization? End or goal is attainable when a leader can perform the basic function of leadership. Sound leadership qualities are essential for the achievement of organizational goal. Subordinate should be prepared to accept the leader. The leader on his part should also be prepared to lead and encourage his subordinates.

As stated earlier effective administration is a function of good leadership. Does administration and leadership in Maiduguri Metropolitan exhibit the same tendency? This study will provide answers to the above questions.

OBJECTIVES OF THE STUDY
The main objective of this study is to examine the effect of leadership and administration in Maiduguri Metropolitan Council (MMC). The specific objectives are: To
1. Examine the nature and performance of leadership in Maiduguri Metropolitan Council (MMC).
2. Find out the effect of leadership on administration in the council.
3. Identified strategies that will enhance effective leadership and administration in Maiduguri metropolitan council (MMC.

LITERATURE REVIEW
This section discussed the various conceptual definition of leadership and the contending theories of leadership in related literature. It also touched on the lessons that could be drawn from the various related literature of leadership and effectives administration.

Leadership is defined as the relationship between two or more people in which one person attempt to influence the other towards the accomplishment of some goal or goals. It is the ability of a manager to induce subordinate to work with confidence and Zeal. Wallance (1997).

Gllieck (1977) describe it as "a set of interpersonal behaviors designed to influence employees to co-operate in the achievement of objective".

Murson viewed leadership as the ability to handle men so as to achieve the most with the least fraction and greatest co-operation (Murson, 1921).

According to Argris "Effective leaders are those who are capable of behaving in many different leadership style depending on the requirement of reality (Argris 1978).

Thus, leadership is not a set of permanent quantities enabling one man to march others smartly through the administering business, but it's a participative process coupled with much more supervision.

The oxford dictionary define leader as one who guide actions, one who takes the lead in any business enterprises or movement, one who is follow by discipline or adherent .

Leadership has been viewed as indispensable factor in the managing of organization; it's a dynamic and illusive phenomenon in general, the discussion and the practice of leadership as involved three aspects.
i. Attributes related to or emanating directly from leader.
ii. Conditions created from interpersonal and group influence.
iii. Condition determine largely on environmental and situational factors.

All these factors involved from "power" is the basic of leadership. There is a great deal of variety of ways in which an individual stands out from the social situations and in which one may be said to be leading others, it is an essential feature of the concept that influence is exerted by one individual upon other or more commonly, that one or to a few individual influence a large number (Udofia, 1988).

Essentially leader implied shared direct, and this in turn often implies that all parties to leadership relation have a common goals or at least similar or compatible goals. Leader influence, suggests a positive contribution towards attainment of these goals. Thus any act of leading implies an inter-individual relationship and is leading top one from inter-individual influence.

Putting these arguments together, one can say that a leader is the most influential (powerful) person in an organization, who provides direction, guide group activities and ensure that group objective are attained (Nwachukwu, 1988).

As also put by Achebe, (1990). The problem with Nigeria is simply failure of leadership. There is nothing basically wrong with the Nigerian land or climate or water or air or anything else. The Nigerian problem is the unwillingness or inability of its leaders to raise the responsibility of the challenge of person , which is the hallmark of true leadership (Achebe, 1983).

The role of leadership in ensuring organizational effective administration is guided by the principle of:
i. Laid down rules and regulations.
ii. Guiding the organizations to achieve its goal.

Over the years, there had been the research into what make some leaders successful while others fail. There has been identification of some common qualities among successful leaders some of these are as follows:

1. **Knowledge**: A leader must possess the professional knowledge. He should be conversant with the details of the job to enable him assist subordinates in coming up.
2. **Courage**: A leader must be courageous and exhibit a high level of boldness.
3. **Endurance**: Ability to work until the task is accomplished.
4. **Integrity**: A leader should regulate his life according to a proper sense of rights and wrong. He should possess high principle, which he must live up to.
5. **Tact**: A leader must be faithful. He must have the right approach in his relationship with others. He should be polite and considerate in his dealings with others. This will enable him deal successful with others.
6. **Judgment**: He should always be able to draw sound condition. To achieve this, he should be shrewd and discerning. He should always see his way through all complexities and reach sound conclusion.
7. **Loyalty**: He must be capable of being relied upon for support even when others run counter to his opines. He should be answering in allegiance to the organization and to supervisors and subordinate alike.
8. **Initiative**: He should be able to take action without being prompted. He should be resourceful and always act on his own initiative.
9. **Justices**: He should be well self-disciplined and insist on sound standards from others. He should be consistently just, considerate, fair but firm (Robert, 1971).

Having emerged as a leader, a leader usually develops his own style of leading or motivating his subordinate's with the choice of style depending on philosophy of management and situation. The common leadership styles in existence are as follows:

i. **Autocratic Style**: This is also referred to as task oriented leadership. The leader in an authoritarian figure who remain aloof from closes personal contact with the group, policies, goals, task assignment producers, process with no participation by or consultation with members of the work group. The leader supervises performance closely and constantly (Udofia, 1988).

ii. **Laissez Faire Style**: This style is the complete opposite of the autocratic leadership and is more loosely structure than the democratic patterns. In this style, the leader serves more as a facilitator and not a dominant figure. The leader may identify and bring problems to the group, but the group makes the decision . If the leader participates, it is more in the nature of peer rather than in the role of a "boss". It is completely in a permissive atmosphere with almost total worker freedom (Udofia, 1988).

iii. **The democratic style of leadership**: This is found on the principle that everyone is equal and that some people have certain professional qualities, which if well articulated could contribute toward achieving positive goals of an organization since this leadership listens to various shades of opinions it is often times, in a better position to make effective decisions on certain management issues. As a result of this, every member of the group feels a sense of belonging and therefore is encourage to put in his best in whatever task or duty he is called upon to perform. Since he as a part of the decision-making, he shares in the success or failure of the outcome of such decision.

Leadership job has been classified into psychological, sociological and mutual sharing views.

iv. The psychological school of thought proposes that the primary function of a leader is to develop an effective motive system. A leader must be able to stimulate his subordinates to enhance the positive growth of the organization. He must equally be able to satisfy their personnel needs. In this regard, Abraham Maslow's (1943) hierarchy of needs could serve as the yardstick for the leader in developing an effective organization.

Figure One
Hierarchy of Human Need:
- Self actualization.
- Self fulfillment.
- Esteem.
- Self respect, affection.
- Achievement.
- Social needs.
- Friends, affection.
- Acceptance.
- Safety and security.
- Security protection from pain, harms.
- Psychological needs, hunger, thirst, sleep, sex etc

Source: Organization behavior and performance: Szilagyi and Wallace (1980).

The sociological leadership function is viewed as a facilitated activity. It sees a leader as one that establishes goals as such; he should be able to solve conflict between his subordinates. The establishment of goals provides the subordinates with a sense of direction that enable them to know what is expected of them. The goals equally influence their social and esteem needs through interaction pattern that develops between them. The sociological school of thought maintained that a leader has to be a facilitator and must also perform the planning organizing and controlling function effectively.

While the mutual sharing view leader as the legitimate power to run an organization. These rights to influence and make decision are granted by the organization. However, (influence) note Donnelly et al (1978) should be viewed as a mutual exercise,

The psychological, sociological and mutual sharing of views of leadership are broad based. In order to provide suggestions for leaders in terms of promotion effectiveness and efficiency in an organization, more specific theories have been propounded by scholars as to how leaders emerged and what qualities they possess.

The Trait Approach to Leadership

The studies of leadership were based largely on an attempt to identify the traits that leader actually possessed. Starting with the "great man" theory that dated back to ancient Greeks and Romans when enquires were made to identify the physical mental and personal traits of various leaders that rise in influence of the behaviourist school of psychology which emphasized that people are not born with traits other than inherited physical characteristics and perhaps tendencies towards good health. The Great Man theory lost much of its acceptability.

Stoghill (1974) found that various research identifies physical traits related to leadership ability energy appearance and height intelligence and ability traits, personality traits, such as adaptability, aggressiveness, enthusiasm and self-confidence, task related characteristics such as achievement, drive persistence and initiative as well as social characteristics such as achievement, drive persistence and initiative as well as social characteristics inform of cooperativeness, interpersonal skills and administrative ability.

The approach has however not been very successful since not all leaders possess the entire trait and many who are not leaders may have possessed most or all of them.

Situational Approach to Leadership

Situational leadership theories emphasize the nature of the group or organization and the problem to be solved by the group. This means that the situation determines the action to be taken by the leaders. It is belief that leaders are products of situation. This is to say that leadership is strongly influenced by situation in which the leader operates.

Strogill (1974), "Leader is only an instrument through which solution to the organizational problems could be solved. Hence, the leader's behavior and leadership qualities are only a part of the factor affecting leadership in an organization. Factors such as the behaviors of members, and structure of the organization, task being performed and member. Expectations from the leader are important dependent variable that affect the leadership process" Stogill (1974).

The approaches therefore, indicate that there is an interaction between the leader and the group that follows him. It recognizes that people tend to follows leader who in their perception have a means of accomplishing their own goals.

Contingency Approach to Leadership

The contingency theory of leadership which was propounded by Fielder (1967) maintained that the effectiveness of a given pattern of a leader behavior is contingent upon demands imposed by the situation. The traits and situational approaches to leadership is the process whereby ability of leader to exercise power and influence depends on the group situation and the extent to which the leadership style, personality and approach fits the group. This indicates that leaders emerge not only because there are attributes and personality but also because of various situations and interaction between the leader and the situation. Hence, the socially distance (work oriented) leader tend to be more effective in very easy and difficult situation. The highly sociable (interaction oriented) leader tend to be more effectives in situation that imposed moderate leadership demands.

The situation approach to leadership therefore could offer a vivid theoretical framework to this study. This is because the leadership of Maiduguri Metropolitan Council (MMC) is all products of the situation and circumstances in which they found themselves. They therefore operate subject to and within the ambit of the social, political and economic nature the council and country in general.

Group Theory of Leadership

Traditionally, leadership was presented in terms of the trait that the leaders possessed and how they influenced the achievements or organizational goal. This trait may be; single-mindedness, basic intelligence, physical energy, self-confidence, character and integrity. This theory of leadership that stressed personal characteristics has now fallen into disuse.

Personality and behavioural traits varies with the level of leadership in organization personnel at all level. Both the trait and relation are crucial for good leadership in organization. Decision making is central in the

administration. A wide participation in the decision making is healthy for organization. Interactions reflects positions in the hierarchy but should also provide for face to face group interaction. As authority is the basis of integration in the organization communications channeled through formal organization structures (administrator, executive) and inter-group, communication is also encouraged. The control of operation (by executive leaders) and growth for members of the organization are recognized as a priority objective. Thus, smooth functions of the organizations are a contributory action of the leader and the surbodinates.

The group approach to leadership is based on a theory of motivation, which views work as a means of obtaining livelihood while the other view the job as an opportunity for growth and development leadership and group participation in organization are ingredient of growth and development (Udofia 1988).

The system approach to management is identified here as the theoretical framework of this study. The system approach centers on the whole organization that is the relationship of "input" to desire "output". This model or approach is desirable because according to Scott(1972) who is quoted as saying of coordinated activities of a group of people working co-operatively towards a common goals under authority and leadership from point view of the system approach. Management is the process of allocating an organization input (human and economic resources) by planning, organizing, directing and controlling for the purpose of producing output (goods and services) desired by its customers so that organizational objectives are accomplished. Therefore any organization which lack a competent leader will lose its vision and goals. This can be explained diagrammatically.

Figure Two
System Approach to Management
Human Employees
Training Schemes
Facilities and Economic Resources
Material and Money
Planning
Organizing
Directing
Controlling development
Policies
Productivity
Good and Services Desire People
Feedback Mechanism
Source: Udofia (1988).

1. Using Metropolitan Council as a case study one can say that efficiency honesty, commitment and experience leaders' can co-ordinate to lead the council to the attainment of its goals.
2. The inherent problems of leadership in the council are based on discipline, corruption, wrong decision-making, formulation and evaluation among others.
3. The systems approach is saying that organization can only reach its goal through proper management by appropriate manager or leader who whole heartedly co-ordinates.

Leadership Function
The definition of leadership and the function of leaders have evolved as components of the various periods of administration web. Initially, the functions were narrowly confined to planning, organizing and coordinating (POSDCORD) models. This model has been expanded and added to by the human relations and behavioural movements. The functions now include establishing goal and objective, interrogating individuals into the organization, ensure group cohesiveness, or eating mechanism for motivating and satisfying the personal needs of workers, facilitating interpersonal and group interaction through communication and concern with the achievement or organizational goals. The most modern leadership function theory approach focuses attention on the performances, interaction and satisfaction of members engaged in the group tasks.

The classical approach on the other hand is concerned with the rationalized process of formal organizations. In some cases the functions of leader are grouped under two major headings, control and system maintenance. The control function, include decision making ranging from goal setting to deciding detailed matters, planning, or organizing and ensuring personnel compliance through a variety of methods, including sanctions. The system maintenance functions focus on the people and their interaction in the group process. They are designed to develop and maintain the availability of the organization to ensure an achievement of objectives.

These functions include communicating the desires of the superiors downwards and the problems and expectations of subordinate upward, serving as a broker between higher authority and the worker, protecting subordinates against unreasonable demands, creating a desirable work environment.

RESEARCH METHODOLOGY

Research Design

This study is meant to examine the leadership and effective administration in Maiduguri Metropolitan Council.

This research work is a survey design in the sense that it describe, establish and explain the occurrence of variables under study.

Sources of Data

The sources of the research data is based on both primary and secondary sources of information. In the aspect of primary sources, the researcher is able to gather information from the respondents. Through the use of interview and questionnaire schedule which contained both the structured and unstructured questions.

Information is sought from various sections of the metropolitan on the leadership and effective administration in relation to the theme of the study.

Secondary source of data, the research use those works informs of official documents and library materials such as magazine, journal, books and newspapers which serve as a guide against misinterpretations of facts and ideas.

Instrument of Data Collection

In the process of collecting data, both questionnaire and interviews were used. Questionnaire method was employed. The questions are divided into two sections, the first section contained social demographic data of the respondents, while the other section contain both the open and close ended.

The interview schedule follows the structure of the questionnaire but administered to illiterates respondents. Both the schedule, address the central problems of the council under study.

Population/Sample of the Study

According to the national population census conducted in 2006, the population of Maiduguri metropolitan council was about 380,020 , it is difficult to obtain the exact statically figure of the population and to reach them, but effort was made as many as possible through sampling from various wards within the metropolitan council.

Sample and Sampling Procedure

About 100 questionnaires were distributed to the respondents. This made the fair representation of the 10 wards in Maiduguri Metropolitan Council. 10 questionnaires were distributed to each 10 wards. The sample was obtained through a random selection of the council.

Method of Data Analysis

The information collected from various respondents was analyzed qualitatively and quantitatively.

The qualitative analysis of the data was based on simple frequency and percentage distribution of the respondents.

Data Analysis and Discussion

The chapter present data analysis and discuss findings of the research work. This includes view expressed by different respondents during interpersonal interview at different occasions as well as personal observation on leadership and effective administration in Maiduguri Metropolitan Council Area.

The data collected has been displayed in tabular form along with the assessment of respondents in Maiduguri Metropolitan Council.

Data Analysis and Interpretation

Table 2.1: Distribution of Respondents

Sex	Number	Percentage %
Male	75	75%
Female	25	25%
Total	**100**	**100%**

Source: Field Work, 2017.

Table 2.1 shows that 75(75%) of the respondents one males, while 25(25%) of these are females. This shows that there are males respondents than the females because they constitute about 75% of the work force. Maiduguri Metropolitan Council Staff are educated.

Table 2.2: General Assessments of the Council Leadership and Administrative Effectiveness

Respondents	Number	Percentage %
Above average	20	20%
Average	15	15%
Poor	55	55%
Very poor	10	10%
Total	**100**	**100%**

Source: Field Work, 2017.

Table 2.2 shows that 15(15%) of total respondents assessed the effectiveness of the council leadership average, 20(20%) said is above average, 55(55%) indicated poor, 10(10%) acknowledged is very poor. The

indication have revealed that majority of the respondents have no confidence in the leadership of Maiduguri Metropolitan Council.

Table 2.3: Leadership and Administrative Problem which the Council should be most concerned with

Respondents	Number	Percentage %
One	13	13%
Two	10	10%
Three	50	50%
Four	27	27%
Total	**100**	**100%**

Source: Field Work, 2017.

Key:
1. Religious Bigotry
2. Ethnic partiality
3. Corruption
4. All of the above

Table 2.3 indicates that 50(50%) of the respondents suggested that the leadership should be more concerned with corruption to enhance its effectiveness, 13(13%) believed the council should be concerned with the religious bigotry, 10(10%) said is ethnic partiality while 27(27%) indicated all of the above.

Table 2.4: Styles of Leadership that Reflects the Council Administration

Respondents	Number	Percentage %
One	18	18%
Two	15	15%
Three	20	20%
Four	47	47%
Total	**100**	**100%**

Source: Field Work, 2017.

Key:
1. Persuasive
2. Autocratic
3. Consultative
4. Democratic

Table 2.4 indicate the views of respondents on the styles of leadership being applied in the administration of Maiduguri Metropolitan Council 47(47%) of respondents adjudged the style to be democratic, 20(20%) accepted that it is consultative. 15(15%) agreed it is autocratic, while 18(18%) said it is persuasive. There is no consensus on one style of leadership.

Table 2.5: Whether the leadership of the council is efficient

Responses	Frequency	Percentage %
Yes	28	28%
No	50	50%
Uncertain	22	22%
Total	**100**	**100%**

Source: Field Work, 2017.

Table 2.5 shows 50(50%) of the respondents agreed that there is inefficient management of fund by Maiduguri Metropolitan Council, 28 (28%) disagreed with this assertion, while 22% were not certain. The revelation here are element of suspicious and corruption by the staff on the leadership and administration of the council.

Table 2.6: Factors Responsible for indiscipline among the staff of Maiduguri Metropolitan Council

Respondents	Frequency	Percentage %
One	28	28%
Two	20	20%
Three	22	22%
Four	30	30%
Total	**100**	**100%**

Source: Field Work, 2017.

Key:
1. Corruption
2. Lack of effective supervision
3. Favoritism/discrimination

4.   All of the above

Table 2.6 indicate that 28(28%) of respondent believed that corruption is responsible for indiscipline 20(20%) said it is lack of effective supervision, 22(22%) attribute it to favoritism and discrimination, while 30(30%) indicate all of the factors mentioned were responsible for indiscipline amongst the staff. It appears that all the factors mentioned contributed to indiscipline amongst the staff of Maiduguri Metropolitan Council.

Table 2.7: Leaders Effort in the Provision of Staff Welfare and Motivation

Respondents	Frequency	Percentage %
Very poor	25	25%
Poor	20	20%
Average	38	38%
Above average	17	17%
Total	**100**	**100%**

Source: Field Work, 2017.

Table 2.7 reveals that 38(38%) of the total respondents indicate that the provision of staff welfare and motivation is average, 25(25%) hold that it is very poor 20(20%) while 17)17%) maintained it is above average. Thus, all respondent, shares the view that improvement is needed to enhance effective administration of the council.

Table 2.8: Response on Whether Educational Qualification Affects the Performance of Leadership Effective Administration

Respondents	Frequency	Percentage %
Yes	43	43%
No	43	43%
Uncertain	14	14%
Total	**100**	**100%**

Source: Field Survey, 2017.

Table 2.8 indicates that an average of 42(42%) of the respondents accepted that educational qualification could affect the performance of leadership and thus effective administration. The same number of respondents also disagreed with the ascertain while 14(14%) out of the total respondent were uncertain. Thus, there is need for training and re-training of the staff serving in council.

Table 2.9: Council Policy on Promotion is Effective and Efficient

Respondents	Frequency	Percentage %
Yes	60	60%
No	28	28%
Uncertain	12	12%
Total	**100**	**100%**

Source: Field Survey, 2017.

Data gathered according to table shows that 60(60%) of respondents confirmed that the promotion policy of Maiduguri Metropolitan Council is effective, 28(28%) of the respondents disagreed with the above ascertain while hold that Maiduguri Metropolitan Council.

Table 2.10: Training Needs Required Enhancing Effectiveness Leadership and Administration in Maiduguri Metropolitan

Respondents	Frequency	Percentage %
One	20	20%
Two	13	13%
Three	10	10%
Four	27	27%
Five	30	30%
Total	**100**	**100%**

Source: Field Work, 2017.

Key:
1.   Personal Management
2.   Financial Management
3.   Decision Making/Policy Analysis
4.   Monitoring/Evaluation
5.   Administration

Table 2.10 shows that 30(30%) of the respondents agreed that the council required training on administration to enhance leadership on Maiduguri Metropolitan Council, 27(27%) indicated training on monitoring and evaluation 10(10%) decision making policy analysis while 13(13%) financial management. The

indication here is that staff in Maiduguri Metropolitan Council needs training on various subject areas in order to makes the council effective.

Table 2.11: Means for Promoting as Effective Leadership and Administration of Maiduguri Metropolitan Council

Respondents	Frequency	Percentage %
One	7	7%
Two	5	5%
Three	23	23%
Four	10	10%
Five	55	55%
Total	**100**	**100%**

Source: Field Work, 2017.

Key:
1. Prudent and Accountability
2. Reward Outstanding Performance
3. Motivation, Incentives and Welfare
4. Objectiveness/Democratic
5. All of the above

Table 2.11 indicates that 23(23%) called for motivation incentive and welfare package, 10(10%) suggested objectiveness and use of democratic styles in dealing with staff matters, 7(7%) advised on financial prudence and accountability,

CONCLUSION AND RECOMMENDATION
Conclusion
In conclusion therefore, research broadly focuses on the effect of leadership and effective administration in Maiduguri Metropolitan Council. The percentage obtain in assessing if the leadership in the council is effective shows a very low percentage. The interference that can be drawn from this is that the leadership is ineffective and inefficient. However, the leadership can be made more effective and efficient if great emphasis is put on motivating welfare, good financial management and infrastructural development. The long run effect of this will be an increase in staff productivity.

Recommendations
There is no organization that is free from leadership problems and the situation in Maiduguri Metropolitan Council is no exception. Similarly, due to situation problems and organizational goal and objective, no form of leadership could be claimed to be the best. In the light of above the following measures are recommended in solving the problems of leadership of effective administration in Maiduguri Metropolitan Council.

- Promotion and appointment into all cadres in the council administration should be based strictly on merit and not ethnic or religious affliction.
- Experienced and competent leaders who are versed in the field of administration should be appointed into the council.
- The administration of the council should be devoid of political bigotry, partially.
- There is need to comply with all financial instructions and guidelines relating to expenditures and revenue of public funds by the leadership and accounting officers. This is to make them more accountable and responsive to the metropolitan.
- The staff needs re-training in the field of Local Government Administration and Management functions.
- The Local Government Service Commission and Ministry for Local Government affairs should stop interfering in the affairs of Local Government Council particularly on the disbursement of funds, recruitment and promotion of staff.
- The council should enhance motivation and welfare of the personnel, welfare informs of loan, housing, prompt payment of salary and other entitlements should be implemented.
- Finally, it is important for the leadership and staff to be disciplined, dedicated, loyal, prudence and cooperate with one another for the progress and development of the Local Government which take precedence over the development of individuals.

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