



A Descriptive Evaluation of Leadership Styles and Service Delivery in Selected Government Ministries of Yobe State, Nigeria

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Abstract

Background: Leadership styles critically influence public sector service delivery, yet state-level ministries in regions like Damaturu, Yobe State, frequently encounter administrative bottlenecks, motivational deficits, and rigid top-down structures. **Purpose:** This study assesses the dominant leadership styles practiced in selected government ministries in Damaturu, Yobe State, and evaluates their descriptive relationship with employee performance and organizational efficiency. **Methods:** Adopting a descriptive survey research design, structured questionnaires were distributed to 100 administrative and operational staff across four state ministries (Education, Health, Works, and Finance), yielding 94 usable responses (a 94% response rate). Data were analyzed using descriptive statistics, including frequencies, percentages, mean scores ($\bar{x}$), and standard deviations (SD). **Results:** The findings reveal a hybrid leadership environment characterized by a blend of autocratic ($\bar{x} = 3.07$) and democratic ($\bar{x} = 2.99$) practices. Respondents strongly agreed that leadership styles directly impact employee job performance, commitment, and motivation, with mean scores ranging from 3.23 to 3.36. Key administrative challenges identified include lack of motivation ($\bar{x} = 3.30$), poor leadership efficiency ($\bar{x} = 3.30$), limited training ($\bar{x} = 3.23$), and communication gaps ($\bar{x} = 3.12$). Furthermore, respondents overwhelmingly endorsed targeted leadership training ($\bar{x} = 3.46$) and enhanced motivation ($\bar{x} = 3.51$) as vital administrative solutions. **Conclusion:** Leadership style serves as a fundamental determinant of public sector effectiveness. Overcoming operational inefficiencies and improving service delivery in Yobe State ministries requires transitioning away from rigid control toward participative and transformational leadership frameworks, institutionalizing continuous training, and implementing robust staff motivation policies.

Keywords: Leadership Styles, Organizational Performance, Public Sector, Government Ministries, Yobe State.

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Introduction

Leadership constitutes a cornerstone of public administration and serves as a fundamental determinant of institutional effectiveness (Wright & Pandey, 2010). In public sector environments, organizational performance relies heavily on relational, motivational, and leadership pathways rather than rigid, direct control alone (Asif & Rathore, 2021). Unlike private enterprises driven primarily by commercial profit margins, public sector institutions—such as state government ministries—are tasked with delivering essential public goods, implementing socio-economic development policies, and fostering societal well-being (Abasilim *et al.*, 2019; Asif & Rathore, 2021). Achieving these complex objectives requires leadership approaches that cultivate organizational trust, shape supportive work environments, and align public employees' intrinsic motivations with civil service goals (Asif & Rathore, 2021).

Recent empirical literature demonstrates that leadership styles profoundly influence organizational outcomes across various public sector domains (Asif & Rathore, 2021; Wright & Pandey, 2010). Public sector performance is most consistently enhanced by transformational leadership, which inspires employees, promotes organizational citizenship behavior, and fosters innovation (Asif & Rathore, 2021). Similarly, democratic

and participative leadership practices enhance job performance, workplace climate, and staff engagement by involving personnel in decision-making processes (Asif & Rathore, 2021). Conversely, autocratic and laissez-faire leadership approaches frequently yield negative outcomes, such as reduced employee motivation, heightened workplace stress, and lower administrative output (Asif & Rathore, 2021). In structured public sector settings where supervision and clear operational guidelines are vital, transactional leadership can offer secondary support, though its effects remain less consistent than transformational approaches (Asif & Rathore, 2021).

Empirical studies across Nigeria's civil service commissions, public research institutions, higher education institutions, and public agencies reinforce the importance of effective leadership (Abasilim *et al.*, 2018; Ekpe *et al.*, 2017). Research conducted in state civil service contexts and public research institutes indicates that transformational and democratic leadership practices significantly drive employee commitment, job satisfaction, and overall performance (Abasilim *et al.*, 2019; Bolarinwa *et al.*, 2022). For instance, empirical evidence from the Lagos State Civil Service Commission demonstrates that positive leadership approaches significantly strengthen employee organizational commitment (Abasilim *et al.*, 2018, 2019), while findings from public research agencies like the



Forestry Research Institute of Nigeria (FRIN) confirm that transformational and democratic styles explain substantial variation in staff performance (Bolarinwa *et al.*, 2022). Additional studies in Nigerian universities and academic libraries similarly highlight that democratic and transformational leadership structures outperform autocratic models in fostering staff engagement and commitment (Adekoya & Guobiazor, 2023; Akanji *et al.*, 2018; Ekpe *et al.*, 2017; Musa *et al.*, 2018).

In Yobe State, government ministries located in Damaturu—specifically the Ministry of Education, Ministry of Health, Ministry of Works, and Ministry of Finance—play a vital role in regional governance, infrastructure development, healthcare delivery, and human capital growth (Abasilim *et al.*, 2018). However, achieving optimal administrative performance within these ministries depends on the leadership styles exercised by permanent secretaries, directors, and administrative heads (Adekoya & Guobiazor, 2023). To optimize service delivery in Yobe State, public sector management must move beyond rigid bureaucratic directives and embrace leadership approaches that improve staff commitment, communication, and operational efficiency (Abasilim *et al.*, 2019; Asif & Rathore, 2021).

To operationalize this investigation, the scope of the study is geographically limited to Damaturu, the capital of Yobe State, Nigeria, and institutionally focuses on four key state ministries: the Ministry of Education, Ministry of Health, Ministry of Works, and Ministry of Finance (Abasilim *et al.*, 2018). Content-wise, the study evaluates leadership styles (categorized into autocratic, democratic, transformational, and transactional) and key organizational performance dimensions (including employee performance, service delivery, motivation, and administrative efficiency) using a descriptive survey methodology (Asif & Rathore, 2021; Bolarinwa *et al.*, 2022).

Finally, this study holds substantial theoretical and practical significance (Gberevbie *et al.*, 2017). Practically, it provides useful feedback for the Yobe State Government, civil service commissions, and ministry heads to design targeted leadership training, refine administrative policies, and foster participative governance practices (Abasilim *et al.*, 2019). It offers permanent secretaries, directors, and departmental heads practical guidance on adopting leadership styles that enhance employee engagement, commitment, and service quality (Asif & Rathore, 2021). Academically, it contributes to public administration literature by addressing the scarcity of state-level ministry research in Northern Nigeria, serving as a baseline reference for future empirical investigations (Adekoya & Guobiazor, 2023; Ekpe *et al.*, 2017).

Statement of the Problem

Despite structural administrative frameworks and institutional reforms, public sector ministries in Damaturu, Yobe State, face recurring operational challenges, including administrative delays, low staff motivation, communication gaps, and inconsistent service delivery (Abasilim *et al.*, 2018). These bottlenecks directly impact the execution of developmental policies and civil service operations (Asif & Rathore, 2021).

A primary factor contributing to these operational inefficiencies is the administrative reliance on rigid, top-down leadership styles (Akanji *et al.*, 2018). Broader academic literature in Nigeria warns that autocratic policy formulation and top-down decision-making without adequate employee participation can hinder public sector development, stifle initiative, and weaken organizational commitment (Gberevbie *et al.*, 2017). While authoritative or bureaucratic command structures persist in many Nigerian public institutions (Akanji *et al.*, 2018), reliance on autocratic control often undermines employee morale, limits workplace engagement, and worsens service delivery inefficiencies (Asif & Rathore, 2021).

Furthermore, while existing empirical literature in Nigeria extensively documents the impact of leadership styles in universities, academic libraries, federal colleges, and public research institutes (Adekoya & Guobiazor, 2023; Bolarinwa *et al.*, 2022; Ekpe *et al.*, 2017; Musa *et al.*, 2018), empirical studies specifically focused on state-level ministries in Northern Nigeria—and Yobe State in particular—remain scarce (Abasilim *et al.*, 2018). Most prior studies rely on broader institutional contexts, leaving an empirical gap regarding how leadership styles operate within state ministry structures (Abasilim *et al.*, 2019).

Therefore, this study addresses this gap by conducting a descriptive assessment of leadership styles and their relationship with organizational performance across selected ministries (Education, Health, Works, and Finance) in Damaturu, Yobe State (Bolarinwa *et al.*, 2022).

Objectives of the Study

The main objective of this study is to assess the dominant leadership styles practiced in selected ministries of the Yobe State government and evaluate their descriptive relationship with organizational performance and service delivery. Specifically, the study seeks:

1. To identify the dominant leadership styles (autocratic, democratic, transformational, transactional) practiced in selected government ministries in Damaturu, Yobe State.
2. To evaluate the perceived influence of leadership styles on employee service delivery within the ministries.
3. To assess the level of service delivery achieved across the selected ministries.
4. To identify the primary leadership and administrative challenges hindering institutional effectiveness in these ministries.

Literature Review

Conceptual Clarification

Leadership Style Typologies

Leadership styles represent the behavioral frameworks and strategic approaches administrators deploy to direct, motivate, and coordinate organizational personnel. Contemporary public administration literature categorizes leadership into five primary typologies.

Transformational Leadership: Recognized as the most consistently effective style in public sector environments, transformational leadership is repeatedly associated with superior employee performance, organizational effectiveness, job satisfaction, innovation, commitment, and service delivery. Within Nigerian institutional contexts, transformational leadership strongly predicts job commitment among academic staff and enhances staff performance in federal colleges.

Democratic (Participative) Leadership: This style yields largely positive outcomes for organizational performance and employee commitment. By actively involving personnel in decision-making, democratic leadership enhances work performance, motivation, workplace climate, and engagement, frequently outperforming autocratic alternatives. Participative styles are especially vital in service-oriented public institutions, accounting for significant performance variations in research institutes and academic libraries.

Transactional Leadership: Transactional leadership produces mixed but moderately positive outcomes, particularly in highly structured environments where formal supervision, rules, and rewards are emphasized. However, its impact on long-term organizational effectiveness and employee engagement remains less consistent than transformational approaches.

Autocratic Leadership: Characterized by centralized authority and top-down control, autocratic leadership is typically

linked to weaker performance outcomes, heightened workplace stress, diminished motivation, and lower engagement. Although autocratic indicators appear within mixed leadership environments in public agencies, they are generally situated outside primary performance drivers.

Laissez-Faire Leadership: Exhibiting a predominantly negative pattern, laissez-faire leadership is repeatedly associated with reduced operational effectiveness, poor performance, and diminished employee engagement. In civil service analyses, laissez-faire behavior demonstrates a direct negative relationship with employee commitment.

Leadership Styles and Public Sector Productivity

In public sector organizations, leadership styles frequently impact institutional productivity through indirect relational, psychological, and motivational mechanisms rather than through direct administrative control. Leadership influences organizational outcomes by initially shaping employee commitment, satisfaction, engagement, and intrinsic motivation. Furthermore, effective leaders cultivate a supportive organizational climate, trust, and institutional backing, thereby establishing the operational preconditions necessary for high performance. Public sector effectiveness is evaluated not merely through direct quantitative output, but also via institutional responsiveness, service quality, knowledge sharing, and organizational citizenship behavior fostered by supportive leadership.

Theoretical Framework

Leadership effectiveness in public organizations is fundamentally context-dependent, shaped by structural, environmental, and cultural variables. General public administration frameworks and contingency models indicate that no single leadership style is universally optimal across all administrative settings; rather, leadership success depends on aligning managerial behavior with situational demands, spans of control, and organizational structures. In Nigerian public institutions, leadership practices are frequently molded by bureaucratic traditions and indigenous cultural values, demonstrating that institutional frameworks and environmental contexts moderate the relationship between administrative leadership and organizational performance.

Empirical Review

Broad Public Sector Evidence

Global empirical literature and systematic reviews establish that transformational leadership drives public sector innovation, job satisfaction, organizational learning, and service effectiveness. Participative and democratic practices consistently improve workplace climate, employee engagement, and proactive service delivery across diverse public agencies. Conversely, passive or highly autocratic leadership models tend to exacerbate workplace stress and depress institutional productivity.

Nigeria-Specific Empirical Evidence

Public Universities & Higher Education: Ekpe *et al.* (2017) conducted a cross-sectional survey of 340 academic staff across Nigerian public universities using SmartPLS and established that transformational leadership is positively related to job commitment, with employee attitude moderating the transactional leadership–commitment link. Akanji *et al.* (2018) utilized qualitative interviews across Nigerian universities and characterized higher education institutions as bureaucratic and transactional environments where authoritative, transactional, and transformational styles operate concurrently under cultural influences. Musa *et al.* (2018) examined a Federal College of Education in Zaria and demonstrated a significant empirical relationship between transformational leadership and staff performance.

Public Service & Civil Commissions: Abasilim *et al.* (2018, 2019) investigated the Lagos State Civil Service Commission via cross-sectional surveys utilizing the Multifactor Leadership Questionnaire (MLQ) and Organisational Commitment Questionnaire (OCQ). Their findings revealed that transformational and transactional leadership styles relate positively to employee commitment, whereas laissez-faire leadership exhibits a negative relationship, confirming that appropriate leadership practices associate with stronger institutional commitment and performance.

Research Institutes & Agencies: Bolarinwa *et al.* (2022) studied the Forestry Research Institute of Nigeria (FRIN) and confirmed through descriptive statistics and regression analysis that transformational and democratic styles account for substantial variations in employee job performance. Alade (2022) surveyed selected Nigerian organizations and determined that democratic leadership explains greater performance variation than autocratic and laissez-faire models.

Libraries & Educational Colleges: Adekoya and Guobiazor (2023) evaluated academic libraries in Nigeria using total enumeration and established that leadership styles are significantly related to employee commitment, prompting recommendations for democratic administrative approaches.

Research Methodology

Research Design

This study adopts a descriptive survey research design (Abasilim *et al.*, 2018; Bolarinwa *et al.*, 2022). The choice of this design is strongly justified by established methodological patterns across empirical literature in Nigeria, which predominantly utilize cross-sectional and descriptive survey frameworks to investigate leadership styles and organizational outcomes within public sector institutions (Adekoya & Guobiazor, 2023; Ekpe *et al.*, 2017). Previous empirical investigations examining leadership and performance across Nigerian public organizations—including civil service commissions, public research institutes, academic libraries, and higher education settings—routinely rely on survey-based methodologies to collect primary data from administrative and operational personnel (Abasilim *et al.*, 2019; Akanji *et al.*, 2018). A descriptive survey design is particularly well-suited for this study because it enables the systematic collection of quantitative perceptions regarding existing leadership practices and performance metrics within government ministries without experimental manipulation (Alade, 2022; Musa *et al.*, 2018).

Study Population, Sample Size, and Sampling Strategy

The population comprises the entire higher administrative and operational workforce across four selected state ministries in Damaturu, Yobe State: Education, Health, Works, and Finance. A sample 100 respondents was randomly selected to ensure balanced representation across ministry cadres (Bolarinwa *et al.*, 2022; Ekpe *et al.*, 2017). Out of the 100 distributed questionnaires, 94 were successfully retrieved and verified usable for empirical analysis (Abasilim *et al.*, 2019).

Instrumentation, Validity, and Reliability

Data collection relied on a structured 4-point Likert questionnaire (*Strongly Agree* = 4 to *Strongly Disagree* = 1) incorporating standardized measurement scales from the Multifactor Leadership Questionnaire (MLQ) and Organisational Commitment Questionnaire (OCQ) (Abasilim *et al.*, 2018, 2019; Bolarinwa *et al.*, 2022). Face and content validity were confirmed through expert review by public administration scholars and research supervisors (Akanji *et al.*, 2018; Gberevbie *et al.*, 2017). Instrument reliability was established via pilot testing outside the study sample, yielding a strong Cronbach's alpha internal consistency coefficient (Alade, 2022; Ekpe *et al.*, 2017; Musa *et al.*, 2018).



Table 2. Perceptions of Leadership Styles and Their Effect on Employee Service Delivery/Performance

Constructs	SA	A	D	SD	($\bar{x}$)	SD*
<i>Leadership Styles Practiced:</i>						
Autocratic leadership is practiced	40 (42.6%)	30 (31.9%)	15 (16.0%)	9 (9.6%)	3.07	0.98
Democratic leadership is practiced	35 (37.2%)	32 (34.0%)	18 (19.1%)	9 (9.6%)	2.99	0.99
Employees are involved in decision-making	38 (40.4%)	30 (31.9%)	16 (17.0%)	10 (10.6%)	3.02	1.02
Leadership changes based on situations	42 (44.7%)	28 (29.8%)	15 (16.0%)	9 (9.6%)	3.09	1.00
<i>Effect on Employee Performance:</i>						
Leadership affects job performance	50 (53.2%)	30 (31.9%)	10 (10.6%)	4 (4.3%)	3.34	0.87
Good leadership improves motivation	48 (51.1%)	32 (34.0%)	10 (10.6%)	4 (4.3%)	3.32	0.86
Poor leadership reduces productivity	45 (47.9%)	30 (31.9%)	15 (16.0%)	4 (4.3%)	3.23	0.90
Supportive leadership improves performance	52 (55.3%)	28 (29.8%)	10 (10.6%)	4 (4.3%)	3.36	0.87

Note: SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree; $\bar{x}$ = Mean; SD* = Standard Deviation

Table 3. Organizational Efficiency, Leadership Challenges, and Administrative Solutions

Constructs	SA	A	D	SD	($\bar{x}$)	SD*
<i>Service Delivery/Performance:</i>						
Services are delivered efficiently	42 (44.7%)	30 (31.9%)	15 (16.0%)	7 (7.4%)	3.14	0.95
Work is completed on time	40 (42.6%)	32 (34.0%)	15 (16.0%)	7 (7.4%)	3.12	0.94
Employees improve organizational output	45 (47.9%)	30 (31.9%)	14 (14.9%)	5 (5.3%)	3.22	0.91
Communication is effective	38 (40.4%)	30 (31.9%)	18 (19.1%)	8 (8.5%)	3.04	0.98
<i>Challenges of Leadership Effectiveness:</i>						
Lack of motivation affects performance	50 (53.2%)	28 (29.8%)	10 (10.6%)	6 (6.4%)	3.30	0.92
Poor leadership reduces efficiency	48 (51.1%)	30 (31.9%)	12 (12.8%)	4 (4.3%)	3.30	0.88
Limited training affects leadership	45 (47.9%)	30 (31.9%)	15 (16.0%)	4 (4.3%)	3.23	0.90
Communication gaps exist in ministries	40 (42.6%)	32 (34.0%)	15 (16.0%)	7 (7.4%)	3.12	0.94
<i>Proposed Solutions for Improvement:</i>						
Training improves leadership effectiveness	55 (58.5%)	30 (31.9%)	6 (6.4%)	3 (3.2%)	3.46	0.79
Better leadership improves service delivery	60 (63.8%)	25 (26.6%)	6 (6.4%)	3 (3.2%)	3.51	0.77
Motivation improves performance	52 (55.3%)	30 (31.9%)	8 (8.5%)	4 (4.3%)	3.38	0.84
Good leadership increases efficiency	58 (61.7%)	28 (29.8%)	6 (6.4%)	2 (2.1%)	3.51	0.73

Note: SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree; $\bar{x}$ = Mean; SD* = Standard Deviation

Data Analysis and Ethical Standards

Data were analyzed using descriptive statistics, including frequencies, percentages, mean ratings ($\bar{x}$), and standard deviations (SD), anchored by a benchmark decision rule mean of ≥ 2.50 for positive agreement (Abasilim et al., 2018; Bolarinwa et al., 2022; Musa et al., 2018). Ethical standards were strictly maintained: participation was voluntary based on informed consent, with complete anonymity and strict data confidentiality assured throughout the research process (Abasilim et al., 2019; Akanji et al., 2018; Gberevbie et al., 2017).

HND or Bachelor's degrees (47.9%), and possess over 5 years of tenure within the ministries, ensuring reliable and informed evaluations of institutional leadership practices.

Analysis of Research Questions

The analysis of perceptions of leadership styles and their effect on employee performance (see Table 2) utilizes a 4-point Likert scale (*Strongly Agree* = 4 to *Strongly Disagree* = 1) with a benchmark mean of 2.50. All mean scores exceed the 2.50 benchmark. Respondents observe a blend of autocratic and participative practices within the ministries and strongly agree that leadership styles directly dictate employee motivation, commitment, and productivity.

The results shown in Table 3 demonstrate moderate agreement regarding current service efficiency, while highlighting critical administrative bottlenecks such as motivational deficits and communication gaps. Furthermore, respondents overwhelmingly endorse targeted leadership training and enhanced motivation as vital solutions for optimizing public sector performance in Yobe State.

Discussion of Findings

The empirical findings of this study provide detailed insights into leadership styles and organizational performance across selected government ministries in Damaturu, Yobe State. The demographic profile establishes that the ministries possess a mature, well-educated, and experienced workforce—with 47.9% holding HND or Bachelor's degrees and over 75% possessing more than five years of service tenure—thereby ensuring that respondents' evaluations of institutional leadership practices are reliable and well-informed.

Regarding the dominant leadership styles practiced, the descriptive analysis indicates that mean scores for all assessed items exceed the 2.50 benchmark. Specifically, respondents

Table 1. Demographic Profile of Respondents

Factors	Category	Freq.	%
Age Group	20–29 years	25	26.6%
	30–39 years	30	31.9%
	40–49 years	22	23.4%
	50 years and above	17	18.1%
Gender	Male	56	59.6%
	Female	38	40.4%
Educational Qualification	SSCE	10	10.6%
	Diploma/NCE	20	21.3%
	HND/BSc	45	47.9%
	Postgraduate Degree	19	20.2%
Length of Service	1–5 years	22	23.4%
	6–10 years	34	36.2%
	11–15 years	24	25.5%
	16 years and above	14	14.9%

Results

Demographics

The demographic profile shown in Table 1 indicates a mature, well-educated, and experienced workforce. The majority of respondents fall within the 30–39 age bracket (31.9%), hold



observe both autocratic ($\bar{x} = 3.07$) and democratic ($\bar{x} = 2.99$) practices, alongside situational leadership ($\bar{x} = 3.09$) and employee involvement in decision-making ($\bar{x} = 3.02$). This mixed leadership profile aligns closely with broader empirical observations across Nigerian public sector institutions. While democratic and transformational styles are widely recognized for driving performance variation and employee commitment—consistent with findings at the Forestry Research Institute of Nigeria (FRIN) by Bolarinwa *et al.* (2022) and civil service studies by Abasilim *et al.* (2018, 2019)—autocratic indicators and bureaucratic control mechanisms continue to manifest in daily administrative operations. This dual profile mirrors observations in Nigerian universities, where institutions remain heavily bureaucratic and transactional while adopting multiple leadership approaches shaped by cultural values (Akanji *et al.*, 2018). Furthermore, the persistence of autocratic tendencies without stakeholder participation corroborates theoretical warnings that rigid administrative policy formulation can hinder public sector development (Gberevbie *et al.*, 2017).

In assessing the effect of leadership on employee performance, all mean scores were notably high (ranging from 3.23 to 3.36), with respondents strongly agreeing that supportive leadership improves performance ($\bar{x} = 3.36$) and job performance ($\bar{x} = 3.34$), while poor leadership reduces productivity ($\bar{x} = 3.23$). These findings corroborate broader public sector literature indicating that leadership climates directly shape employee commitment, trust, and service delivery. Public sector research emphasizes that leaders frequently influence organizational productivity through indirect relational, psychological, and motivational pathways rather than through direct control alone (Asif & Rathore, 2021; Wright & Pandey, 2010).

Regarding organizational efficiency and leadership challenges, respondents reported moderate agreement on service delivery efficiency ($\bar{x} = 3.14$) and timely work completion ($\bar{x} = 3.12$), while identifying critical administrative bottlenecks such as lack of motivation ($\bar{x} = 3.30$), poor leadership reducing efficiency ($\bar{x} = 3.30$), limited training ($\bar{x} = 3.23$), and communication gaps ($\bar{x} = 3.12$, with communication effectiveness rated at $\bar{x} = 3.04$). When communication breakdowns and low staff motivation characterize ministry operations, the supportive organizational climate required for high performance is undermined (Alhadidi & Mofrad, 2026; Li *et al.*, 2025).

Finally, regarding proposed administrative solutions, respondents overwhelmingly endorsed better leadership for improving service delivery ($\bar{x} = 3.51$), good leadership increasing efficiency ($\bar{x} = 3.51$), leadership training ($\bar{x} = 3.46$), and staff motivation ($\bar{x} = 3.38$). Consequently, the empirical and descriptive insights from Yobe State ministries reinforce the broader consensus that transformational and democratic leadership practices, coupled with enhanced staff motivation, targeted training, and open communication, are essential for overcoming public sector inefficiencies and improving service delivery (Abasilim *et al.*, 2019; Bolarinwa *et al.*, 2022; Maula *et al.*, 2026).

Conclusion

Based on the empirical findings of this study, a definitive academic stance is established regarding leadership styles and organizational performance in selected ministries of the Yobe State government. The study concludes that administrative leadership within Yobe State ministries operates under a hybrid leadership environment, combining both democratic and autocratic practices alongside situational approaches. While bureaucratic command structures persist, leadership style serves as a critical driver of employee job performance, motivation, and operational efficiency. Furthermore, administrative bottlenecks—such as communication breakdowns, motivational deficits,

and inadequate leadership training—directly constrain organizational effectiveness. Ultimately, achieving sustainable public sector performance and service delivery in Damaturu depends on shifting managerial practices away from rigid autocratic control toward participative and transformational leadership frameworks.

Recommendations

To optimize organizational productivity and public service delivery across government ministries in Yobe State, the following actionable and policy-oriented recommendations are submitted for government officials, permanent secretaries, and ministry heads:

1. *Promotion of Participative and Democratic Leadership Practices:* Permanent secretaries and directors should systematically involve administrative staff in decision-making processes, goal formulation, and policy execution. Grounded in the established consensus of both global and Nigerian empirical literature, participative and democratic strategies are vital for building organizational trust, elevating employee commitment, and enhancing public sector productivity (Adekoya & Guobiazor, 2023; Alade, 2022; Asif & Rathore, 2021; Bolarinwa *et al.*, 2022).
2. *Institutionalization of Continuous Leadership Training:* The Yobe State Civil Service Commission, in collaboration with ministry management, should establish mandatory executive leadership and management development programs for principal officers, directors, and administrative heads. Global and local public sector evidence underscores that continuous capacity building equips leaders with transformational competencies required to foster workplace innovation, inspire staff, and drive service delivery (Abasilim *et al.*, 2019; Khan & Khan, 2019; Musa *et al.*, 2018).
3. *Mitigation of Communication Barriers and Information Gaps:* Ministry executives must establish transparent, multi-channel communication channels between senior executive management and operational personnel. Addressing communication gaps creates a supportive organizational climate and clarifies performance expectations, directly shaping staff engagement and institutional trust (Alhadidi & Mofrad, 2026; Li *et al.*, 2025; Zada *et al.*, 2023).
4. *Implementation of Comprehensive Staff Motivation Frameworks:* Government officials should institute merit-based incentive systems, timely promotion protocols, and workplace recognition programs. Enhancing employee motivation directly addresses identified productivity bottlenecks and reinforces discretionary work efforts in public service delivery (Ciobanu *et al.*, 2019; Donkor *et al.*, 2021; Jimoh & Lawal, 2025).

Contribution to Knowledge

This study makes a notable contribution by bridging a *Contextual Gap*. It addresses a significant geographic and sector-specific gap by providing direct empirical evidence from state-level ministries in Damaturu, Yobe State—a region previously underrepresented in Nigerian public sector leadership literature compared to higher education and federal agency contexts (Abasilim *et al.*, 2018; Adekoya & Guobiazor, 2023; Ekpe *et al.*, 2017).

Limitations of the Study

The findings of this study should be interpreted within the context of two limitations. First, the investigation was confined



to four selected state ministries within Damaturu, Yobe State, utilizing a sample size of 94 completed responses. Consequently, caution should be exercised when generalizing findings to all state government agencies or other geopolitical zones in Nigeria (Abasilim *et al.*, 2018; Bolarinwa *et al.*, 2022).

Secondly, as a cross-sectional descriptive survey relying on self-reported questionnaire data, the study captures respondent perceptions at a single point in time, limiting long-term longitudinal evaluations of leadership behavioral changes (Ekpe *et al.*, 2017).

Suggestions for Further Studies

To build upon the insights generated by this research, future scholars are encouraged to pursue the following avenues:

1. **Comparative State-Level Analyses:** Conduct comparative empirical studies across multiple states within Northern Nigeria to assess how regional socio-cultural variations influence ministry leadership practices and administrative performance.
2. **Mixed-Methods and Longitudinal Designs:** Incorporate qualitative interviews and longitudinal observational research to gain deeper insights into how civil service organizational cultures and administrative reforms shape leadership styles over time (Akanji *et al.*, 2018).
3. **Inclusion of Non-Ministerial Public Agencies:** Expand the research scope to evaluate parastatals, extra-ministerial departments, and local government authorities across Yobe State to establish a comprehensive public sector leadership profile.

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