

ABSTRACT

The study sought to investigate the effect of leadership style on employee performance at selected Institutions in Arusha. The study had three specific objectives namely; to identify the leadership style used in selected Institutions in Arusha, to find out the effects of existing leadership style towards performance of employees in selected Institutions in Arusha and to explore how negative effects experienced by employee in selected Institutions in Arusha can be addressed. The study used case study research design and the mixed approach so as to collect both numerical and narrative data. The study used simple random and purposive sampling techniques. Moreover the study used interview and questionnaire as data collection methods. Data were collected from 66 respondents from selected Institutions in Arusha, Descriptive statistics such as frequencies and percentages were used to analyse data. Contingency and Situation theory, Trait and Behaviour theory also Transformation and Transactional theory is used relate with this study. Findings revealed that democratic leadership was seen to exist at selected institutions in Arusha The study further revealed that respondents perceived the type of leadership that exist at selected institutions as good. The study also indicated that the existing type of leadership affected the employee's performance both positively and negatively. Finally the study found that there are various measures that can be used to address the negative effects caused by the existing type of leadership. The study concluded that democratic style of leadership was dominantly used at selected Institutions in Arusha. It was also indicated from the study employees were satisfied with the leadership style existed at institutions because the leadership style existed promoted employees performance. Recommendation was made that to in order to solve negative effects of leadership style existed at selected institutions, leaders should be flexible and should choose the best style in relation to the nature of employees. The study highlight that there should be regular training for leaders on how best they can use various leadership styles to enhance employee's performance. The study explains that leaders should be flexible enough to change their leadership styles to fit the needs of the organization.

