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THE INFLUENCE OF AUTOCRATIC LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN TANZANIA POLICE FORCE

Mboka, Fredy Mbuja
Postgraduate Department
Institute of Accountancy, Arusha
mbujamboka123@gmail.com

&

France Aloyce Shayo
Open University of Tanzania



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ABSTRACT

The purpose of this paper is to analyze the influence of autocratic leadership styles on employees' performance in Tanzania Police force: Experiences from Police headquarter in Dodoma. The motive behind this was to examine the type of leadership mostly compatible with police organization. The study deployed a case study research design quantitative research approaches was employed. Data were collected from seven departments at police headquarters with a total of 85 respondents, inferential statistics bivariate correlate spearman rho (rs) statistical measure was used to test the hypotheses of this study in order to establish the relationship between leadership styles and employee performance. Findings revealed that the most used type of leadership in police force is autocratic type of leadership. However, it had insignificant negative association with employees performance, therefore the hypothesis was accepted ($p = 0.608$). The study further recommended that the findings can be helpful for police management to understand which kind of leadership style is most appropriate in terms of its outcomes and how it can modify their leadership styles to make it more effective and result oriented. Advancement in science and technology requires stable police organization with effective leadership.

Keywords: Leadership styles, Employee's performance, Tanzania police force

1.0 INTRODUCTION

Historically, police leadership has been explained within different leadership models throughout past centuries, some of the studies explained police leadership based on several theories including trait related, behavioral, and situational as well as leadership theories centered on autocratic, democratic, participative, and lesser fare styles. However most of these theories and concepts related to police leadership were developed through business based models and applied in law enforcement organizations (Bass, 2010).

Most of leadership theories (Transformational and transactional) indicate that the applied leadership style has a significant impact on the morale, happiness, motivation and achievement of employees and also has a significant impact on the company's results (Matin & Farjami, 2009). A good leader not only directs his/her subordinates and gets the job done on time, but also influences them to achieve the goals and objectives of the company and motivates workers to make the right choices and use the resources available effectively (Northouse, 2012).

Yao *et al.*, (2017), however, indicated that some forms of leadership have a stronger association with employee engagement and efficiency, while some leadership styles have a weaker association based on industry in which the organizations work, similar to the police force, Other studies indicate that the style of transactional leadership affects the performance of employees more than any other style of leadership (Patern, 2015). This implies that the evidence of this style of leadership is contradictory.

Many studies (Bushra, 2011; Mukui, 2018; Leng et al; 2014; Akram, 2012) conducted focus so on other sectors not police force. Therefore, this study intended to bridge the gap and test the relationship between leadership style and police force employee performance, by analyzing the influence of police force managers and leaders through the use of autocratic on their employee performance.

2.0 LITERATURE REVIEW

Kolu and Okpokwasili (2018) conduct a study focused on the impact of autocratic leadership style on job performance of subordinates in academic libraries in Port Harcourt, Rivers State, Nigeria. The research design was a survey. The respondents were the 74 professional and para-professional staff working in the libraries studied. Findings of the study revealed that autocratic leadership style tends to develop dependent and uncreative subordinates who are afraid to take up responsibility. Autocratic leadership style, however, shows a significant negative impact on employee performance. This style of

leadership tended to have work groups that were less productive and subordinates showed a high degree of dissatisfaction on the job. Therefore, autocratic leaders tend to limit the performance of subordinates. It is recommended that autocratic leadership style may be very valuable in situations where decisions need to be made as quickly and decisively as possible. Since autocratic leadership style leads to job dissatisfaction of subordinates, library heads should be closely monitored by the parent institution to check their excesses.

Ojelade et al (2020) assess Autocratic Style Of Leadership And Organisational Performance (A Case of Mushin Local Government Education Authority, Lagos, Nigeria). Findings shows that the calculated chi-square (χ^2) at 0.05 level of significance, is higher than the tabulated chi-square (χ^2). Therefore, the null hypothesis is rejected which shows that autocratic leadership style has a positive impact on employee performance. It is recommended that leaders and managers should combine various leadership styles in proportions that produce a positive result when administering their leadership duties.

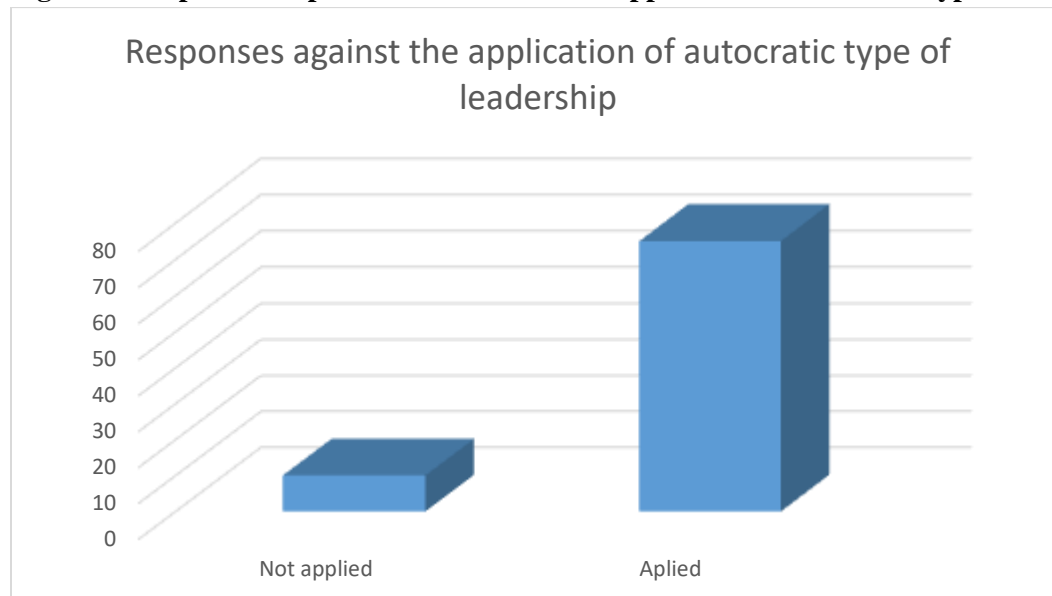
3.0 METHODOLOGY

The current study is a case study research design using quantitative approaches. Data were collected from seven departments at police headquarters with a total of 85 respondents. Multifactor Leadership Questionnaire (MLQ) by Bass and Avolio was used to collect data, inferential statistics bivariate correlation coefficient (r) statistical measure was used to test the hypotheses of this study in order to establish the relationship between autocratic leadership style and employee performance, P value was set at 0.05. Ethical consideration was well adhered.

4.0 RESULT

The objective was to assess the influence of Autocratic leadership on employee performance in Tanzania Police. The researcher first found the application of autocratic leadership style. Majority of respondents (78%) respond that the police force applied autocratic leadership style as demonstrated in figure 1.

Figure 1: Responses on perceived statements on application of autocratic type of leadership.



Source: Field Research Data, 2021.

Using Multifactor leadership Questionnaire (MLQ) which contained a total of 22 descriptive statements asking for participants' responses based on a Likert-style five-point scale. Among them a subscale with six statements used to measure individual perceived autocratic leadership style. This subscale which measured perceived statement towards Autocratic form of leadership had a total of 6 statements which makes 30 scores, in which every agreed or strongly agreed statement stands for the application of autocratic form of leadership and every disagreed or strongly disagreed statement stood for no application of autocratic leadership where 6-12 scores means no existence of autocratic form of leadership, above 12 scores meant there is an application of autocratic form of leadership.

Therefore the study found that the most used form of leadership in police force is autocratic type of leadership which had mean scores of 17.05 with standard deviation of 4.38, and a range of 8-26 (17.8 ± 4.38), supported by a total number of responses 75 (88.2%) who were in agreement with the statements showing that this form of leadership is applicable in Tanzania Police force (Table 4.2).

Table 1. Participants' responses on perceived statements

s/n	Statement	Frequency			
		Agreed	Disagreed	Neutral	Score Mean (SD)
1	Management serves as the employee's spokesman	57(67.1%)	28(32.9%)	-	3.15 (1.24)
2	Without any commitment, the management pushes projects forward	57(67.1%)	28(32.9%)	-	3.15(1.24)
3	Management defines strategies for coordinating other individuals	54(63.5%)	19(22.3%)	12 (14.1%)	2.90 (1.54)
4	Management has developed high standards and wants everyone to follow suit	44(49.4%)	31(36.5%)	12 (14.1%)	2.58(1.76)
5	New workers are not permitted to make any decisions until they are approved	51(60%)	28(34%)	6 (7.1%)	3.01(1.73)
6	My ideas does not count in the organization	46(54%)	28(32.9%).	11(12.9%)	2.70(1.882)

Source: Field Research Data, 2021.

Relationship between Autocratic leadership styles with employee performance:

The study did further analysis to establish the association between autocratic leadership with employees performance to find out if type of leadership can influence employee performance.

In assessing the relationship between leadership style and employee performance in a police organization by using of bivariate correlate spearman rho (r_s) statistical measure. Results showed that there was positive association between autocratic type of leadership and employees performance, however this relationship was not significant $r = 0.056$, $p=0.608$ (Table 4.8). Therefore the null hypothesis was accepted.

Table 4.3: Relationship between autocratic with employee’s performance

Variable	leadership style	Employee performance score	p-value
leadership style	1	0.056	0.609
Employee performance score			

Source:

Field data, 2021

5. DISCUSSION OF THE FINDINGS

The study findings revealed that the most used form of leadership in police force was found to be autocratic type of leadership which had mean scores of 17.05 with standard deviation of 4.38 (17.8 ± 4.38), and a range of 8-26. The result was also supported by total number of responses 75 (88.2%) who were in agreement with the statements showed that this form of leadership is applicable in Tanzania Police force.

Also analysis from correlation results showed that there was positive association between autocratic leadership styles with employee performance, but this association was not significant. Therefore the hypothesis was accepted that there is no significant association between autocratic leadership with employee performance.

The findings agreed with Kolu and Okpokwasili (2018) who revealed that autocratic leadership style tends to develop dependent and uncreative subordinates who are afraid to take up responsibility. Autocratic leadership style, however, shows a significant negative impact on employee performance. This style of leadership tended to have work groups that were less productive and subordinates showed a high degree of dissatisfaction on the job. Therefore, autocratic leaders tend to limit the performance of subordinates.

The findings however differ with Ojelade et al (2020) who find that the calculated chi-square (X^2) at 0.05 level of significance, is higher than the tabulated chi-square (X^2). Therefore, the null hypothesis is rejected which shows that autocratic leadership style has a positive impact on employee performance.

6. CONCLUSION

The most used type of leadership in police force is autocratic type of leadership which had mean scores of 17.05 with standard deviation of 4.38, and a range of 8-26 (17.8 ± 4.38), supported by a total number of responses 75 (88.2%) who were in agreement with the statements showing that this form of leadership is

applicable in Tanzania Police force This type of leadership had positive association with employees performance however the association was not significant. Basing on the first objective it can be concluded that autocratic type of leadership when applied in police organization leads to positive influence on performance, this is contributed by the kind of organization and the type of people present in the organization, police needs some kind of command and some kind of force to manage them otherwise if applying softicated types of leadership there will no performance.

7. RECOMMENDATION

It was found that, the most used type of leadership in police force is autocratic type of leadership. The study recommend that seminar on leadership should be provided to accommodate the need of change due to increase of technology

Current study (based on subordinate's perceptions) has proved that autocratic leadership is commonly used type of leadership in police organization, however there was no any leadership style which had significant relationship with employees performance, further studies can be done to explore these relationships in depth

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