



**ASSESSING THE IMPACT OF LEADERSHIP SKILLS ON EMPLOYEES'
PERFORMANCE IN PUBLIC ORGANIZATIONS:
A CASE OF NSSF, ARUSHA REGION**

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**Dissertation submitted in Partial fulfillment of the requirements of award of Master's
Degree of Business Administration in Leadership and Governance of Institute of
Accountancy Arusha (IAA).**

September 2022

DECLARATION

I, **Festo Mwakahesya**, hereby declare that while references to other works cited have been duly acknowledged, this dissertation proposal is substantially my own original work; it has not been presented in any form to any other institute/university for a similar purpose.

September 2022

CERTIFICATION BY SUPERVISOR

I, the undersigned certify that I have read and hereby recommend for acceptance of Institute of Accountancy Arusha the proposal entitled “***impact of leadership skills on employee’s performance in public organizations***”, a case of NSSF Arusha in partial fulfilment of the requirements for the Master’s Degree of Business Administration in Leadership and Governance of the Institute of Accountancy Arusha

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ABSTRACT

This study assesses the impact of leadership skills on employee's performance in public organizations. The study was conducted at NSSF branches within the Arusha region. Specifically, examine the significant relationship between leaders' communication skills and employee's performance, significant relationship between leaders' motivation skills and employee's performance and the significant relationship between disputes resolution skills and employee's performance. The study was guided by transformational – transactional leadership theory and contingency theory and employed correlation design where both primary and secondary data were collected. Primary data were collected with the use of structured questionnaires while secondary data obtained through documentary review. The study employed a sample of 46 employees the results of the presentation and analysis of the study was presented in, graph, pie chart, frequency, tables and percentages using Statistical Package for Social Sciences (SPSS). The reliability was tested, where a Cronbach's alpha coefficient is .958 which considered acceptable and suggesting that the items have relatively high internal consistency. The study found a positive correlation between Communication Skills and Employee performance which was statistically significant (spearman correlation coefficient = 0.543 and $P=0.003$). This study also found a positive correlation between motivation Skills and Employee performance and statistically significant (spearman correlation coefficient = 0.423 and $P=0.028$). Also there is positive correlation between dispute resolution Skills and Employee performance, spearman's correlation coefficient is 0.537 which is statistically significant ($P= 0.004$). Respondents pointed out that leader should have should be responsible, committed and communicative to their employees for better working experience and should be active in listening. Also, leaders should have strategic thinking skills, ability to inspire and convince other, motivation skills, empathy skills, charismatic and be non-bureaucratic in their organization. The study recommends promotion to employees and being recognised for their work and be rewarded as well as be compensated reasonably. There should be an opportunity for training and seminars to employees internally and externally so as to increase their skills and working spirit.

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LIST OF ABBREVIATIONS

DSB	Dispute Settlement Board
DSS	Dispute Settlement System
NSSF	National Social Security Fund
IAA	Arusha Institute of Accountancy

CHAPTER ONE

INTRODUCTION

1.1 Introduction

1.1.1 Background of the Study

In society today, thousands of people are appointed or elected to shoulder the role and responsibilities of leadership. Leadership is practiced in factories and farms, schools and colleges, business enterprises, in public organizations, in the civil and military organizations of a country and public life, at all levels, in short in every aspect of life. These leaders should strive for unity, harmony, strength and prosperity. Leadership is argued to be a way forward for improving performance in a variety of contexts, including public organizations (Bennis & Naus, 2003). Leadership is a broad process that necessitates authority, responsibility, and power delegation (Tajat et al. 2015). Leaders assist their followers (employees) in achieving their personal and organizational goals and objectives by directing, guiding, and persuading them.

According to Shafie et al., (2013), the importance of leadership in organizations, particularly in human beings, who appear to be the most valuable asset of any firm, "the main drivers of organizations are usually employees; they give life to the organizations and provide goals." To get the most out of employees, it is critical to provide them with direction and psychological satisfaction; this direction can only come from leaders. In fact, leadership is critical for all organizations to achieve their goals. Because leadership is a key factor in improving the performance of many, if not all, organizations, and an organization's success or failure is dependent on the effectiveness of leadership at all levels. Paracha et al., (2012), assert that, leaders are playing an important role in achieving goals and improving employee performance by keeping them satisfied with their jobs.

Leadership skills are the tools, behaviors, and capabilities that leaders should possess in order to promote employee well-being and organizational advancement (Leadership Skills, 2010). The primary responsibilities of leaders include directing and motivating employees to carry out their job responsibilities and meet goals and objectives. True leadership entails assisting others in developing their own abilities. Leaders succeed in the application of leadership skills when they assist others in growing in their own abilities. Wammy and Swammy (2014) define leadership as a social influence process in which the leader seeks the voluntary participation of subordinates in order to achieve organizational goals, and thus a leader is someone who delegated or influenced others to act in order to carry out specified objectives. According to

Tony (2020), leaders must understand the types of skills that they must employ in various situations and settings. The implementation of skills must be carried out in such a way that they benefit both the employees and the entire organization.

Xu and Wang (2008) assert that, it is the role of leadership in any organization to create vision, mission, determine and establish objectives, design strategies, policies, and methods to achieve the organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities. This is similar to Leadership Skills (2010) that when implementing leadership skills in an effective manner, several factors must be considered, such as committed to the vision and goals, and must develop an efficient understanding of their job duties and responsibilities, demonstrate honesty and integrity, set an example in their jobs, understand how to motivate others and stimulate their mind-sets, generate awareness in terms of measures to cope with problems and challenges, exercise control over psychological problems, and provide solutions to various types of problems and challenges, and promote mutual esteem. Sanni et al. (2014) pointed out that there is a need for studies to indulge on the influence of leadership skills on employee performance in public organizations. According to Ganta and Manukonda (2014), strong leadership skills sets a good example for employees to effectively achieve good result. There has been a progress in understanding leadership traits, while on the other side employees are not performing well and eventually many organizations have questionable achievements (Jing and Avery, 2011) and there is autocratic nature in many organizations where leaders are the only decision makers who force workers to execute services (Al Khajeh, 2018). Following this, the study assessed the impact of leadership skills on employee's performance in public organizations.

1.2 Statement of the Problem

There is ineffective leadership in many organizations due to the autocratic and bureaucratic nature (Al Khajeh, 2018). These may worsen communication skills, motivation as well as disputes resolution in organizations. If this is not tackled seriously, the employees will underperform and eventually may many organizations may not achieve their goals.

According to Ganta and Manukonda (2014), strong leadership skills sets a good example for employees because a leader who is able to effectively achieve good result. Despite the fact that, there is progress in understanding leadership traits, but still employees are not performing well and hence underperform and eventually may organizations have questionable

achievements Jing and Avery (2011). However, there is a need for research on the influence of leadership skills on employee performance in public organizations (Sanni et al. 2014) because of underperformance in many organizations (Jing and Avery, 2011). Following this disparity, the study assessed the impact of leadership skills on employee's performance in public organizations

1.3 Objectives of the Study

1.3.1 General objective of the study

The general objective of the study was to assess the impact of leadership skills on employee's performance in public organizations

1.3.2 Specific objective of the study

- i) To examine the significant relationship between leaders' communication skills and employee's performance
- ii) To examine the significant relationship between leaders' motivation skills and employee's performance.
- iii) To examine the significant relationship between disputes resolution skills and employee's performance

1.4 Research questions

- i) Is there any significant relationship between leaders' communication skills and employee's performance?
- ii) Is there any significant relationship between leaders' motivation and employee's performance?
- iii) Is there any significant relationship between disputes resolution skills and employee's performance?

1.5 Significance of the study

The findings of this study are expected to provide policymakers with improved generalization of useful knowledge on the impact of leadership skills on employee performance, thereby providing a decision point for the way forward. Furthermore, this study will add to the reservoir of knowledge for future academic researchers who will venture into the same field of study.

1.6 Scope of the study

The study was conducted in the Arusha region, involving three NSSF branches: Usaliva, Karatu, and Arusha town, because it would be difficult to conduct this study throughout the country due to the limited time, size, and geographical location of these branches. The study were primarily deal with NSSF departments such as benefit department, account department by assessing the impact of leadership skills on employee performance at NSSF. As a result, the researcher anticipated dealing with only three branches in the Arusha region.

1.7 Limitations and Delimitation of the study

The study has been constrained by the following aspects:

- i. Inadequacy of funds to cover a large sample nationwide, thus, the sample size of this study was limited to NSSF branches in the Arusha region only.
- ii. Some respondents were reluctant to provide appropriate information during the study because of fear, suspicion or because of the confidentiality of the information in the organization. The researcher overcome those probable constraints for the time being. This was through consulting the administration who may have power to convince the respondents to provide information by their consent.

Delimitation of the Study; These limitation was encountered respectively. Since the sample size of this study was limited to NSSF branches in the Arusha region only, the researcher uses his salary and assistance from relatives to overcome the situation.

Researcher made sure that, respondents provide appropriate information during the study This was through consulting the administration who may have power to convince the respondents to provide information by their consent.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter examines the literature on topics related to the study's set of variables. The primary goal of a literature review is to study and acknowledge the contributions of other researchers and authors to the body of knowledge in order to shed more light on this topic by drawing materials from various sources that are closely related to the study's objectives.

2.2 Definitions of concepts

2.2.1 Leadership

According to Kumar (2014), leadership is defined as a process through which a person influences others to achieve a goal and directs the organization in a way that makes it more cohesive and coherent. These are accomplished by utilizing leadership characteristics such as beliefs, values, ethics, character, knowledge, and skills. Leadership is the collaborative sharing of vision, resources, and value in order to effect positive change. It is the ability to instill confidence and zeal in others and to instill in them a desire to be led.

2.2.2 Employees' Performance

The primary goal of any organization is to improve its employees' job performance so that it can survive in this highly competitive environment. Performance is a multidimensional concept and a critical criterion for determining organizational success or failure. Prasetya and Kato (2011) define performance as the end result of actions taken by employees who perform in a given situation. According to Patanayak (2005), is an individual's contribution to the achievement of organizational goals. Employee performance is simply the result of patterns of action carried out to achieve a goal in accordance with some standards. This means that employee performance is a type of behavior that consists of directly observable actions or products, such as answers or decisions that result in organizational outcomes, such as goal attainment.

2.2.3 Leadership skills

Leadership skills are the tools, behaviors, and capabilities that leaders should have in order to promote employee well-being and lead to organizational advancement (Ibrahim & Daniel 2019). Leaders' primary responsibilities include directing and motivating employees to carry out job responsibilities and achieve organizational goals. Leaders achieve success in the application of leadership skills when they help others grow in their own abilities.

There are several factors that must be considered when implementing leadership skills in an effective manner (Leadership skills, 2010). They must be committed to the vision and goals, have a thorough understanding of their job duties and responsibilities, and demonstrate honesty and integrity.

2.3 Theoretical framework

This section provides the theoretical foundation for understanding the study. It assists the researcher in interpreting the findings by providing a comprehensive, in-depth, and systematic review of theories relevant to the study. The significance of theories is determined by the amount of research-based evidence and the stage of development. Leadership has become the most widely studied aspect of organizational behavior worldwide, and a number of theories focusing on strategies, traits, skills, styles, and the situational approach to leadership have emerged. As the field of leadership has grown in popularity, behavioral scientists and sociologists have begun to investigate the potential consequences of leadership behaviors and the variables that are used to predict the leader's behaviors, which have a direct impact on employee performance.

2.3.1 Contingency theory

Contingency theory is a leadership approach in which the interaction between the leader's personal characteristics and aspects of the situation determines leadership effectiveness. Contingency theories assume that the relationship between leadership style and organizational outcomes is moderated by situational factors related to the environment, and thus leadership style cannot predict outcomes unless the situational variables are known (Cheng and Chan, 2002).

This leadership approach incorporates three models: Fiedler's (1967) co-worker theory, House's (1971) path-goal theory, and Hersey and Blanchard's (1969) situational leadership theory. Based on this approach and the three models, no single leadership style is superior in all situations. Success is determined by a variety of factors, including the leader's preferred style, the capabilities and behaviors of the followers, and the circumstances of the situation. Effective leadership necessitates adapting one's leadership style to situational factors, and control is dependent on three factors: the relationship between the leader and followers, the degree of task structure, and the leader's authority, position, or power. According to Tony (2020), the preferred leadership style is contingent on a certain leadership character and skills that a leader may have, and thus all leadership traits and styles as explained in this theory rely heavily on leadership skills in various situations and settings.

Furthermore, the contingent approach to leadership arose from the recognition that a manager's effectiveness can be influenced by the nature of the organization in which he or she works. It is more concerned with leadership style than with behavior. According to the theory, leadership style is influenced by a variety of factors such as traits, skills, behavior, and situation. It recognizes that if certain skills are not considered, one leadership style will not be appropriate in all situations, and that leaders' behaviors change from situation to situation. This theory is related to our research that the adoption of preferred leadership style is contingent on leadership skills in order to boost employees' performance in an organization only if the traits, behavior, and style adopted by a leader in an organization encourage the followers (employees) to grow in their ability.

2.3.2 Transformational and Transactional theory

A large body of research has emerged around transformational – transactional leadership theory over the last twenty-five years. Transactional theories are concerned with the role of supervision, organization, and group performance, and they base leadership on a system of rewards and punishments for achieving specific goals. The type of transaction, whether a reward or a disciplinary measure, is determined by the employee's performance. According to Bass (1985), as cited by Chan (2005), transactional leaders appeal to the self-interests of their subordinates.

Transactional leaders use bargaining and exchanging to meet the immediate needs of their subordinates. Both leaders and followers are concerned with meeting the agreed-upon performance standard. Transformational theories are concerned with the interactions that occur between leaders and followers.

Transformational leadership refers to a leader's ability to inspire followers to put the organization's interests ahead of their own (Bass, 1985, 1996 as cited by Murphy & Drodge, 2004). According to Bass (1985), transformational leadership stems from deeply held personal values and skills that cannot be negotiated, and it appeals to subordinates' sense of moral obligation and values. Bass defined transformational leadership behavior as four types: idealized influence (charisma), inspirational motivation, individualized consideration, and intellectual stimulation. All of these behaviors are consistent with the leader's skills that are appropriate to the performance of the employees in order to boost their morale and contribute to the success of the organization. Therefore, in respect to this study Transformational

leadership theory is the fundamental theory in the sense that leaders can inspire employees to put the organization's interests ahead of their own.

2.4 Empirical review

Study conducted by Abualoush et al. (2018) on “the role of employees’ empowerment as an intermediary variable between knowledge management and information systems on employees’ performance” found knowledge management and information systems positively and significantly affect employee empowerment, in which the latter impact employees’ performance as well. However, neither knowledge management nor information systems proved to be positively related to employees’ performance. In their study, employee empowerment positively and significantly mediated the relationship between knowledge management and employees’ performance, besides the relationship between information systems and employees’ performance.

Wang, Tsui, and Xin (2010) studied the role of leadership on employee and thus organizational performance in 125 Chinese firms. Their research identified two types of leadership behaviors: relational leadership and task leadership. Profitability, sales growth, market share, and competitive status are all used to measure performance in this study. They discovered that the task-related behavior of leaders is directly related to organizational performance. Furthermore, Wang et al. (2011) studied the role of leadership on organizational performance with 548 participants in Pakistan. In addition, their research identified two types of leadership behaviors: relational leadership and task leadership. In their study, organizational performance is measured in terms of proclivity for innovation. Their research discovered that a leader's task-related behavior is critical for achieving organizational performance.

Transformational leadership was found to be more effective than transactional leadership in increasing employee performance in the South African context by Hayward, Davidson, Pascoe, Tasker, Amos, and Pearse (2003). In a South African pharmaceutical organization, the researchers (Hayward et al., 2003) discovered a significant positive linear relationship between transformational leadership and employee performance but no significant linear relationship between transactional leadership and employee performance.

Mohammed, Yusuf, Sanni, Ifeyinwa, Bature, and Kazeem (2014) studied the relationship between leadership styles and employee performance in Africa using the path-goal theory of leadership. They concentrated on a few business organizations in Nigeria's federal capital territory of Abuja. The results revealed a significant relationship between leadership style and employee performance in an organization. According to the findings of this study, leaders and leadership styles in organizations have an impact on their employees' ability to achieve corporate goals and objectives (Menz, 2012). The study recommended that a good reward system be implemented in order to achieve superior employee performance (Northouse, 2014). According to the findings of the study, leadership has a significant impact on worker performance and organizational growth.

In Kenya, Otieno, Waiganjo, and Njeru (2015) investigated the relationship between labor relations practices and employee performance in Kenya's horticultural sector using the path-goal theory. The study's goal was to establish the relationship between employee communication, involvement, and relationship and performance, as well as to determine the moderating effect of leadership styles on employee performance in Kenya's horticultural sector. Employee engagement was discovered to be one of the strategies used by organizations in the horticultural sector to improve their performance, according to the study.

A study by Wikanigrum & Yuniawan (2018) examined the potential of women in leadership to support the practice of equal employment opportunities from gender side in organization. Data were collected from 200 self-administered survey using questionnaires completed by employees at private Islamic universities in Semarang city, Indonesia. Regression analysis was used to test the hypotheses. Wikanigrum & Yuniawan (2018) found leadership styles and communication skills have a significant effect on employee satisfaction. However, based on employees' perceptions, their study found no significant difference between leadership styles and communication skills of male and female leaders.

Communication is considered an essential tool for organizational performances and growth. Most business rely on effective communication with both customers and employees to improve sales and enhance business growth. Poor or ineffective communication normally leads to mismanagement of an organization and undesirable business results. Kalogiannidis (2020) explored the impact of business communication on the performances of employees, where communication was conceptualized into horizontal, downward, and upward

communication forms and their influence on employee performance was determined based on data from 110 participants who were employees of different banking institutions in Greece. The study found effective communication in any business entity has a great influence in employee performance. Business are encouraged to maintain a good flow of information across the organization to as to improve employee performances and business profitability in the long run.

According to Coffelt, Grauman and Smith (2019) Employers provide their interpretation of the meaning of communication skills in their qualitative study of 22 managers. Employers understand written communication to be types of documents, a way to write, and a mode of communication. Oral communication skills mean a style of interacting, presenting, and conducting meetings. Visual communication skills were understood to be data visualization or nonverbal communication. Electronic communication was interpreted as email.

Mubarok and Darmawan (2019) identified the effect of training, motivation, and work ethics on internal communication and its impact on employee performance. The design of their research was descriptive and Quantitative explanative, with the use of multivariate analysis methods. The sample was 323 respondents selected using the proportional sampling method. Data collection was carried out using a questionnaire. The results showed that training had a significant effect on communication, but not significantly on performance. Motivation has a significant effect on internal communication and employee performance. Work ethics has a significant effect on communication, but not significantly on performance. Meanwhile, internal communication has a significant influence on performance. Furthermore, training, motivation, work ethic, and internal communication simultaneously have a significant effect on performance. Simultaneous training, motivation, and work ethic also significantly influence performance

Wikaningrum and Yuniawan. (2018) attempted to analyze the relationships among leadership styles, communication skills, and employee satisfaction and examined the potential of women in leadership to support the practice of equal employment opportunities from gender side in organization. Data were collected from 200 self-administered survey using questionnaires completed by employees at private Islamic universities in Semarang city, Indonesia. Regression analysis was used to test the hypotheses. Found leadership styles and communication skills have a significant effect on employee satisfaction. However, based on

employees' perceptions, this study revealed no significant difference between leadership styles and communication skill of males and females leaders.

Clement and Murugavel (2018) aimed to find out the importance of English in workplace by conducting a survey among employees of different companies in India. Found that the necessity of English language skills in workplace hasn't changed and the participants have reiterated the role of English as the influencing factor during interviews and at workplace. In addition, it has been found that poor English communication skills can hamper the attempts of finding a good job. Moreover, participants emphasized the need for in-house English training for improvement of skills required to perform their duties. Among all the skills, speaking has been considered the most important skill in workplace and majority accepted that they needed to improve their speaking skills and online training has been preferred by most of the participants as the favorite mode

Awangwulan, Ufad, Ardiwinata and Aripah (2020) described the conceptual model of effective communication and collaboration training evaluation to improve the performance of ational uclear Energy Agency employees. Qualitative and quantitative approaches was employed with educational research and development. The data were collected through observation, interview, and documentation study. They were applied to respondents who were participants, committee, and training manager. The result showed that Effective Communication and Collaboration Training Model used management approach, which were planning, implementation, and evaluation. The things done in the planning phase were identifying the needs, determining the curriculum and training material, time and place, facilitator and training participants. In the implementation phase, four levels to be developed were reaction level, learning level, behavior level, and result level. In the evaluation phase, there were some assessments based on the indicators of Effective Communication and Collaboration to measure the performance improvement.

Nyekwelu and Nwosu (2021) assessed the effect of leadership on employee productivity in Anambra State Ministry of Works Awka. Survey research design was adopted for the study and data were obtained through primary and secondary sources. The population of the study was 4, made up of the entire staff of the ministry. generated data were collated and analyzed using simple percentage while the chi-square statistical tool was used to test the hypotheses formulated for the study. Found that supervision affects the quality of employee output, that motivational packages affect employee commitment to the realization of goals and that the

communication system affects employee task accomplishment in Anambra State ministry of works.

Conflict management is one of the major skill that has a significant influence on the tasks employee have to perform daily bases. Conflict is unavoidable in daily routine of the organizations. Its importance is increased in the developing countries like Georgia as external factors make people to work in more unpredictable situations. The research conducted in Georgia by Paresashvili, Maisuradze, Gechbaia, Weis, and Koval (2021), aimed to evaluate main challenges of conflict management, its impact on employee and organization productivity in Georgia. Results has shown that conflict management understanding is quite low in Georgian organizations, as well as the constructive and destructive outcomes of it. Reasons of conflict is mainly improper distribution of functions and duties. Employees prefer to use collaborating style for conflict resolution.

Van Gramberg, Teicher Bamber, and Cooper (2020) analyzed a survey of employees in Australia to consider the relationships between employee voice at work, dispute resolution, and intention to quit, the type of dispute affect these relationships. They found employee voice was associated with successful dispute resolution, which reduces employees' intentions to quit. Further, employee voice has the additional benefit of directly reducing intentions to quit, besides its indirect effect of helping to resolve disputes at work. Their results indicated that regardless of the level of voice at work, those who report bullying claims are less likely to find resolution.

The study by Tisnanta and Sumarja (2019) was a normative juridical legal research, and the problem approach used are legislation approach and conceptual approach. Secondary data used were the results of a systemic study by the Lampung Province Ombudsman team and other legal materials. Data analysis used is quantitative data analysis. The results of the study show that the causes of maladministration are caused by a lack of competencies in human resources and various obstacles. The bureaucracy is also classified as Pre-Bureaucratic because there is still a flow of dispute resolution that is not following the Minister of Agrarian Regulation and Spatial Planning No. 11 of 201 concerning Land Settlement.

According to Maida (2020) Many disciplines such as human and organizational development, psychology, social psychology, sociology, conflict resolution, psychiatry, and economics have

applied their unique perspectives in analyzing and describing workplace dynamics. After all, most humans throughout the world spend the greater part of their days working. When workplace conflict, dissatisfaction, unacceptable productivity, and even homicide occur, naturally solutions are sought. Employee prototypes become the gateway to effective workplace problem resolution. In other words, the combination of skill sets subsumed under the rubric of specific prototypes helps guide human resource professionals and others in their efforts to improve workplace communication, suggest remediation work with specific employees, and ultimately aid in achieving the organization's mission.

Tshukudu (2021) examined issues related to the management of conflicts in the in the organization under the education sector. It focuses on alerting readers on the vitality of communication in managing conflicts. Furthermore, the most insertion of this paper is on the exploration of the nature of conflict in schools, its causes and techniques and redress. In today's rapidly changing world, where different people with different cultures work together, workplace conflict is likely to occur. According to Tshukudu (2021) A lot of managers do not have the technical competence processes in place to cab it. It is essential and unavoidable because where there is human interaction, there is likelihood of personal likes and dislikes. These agreements and disagreements usually lead to conflicts which are either positive or negative. Schools like other organizations are prone to one or other type of conflict and various conflict management strategies are adopted for handling conflict; the most among these being, intervention, negotiation, avoidance and collaboration.

Roche (2022) examined the features and effectiveness of 11 'private dispute resolution arrangements' (PDRAs) established by employers and unions in Ireland since the early 2000s to resolve collective disputes within organizations. These PDRAs were groundbreaking in redrawing the rules aligning internal dispute resolution with services provided by external state agencies. Zhou and Wu(2018) found that Leadership positively affect employee innovation behavior. design methodology approach questionnaire data from a sample of employee-leader dyads from technology enterprises in were employed. Results show that humble leadership positively affects employee innovation behavior moreover employee and leader political skills play partial mediating and moderating roles respectively in the relationship between humble leadership and employee innovation behavior.

Dappa, Bhatti, and Aljarah (2019) aimed at improving the understandings of the relationship between transformational lead-ership style and employee job satisfaction, considering the

gender as the moderator and perceived organizational politics and perceived organizational commitment as mediators among the banking sector employees in North Cyprus. The data were collected through a self-completed questionnaire which was distributed randomly to bank employees in five districts of North Cyprus in 2018. A total of 400 questionnaires were returned and utilized to conduct regression analysis which suggested a positive relationship between transformational leadership and employee satisfaction. The findings also indicated that the perceived organizational politics and organizational commitment did play a mediating role on the relationship between transformational leadership style and employee satisfaction. Perception of organizational politics and perceived organizational commitment have an impact of the overall employees' satisfaction.

Dwivedi, Chaturvedi, and Vashist (2020) examined the influence of transformational leadership on employee efficiency. The research also examined the role of knowledge sharing as a mediator between transformational leadership and employee efficiency. The study found that transformational leadership has positive and significant influence on employee efficiency. The research also demonstrates that after introducing knowledge sharing, it fully mediated the influence of transformational leadership on employee efficiency. The study suggests that, if leaders share their knowledge and expertise among the team, employees have a propensity to be highly effective and efficient than without knowledge sharing.

Osuagwu (2021) aimed to find whether there is a significant difference in the agreement as to whether the federal agency supervisor provides an employee with opportunities to demonstrate his or her leadership skills based on sex and educational level, using data from the 2018 Federal Employee Viewpoint Survey. The study applies a Mann-Whitney test and Kruskal Wallis H Test of independent samples of 515,223 federal employees to find a significant difference in the leadership skills and potentials of federal employees based on sex and educational level. Both sex and level of education of federal employees were significant determinants of differences in the leadership skills and potentials of federal employees. According to Osuagwu (2021) irrespective of the gender of the employee, the level of education of the employee determines the level of opportunities, leadership skills and potentials.

A company that can survive and thrive (going concern) is a company that can empower various Human Resources potential optimally in achieving their best performance thus

increasing the ability to be better than other organizations. Sinaga, Asmawi, Madhakomala, and Suratman (2018) examined the Effect of Change Management, Organizational Culture and Transformational Leadership on Employee Performance PT. Adhya Tirta Batam (PT. ATB), using path analysis method in a quantitative approach. The sample of this research was 233 employees of PT. ATB. The results of this research indicate that there is a direct effect of Management Change on Employee Performance which is worth 1., there is a direct effect of Organizational Culture on Employee Performance which is worth 1.8, there is a direct effect of Transformational Leadership on Employee Performance which is worth 20.6, there is an indirect effect of Change Management on Employee Performance through Transformational Leadership that is worth 3.8, there is indirect effect of Organizational Culture on Employee Performance through Transformational Leadership which is 5.1. Thus it can be explained that the most direct influence on Employee Performance is Transformational Leadership.

Joy and Hillard (2021) assessed management leadership and employee satisfaction. survey questionnaires were used for data collection. Results show that a significant moderate and positive correlation between employees, significant relationship p exists between employees ratings of importance of leadership strategies at civilian personnel advisory centers and job satisfaction of general schedule employees Employees job satisfaction is observed to be significantly positively correlated with the employees rating of management leadership he work highlights the importance of adequate training in soft skills as well as hard skills leaders.

Diamantidis and Chatzoglou (2018) examined the interrelations between firm environment-related factors (training culture, management support, environmental dynamism and organizational climate), job-related factors (job environment, job autonomy, job communication) and employee-related factors (intrinsic motivation, skill flexibility, skill level, proactivity, adaptability, commitment) and their impact on EP. The results indicate that job environment and management support have the strongest impacts (direct and indirect) on job performance, while adaptability and intrinsic motivation directly affect job performance.

Employee motivation is a reflection of the level of energy, commitment, and creativity possessed by employees used to work. Gusti Bagus Nugraha, Sitiari, Ngurah and Yasa (2021) determined the effect of soft skills and hard skills on employee performance with work motivation as a mediating variable in the Clinical Marthalia Skincare Denpasar. The population in this study were all employees who worked at Marthalia Skincare Clinic in 2019. The sampling method used in this study was the census method, thus, the number of samples in

this study was 32 employees of the Marthalia Skincare Clinic in Denpasar. The research data is primary data that are the results of questionnaire data given to employees of the Marthalia Skincare Clinic Denpasar. Testing the hypothesis of this study using Structural Equation Modeling (SEM) analysis with the Partial Least Square (PLS) approach. The results showed that:(1) Soft Skill had a positive effect on work motivation. (2) Hard Skill has a positive effect on work motivation.(3) Soft Skill has a positive effect on employee performance. (4) Hard Skill has a positive effect on performance. (5) Work motivation has a positive effect on performance.(6) motivation is a partial mediation between soft skills and performance.(7) work motivation is not a mediation between hard skills and performance. It is recommended to further researchers to examine other mediating variables that affect the relationship between hard skills and employee performance.

Setiawan, Hasibuaetal, Siahaan (2018) analyzed four factors of cultural intelligence namely knowledge, strategy, motivation and behavior in developing interpersonal skills and employee performance, using a quantitative approach. The sample used in this study were 60 respondents, this study used path analysis. The research results that knowledge has a direct effect on performance and can also have an indirect effect. Strategy directly affects performance and can also have an indirect effect, from strategy to interpersonal skills to performance. Motivation has a direct effect on performance and can also have an indirect effect, from motivation to interpersonal skills to performance. Behavior directly affects performance and can also have an indirect effect, from behavior to interpersonal skills to performance.

Companies not only expect capable, adequate, and expert employee, but also willing to work hard and have a desire to achieve the optimal results. Their ability, capability, and skills do not mean anything to the companies, if they are not willing to work hard to use their ability, capability, and skill. The motivation to work is needed but the most important is internal motivation to stimulate the employees desire to work hard and be enthusiastic to achieve more productivity. An environmental condition is said to be appropriate if a person can carry out their activity optimally, healthily, safely, and comfortably. Incompatible environment emerges in a long term. Furthermore, unfavorable environment conditions requires more energy and time that does not support the efficient framework systems. Basit, Hermina, and Kautsar (2018) aimed to know the influence of Internal Motivation and Work Environment on Productivity. Employed associative methods of causal correlation. The population in this study

was 30 employees of PT. Indosat in Garut Substation. A whole population became sample data in this study, the authors took a sample based on the census methods. The result is productivity able to be influenced by internal motivation because it is highly important for the employee to have internal motivation that is important and influences companies overall.

Lawrence (2020) established the differences between a motivated workforce and job satisfaction as well as to establish the conditions of employment levels of the different workforce groupings. The second objective of the study is to assess the relationship between the three variables stated namely, motivation and job satisfaction, organizational climate and the effectiveness of training; and the third objective was to establish whether the results of training can predict employee motivation, job satisfaction and perception of organizational conditions. The findings demonstration that meaningful differences exist between the levels of 1) motivation job satisfaction and organizational climate of employees of skilled semi-skilled groups and 2) qualification levels. The study also shows that a well-trained workforce tends to be at a higher motivational level and have an improved perception about their organizational climate than those who received less or no training at all. In conclusion, the two predominant variables of this research (namely, motivation job satisfaction and organizational climate) are both influenced by skilled semi-skilled groups as well as the amount of training received. The findings also reveal major direct relationships between the constructs of motivation job satisfaction, organizational climate and effectiveness of training.

Pancasila, Haryono, and Sulisty (2020) determined the effect of work motivation and leadership on job satisfaction and its implications on employee performance. A total of 355 samples of Bukit Asam Coal Mining Company Ltd. in Indonesia were selected proportionally with random sampling. Data were obtained through questionnaires. Data analysis technique employed structural equation modeling (SEM) with AMOS 22. The results of the study show that leadership and work motivation have a positive and significant effect on job satisfaction. Leadership has a more considerable influence (0.263) than work motivation (0.171) toward employee job satisfaction. The influence of leadership towards job performance is 0.175. The influence of work motivation towards job performance is 0.166. Job satisfaction has the most dominant influence (0.363) towards employee performance. The direct effect of leadership on employee performance is 0.175 greater than the indirect influence of leadership on employee performance through employee job satisfaction, which is only 0.096. Likewise, the direct effect of work motivation towards employee performance is 0.166 greater than the indirect effect of

work motivation towards employee performance through employee job satisfaction, which is only 0.062. Thus, job satisfaction does not mediate the effects of leadership and work motivation toward employee performance.

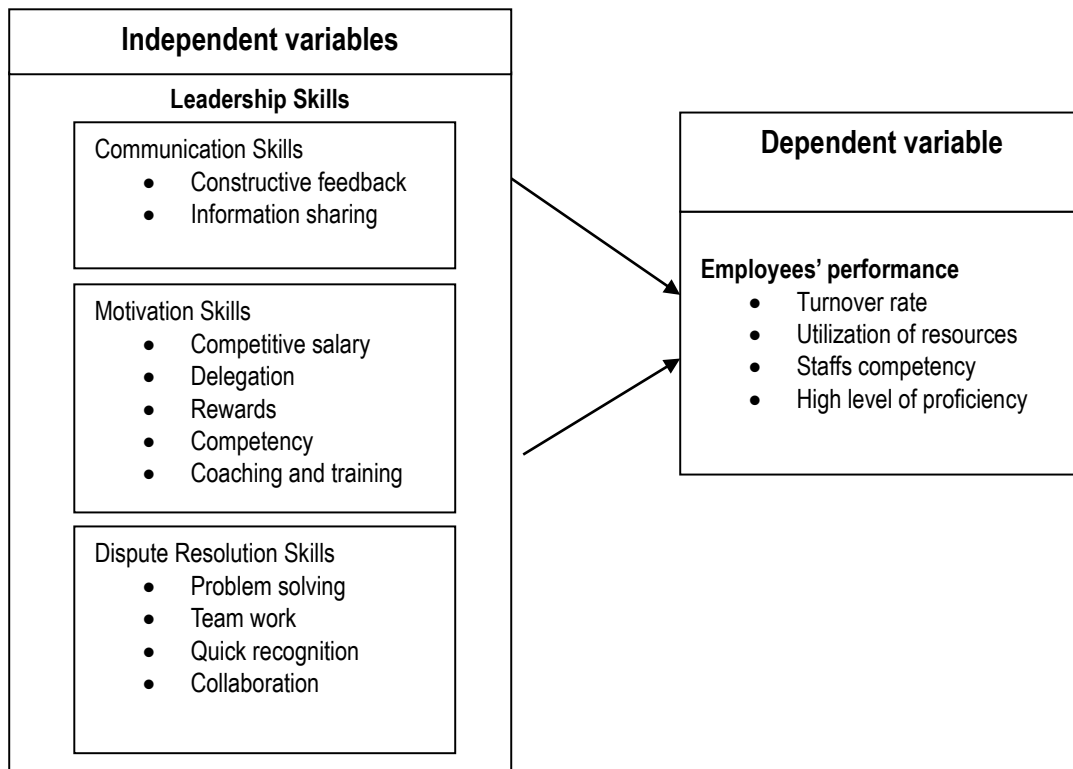
2.5 Research Gap

This proposed study identified contextual, theoretical gaps and methodological. From the reviewed studies contextually studied the role of employees' empowerment as an intermediary variable between knowledge management and information systems on employees' performance (Abualoush et al. 2018), the role of leadership on employee and thus organizational performance in 125 Chinese firms (Wang et al, 2010) contrary to the proposed which assess the leadership skills towards employees' performance at NSSF. Their research identified two types of leadership behaviors: relational leadership and task leadership. Profitability, sales growth, market share, and competitive status are all used to measure performance in this study. Contrary to this, which will look into the relationship between communication skills, motivation skills and dispute resolution skills towards employees' performances. The reviewed studies (Mohamed et al, 2014, Otieno et al, 2015; and Menzi, 2012 Wang et al, 2010) has indulged in transformational leadership in relation to employees' performance while failure to investigate the autocratic and bureaucratic nature in organizations which affect employees' performances. Despite the fact that most literature contributes to the impact of leadership on employee performance as indicated, it appears that few studies on the impact of leadership skills on employee performance in public organizations have been conducted. As a result, this study has become necessary because the researcher to evaluate the topic under consideration.

2.6 Conceptual framework

Conceptual framework refers to the research tool that outlines the possible course of action or preferred approach to undertake the study. It is the foundation from which a research study is based. It should be logically formulated by showing variables deemed relevant to the research problem and the relationship among the variables (Goddard and Malville, 2010). Conceptual framework is usually developed after researcher's investigation on the study through observation, interview and literature review of various published and unpublished scholarly works.

Figure 2.1 Conceptual framework



Leadership has traditionally been regarded as a transaction between a leader and his subordinates. It was also defined as a process of persuading people to support a specific objective or goal. Whatever leadership style a person exhibits is a combination of traits, characteristics, skills, and behaviors. This conceptual framework shows the relationship between independent variables which are the leadership skills (communication skills, motivation skills and dispute resolution skills) and the dependent variable which is the employee's performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

The way in which the research is designed, as well as the basic principles, methods, rules, and procedures by which data is collected and analyzed, are referred to as research methodology, along with a description of the reasons for using such a design or method (Kothari, 2004). It is thus the general strategy that outlines how the research will be conducted and identifies the methods to be used in it. Research methodology is not a solution or an answer in and of itself to problems, but rather provides the procedures for understanding that can be applied to a specific case (Saunders et al., 2009). It discusses research design, study area, target population, sample size, sampling techniques, data collection methods, and data analysis.

3.2 Research design

The design by which the research is conducted is referred to as the research design. It describes the procedures for obtaining data or information needed to solve a specific problem (Kothari, 2004). The researcher employed a correlation design in this study. This is due to the fact that the researcher will focus relationship between leadership skills and employees' performance. Correlation design refers to non-experimental form of research in which investigators use the correlational statistic to describe and measure the degree or association (or relationship) between two or more variables (Creswell, 2012).

3.3 Area of study

The research was conducted at NSSF branches in the Arusha region. The organization was chosen because the researcher wished to assess the extent to which leadership influences employees' performance in their daily duties in order to achieve the organization's mission and vision of serving the communities in the region. As a result, data collection was simple.

3.4 Target population

According to Christensen and Johnson (2010), a population is a large group of people to whom the study's findings are to be generalized. The researcher's target population was employees from NSSF branches in the Arusha region. Staff from the Benefits department,

Accounts, Inspection, Registration, and Compliance departments, as well as top management, will be part of the unit of inquiry.

3.5 Sample size

The number of items chosen from the universe to constitute a sample is referred to as sample size (Kothari, 2004). According to Saunders et al., (2009), a sample should consist of at least 30 to 50 items. Since the number of employees at NSSF (population) in the Arusha region for the year 2022 is 52, from this population the following formula was employed;

$$\text{Sample size (n)} = N * [Z^2 * p * (1-p) / e^2] / [N - 1 + (Z^2 * p * (1-p) / e^2)]$$

Where Population size (N) = 52

Critical value (95% confidence level) (Z) = 1.96

Margin of error (e) = 0.05

Sample proportion (p) = 0.5

$$= 52 * [1.96^2 * 0.5 * (1-0.5) / 0.05^2] / [52 - 1 + (1.96^2 * 0.5 * (1-0.5) / 0.05^2)]$$

A sample size (n) = 46

Therefore, a sample size of 46 respondents was obtained from different departments including Benefits, Inspection, Registration, Accounts and Compliance departments so as to gather appropriate data and achieve the study objectives.

3.6 Sampling techniques

The process of collecting a number of individuals or objectives from a population in such a way that the group selected contains elements representative of the characteristics found in the entire group is referred to as sampling techniques (Kombo and Tromp, 2006). There are various methods for selecting a sample, and the method used is determined by the field of study, research methodology, and the researcher's preferences (Dowson, 2007). Simple random sampling was used for the respondents who filled the questionnaire.

3.7 Data collection methods

Data collection is a method of gathering necessary information in order to provide some facts (Kombo and Tromp, 2014). The researcher used both primary and secondary data in this study. Primary data are data that are collected for the first time, whereas secondary data are data that have already been collected from various sources such as journals, books, or any

other recorded information (Kothari, 2004). The researcher intended to collect data through questionnaires and interviews.

3.7.1 Questionnaire

A questionnaire, according to Kothari (2004), is a document that consists of a series of questions printed or typed in a specific order on a form. He went on to say that a questionnaire can be closed-ended or open-ended. A close-ended questionnaire is one that is designed so that respondents can only select the correct response from a list of options. This type of questionnaire does not allow respondents to explain their feelings, ideas, or suggestions because they must only select responses from a list. An open-ended questionnaire, on the other hand, is a type of questionnaire that allows respondents to express their feelings about a specific idea based on their beliefs, attitude, environment, or knowledge. With two types of questionnaires available, the researcher anticipates using both in this study. The questionnaire was self-administered to 46 respondents from different departments including Benefits, Inspection, Registration, Accounts and Compliance departments.

3.8 Data analysis

According to Lucey (2002), there are two types of data analysis research models: qualitative and quantitative. The qualitative technique is concerned with evaluating attitudes, beliefs, opinions, or behavior. The researcher generates qualitative results using this technique. The quantitative method, on the other hand, refers to the method used to collect data that can be presented quantitatively (Kothari, 2004). In this technique, a researcher collects data which can be presented in numbers in terms of frequency, age and weight.

The collected numeric information were analyzed quantitatively using statistical Packages for Social Sciences (SPSS) in diverse ways. Descriptive analysis referred to statistical description, aggregation, and presenting of the constructs of interest or associations between constructs. Inferential analysis referred to the statistical testing. Data were coded in five point likert scale, 1 for strongly disagree to 5 for strongly agree. Coded data were entered directly into SPSS. The entered data were checked for accuracy, via occasional spot checks on a set of items or observations, during and after entry.

Table 3.1 Analysis of Data

S/N	Objective	Data Analysis Technique	Type of Statistics
1	To examine the significant relationship between leaders' communication skills and employee's performance	Correlation analysis	Inferential Statistic
2	To examine the significant relationship between leaders' motivation skills and employee's performance.	Correlation analysis	Inferential Statistic
3	To examine the relationship between disputes resolution skills and employee's performance	Correlation analysis	Inferential Statistic

3.9 Validity and Reliability

Reliability and validity are concepts used to evaluate the quality of research. They indicate how well a method, technique or test measures something (Middleton, 2019) The reliability and validity of a measure is not established by any single study but by the pattern of results across multiple studies. Hence an assessment of reliability and validity was an ongoing process.

3.9 .1 Validity

Validity is the extent to which the scores from a measure represent the variable they are intended to. Oliver (2010) considers validity to be a compulsory requirement for all types of studies. In respect to this study, the appropriate time scale for the study were selected; appropriate methodology was chosen, as well as suitable sample method for the study. The respondents were not pressured in any ways to select specific choices among the answer sets. All these were considered to ensure validity.

3.9.2 Reliability

According to Middleton, (2019) reliability refers to how consistently a method measures something. If the same result can be consistently achieved by using the same methods under the same circumstances, the measurement is considered reliable.

In respect to this study, the results from a questionnaire were randomly split into two halves, to ensure there is a correlation between the two sets of results to measure the internal consistency. Therefore, the Cronbach's alpha, with a cut-off point of 0.7 used to measure the reliability.

3.10 Ethical Consideration

Bhattacharjee (2012) defined ethics as conformance to the standards of conducts of a given profession or group. In respect to this study the researcher obtained the letter of permission at the Institute of Accountancy Arusha directorate of research so as to collect data respectively. The researcher assured that confidentiality and light to anonymity being taken into consideration. The names of all respondents involved in this study were not exposed. The researcher made sure that information gathered was by their consent. According to Bhattacharjee (2012) scientific community widely accept ethical behaviour like voluntary participation and harmlessness, informed consent, anonymity and confidentiality and disclosure.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.0 Overview

This chapter is about the presentation and discussion of findings. There are various sections where each has detail information, these sections include response rate from the respondents, demographic characteristics of the respondents, reliabilities issues, descriptive results and non-parametric correlation basing on the relationship between leaders' communication skills and employee's performance, relationship between leaders' motivation skills and employee's performance and between disputes resolution skills and employee's performance.

4.2 Response Rate

The response rate in this study was 59% due to the fact that employees were busy with the job so it was not easy for them to have time to fill in the questionnaire, Mugenda & Mugenda(1999) recommend >50% response rate for the research to proceed. A total of 46 questionnaire were self-administered where only 27 were successful returned.

4.3 Demographic Characteristics of Respondents

4.3.1 Sex of the Respondents

This study includes respondents with different characteristics. Sex was one among those characteristics to describe respondents included in this study who were at NSSF Arusha branches. The sex was coded as follows 1 denoted male while 2 was female. The result in table 4.1 shows a total number of 10 equal to 37% were male while 17 equal to 63% were female. This indicates that the NSSF provides employment to all people regardless their sex, however at Arusha the number of male is below than the females.

Table 4.1 Sex of the Respondents at NSSF Arusha Branches

Attribute	Frequency	Percent
Male	10	37.03
Female	17	62.9
Total	27	100

Source: Field data,2022.

4.3.2 Education level of the Respondents

Education is one among the crucial issue to any financial institution like NSSF. It is important that its employees have enough education skills to run their daily assigned duties. Basing on this fact, the result in table 4.2 show that at NSSF Arusha branches 17 equal to 63% of the respondents who included in this study were undergraduate while 10 equal to 37% were postgraduate. This indicates that the institution is run by most professionals, and that those social security fund can be administered effectively if every employee uses his or her professional skills accordingly.

Table 4.2 Education level of the respondents

Attribute	Frequency	Percent
Primary education	0	0
Secondary education	0	0
Undergraduate	17	62.9
Postgraduate	10	37.03
Total	27	100

Source: Field data,2022.

4.3.3 Working Experience

The researcher designed a questionnaire with four level scale to know the experience of work among respondents at NSSF Arusha Branch where 1 were coded as those with less than 2 years, 2 denoted 3 to 5 years, 3 were 6 to 8 years and 4 were above 9 years. The results as it described in table 4.3 show 17 respondents equal to 63% were having an experience of less than two years at work, 4 respondents 15% were between 3 to 5years, 3 equal to 11.1% were between 6 to 8years as well as 11.1% were above 9 years. This results indicates that there is more new comers at NSSF Arusha branch and it can be impact their job performance since are new in the field.

Table 4.3 Working experience

Attribute	Frequency	Percent
Less than 2 years	17	63.0
3-5 years	4	14.8
6-8 years	3	11.1
Above 9 years	3	11.1
Total	27	100.0

Source: Field data,2022.

4.4 Reliability Issues

In respect to this study, reliability was important to test the information on a designed questionnaire. Therefore, the Cronbach's alpha was used to measure the internal consistency for 28 items which were under four variables Communication skills, motivation skills, Dispute resolution skills and employee performance. Each variable had 7 items in which the attributes were in five points likerts scale from 1 strong disagree to 5 strong disagree. The results in table 4.4 show that the Cronbach's alpha coefficient of 28 item is .958, suggesting that the items have relatively high internal consistency, this is based on the fact that in social science research situation the reliability coefficient of .70 or higher is considered acceptable. The alpha coefficient for the items under communication skills were .883, motivation skills were .852, dispute resolution were .893 as well as .893 for employee's performance. All these are acceptable and show the consistency.

Table 4.4 Reliability statistics

Variable	Cronbach's Alpha	No of Items
Communication Skills	.883	7
Motivation skills	.852	7
Dispute resolution Skills	.893	7
Employee's Performance	.893	7
Based on all Four Variables	.958	28

Source: Field data,2022.

4.5 The relationship between leaders' communication skills and employee's performance

In order to get deep information on this objective several approach was used which are descriptive analysis and non-parametric correlation through spearman correlation. Seven items under this variable were designed to measure communication skills at NSSF, these were eemployees' are able to make direct communication with their leaders, leaders exhibit good communication skills at NSSF, different communication technologies are applied to communicate at NSSF, organizational culture is well communicated to the workforce to motivate them in accomplishing their targeted goals, leaders give constructive feedback on employee's performance, leaders give constructive feedback on employee's performance. Also other statement included there is good communication that enables employees to respond enthusiastically to their job roles, there is effective information sharing amongst employees to better employee's engagement.

The result in table 4.5 in measuring five level of agreement show that 48.1 % strongly agree on employees are able to make direct communication with their leaders, 37% agree while 4% disagree and 11.1% were neutral. Concerning different communication technologies are applied to communicate at NSSF 52% agree, 44.4% strong agree. On the statement Organizational culture is well communicated to the workforce to motivate them in accomplishing their targeted goals 59.3% strong agree,33.3% agree 7.4% were neutral. Also, 40.7% agree leaders give constructive feedback on employee's performance, leaders give constructive feedback on employee's performance 37 strong agree while 22.2% were neutral. This indicates that at NSSF eemployees are able to make direct communication with their leaders, leaders exhibit good communication skills at NSSF, different communication technologies are applied to communicate at NSSF, organizational culture is well communicated to the workforce to motivate them in accomplishing their targeted goals, leaders give constructive feedback on employee's performance, leaders give constructive feedback on employee's performance. Also there is good communication that enables employees to respond enthusiastically to their job roles as well as there is effective information sharing amongst employees to better employee's engagement. Communication is considered an essential tool for organizational performances and growth. Most business rely on effective communication with both customers and employees to improve sales and enhance business growth. Poor or ineffective communication normally leads to mismanagement of an organization and undesirable business results. Kalogiannidis (2020) explored the impact of business communication on the performances of employees, where communication was conceptualized into horizontal, downward, and upward communication forms and their influence on employee performance was determined based on data from 110 participants who were employees of different banking institutions in Greece. The study found effective communication in any business entity has a great influence in employee performance. Business are encouraged to maintain a good flow of information across the organization to as to improve employee performances and business profitability in the long run. Awangwulan, Ufad, Ardiwinata and Aripah (2020) described the conceptual model of effective communication and collaboration training evaluation to improve the performance of ational uclear Energy Agency employees. The result showed that Effective Communication and Collaboration Training Model used management approach, which were planning, implementation, and evaluation. The things done in the planning phase were identifying the

needs, determining the curriculum and training material, time and place, facilitator and training participants. In the implementation phase, four levels to be developed were reaction level, learning level, behavior level, and result level. In the evaluation phase, there were some assessments based on the indicators of Effective Communication and Collaboration to measure the performance improvement.

This can be also in line with A study by Wikanigrum & Yuniawan (2018) who examined the potential of women in leadership to support the practice of equal employment opportunities from gender side in organization. Data were collected from 200 self-administered survey using questionnaires completed by employees at private Islamic universities in Semarang city, Indonesia. Regression analysis was used to test the hypotheses. Wikanigrum & Yuniawan (2018) found leadership styles and communication skills have a significant effect on employee satisfaction. However, based on employees' perceptions, their study found no significant difference between leadership styles and communication skills of male and female leaders.

Table 4.5 Communication skills response rate

Communication Skills	Response	N	Percentage
Employees are able to make direct communication with their leaders.	Disagree	1	3.7%
	Neutral	3	11.1%
	Agree	10	37.0%
	Strong Agree	13	48.1%
Leaders exhibit good communication skills at NSSF.	Neutral	2	7.4%
	Agree	13	48.1%
	Strong Agree	12	44.4%
Different communication technologies are applied to communicate at NSSF.	Neutral	1	3.7%
	Agree	14	51.9%
	Strong Agree	12	44.4%
Organizational culture is well communicated to the workforce to motivate them in accomplishing their targeted goals.	Neutral	2	7.4%
	Agree	9	33.3%
	Strong Agree	16	59.3%
Leaders give constructive feedback on employee's performance.	Neutral	6	22.2%
	Agree	11	40.7%
	Strong Agree	10	37.0%
There is good communication that enables employees to respond enthusiastically to their job roles.	Disagree	1	3.7%
	Neutral	4	14.8%
	Agree	12	44.4%
	Strong Agree	10	37.0%
There is effective information sharing amongst employees to better employee's engagement.	Disagree	2	7.4%
	Neutral	5	18.5%
	Agree	12	44.4%
	Strong Agree	8	29.6%
Total		27	100.0%

Source: Field data,2022.

4.5.1 Non Parametric Correlation for Communication Skills and Employee performance

Since the five point likert scale data were ordinal, the non-parametric correlation approach was used so as to measure the relationship between the independent variable and dependent variable (Communication Skills and Employee performance). The spearman's correlation were run using SPSS to measure the relationship between communication skills (employees' are able to make direct communication with their leaders, leaders exhibit good communication skills at NSSF, different communication technologies are applied to communicate at NSSF, organizational culture is well communicated to the workforce to motivate them in accomplishing their targeted goals, leaders give constructive feedback on employee's performance, leaders give constructive feedback on employee's performance, there is good communication that enables employees to respond enthusiastically to their job roles as well as there is effective information sharing amongst employees to better employee's engagement) and Employee performance (Staff competences have been enhanced, Employee's turnover rate has significantly reduced, Employee's performance has improved, Performance level is measured regularly at NSSF, Staff exhibit high level of proficiency in their daily activities and there is training and development among employees in our organization).

Result in table 4.6 show that spearman correlation coefficient is 0.543 and statistically significant ($P= 0.003$). Therefore, there were positive correlation between Communication Skills and Employee performance. This positive indicates that as one variable increases the other increases. As employees are able to make direct communication with their leaders employee's performance improve, as leaders exhibit good communication skills at NSSF employee's performance improve, as different communication technologies are applied to communicate at NSSF employee's performance improve, as organizational culture is well communicated to the workforce to motivate them in accomplishing their targeted goals employee's performance improve, as leaders give constructive feedback on employee's performance employee's performance improve, as leaders give constructive feedback on employee's performance employee's performance improve, as good communication that enables employees to respond enthusiastically to their job roles employee's performance improve as well as there is effective information sharing amongst employees to better employee's engagement can result to employee's performance improvement.

This is in-line with study conducted by Abualoush et al. (2018) on "the role of employees' empowerment as an intermediary variable between knowledge management and information systems on employees' performance" found knowledge management and information systems

positively and significantly affect employee empowerment, in which the latter impact employees' performance as well. However, neither knowledge management nor information systems proved to be positively related to employees' performance. In their study, employee empowerment positively and significantly mediated the relationship between knowledge management and employees' performance, besides the relationship between information systems and employees' performance.

This can be inline with Mubarok and Darmawan (2019) who identified the effect of training, motivation, and work ethics on internal communication and its impact on employee performance. The design of their research was descriptive and Quantitative explanative, with the use of multivariate analysis methods. The results showed that training had a significant effect on communication, but not significantly on performance. Motivation has a significant effect on internal communication and employee performance. Work ethics has a significant effect on communication, but not significantly on performance. Meanwhile, internal communication has a significant influence on performance. Furthermore, training, motivation, work ethic, and internal communication simultaneously have a significant effect on performance. Simultaneous training, motivation, and work ethic also significantly influence performance.

However, Wikaningrum and Yuniawan. (2018) attempted to analyze the relationships among leadership styles, communication skills, and employee satisfaction and examined the potential of women in leadership to support the practice of equal employment opportunities from gender side in organization. Data were collected from 200 self-administered survey using questionnaires completed by employees at private Islamic universities in Semarang city, Indonesia. Regression analysis was used to test the hypotheses. Found leadership styles and communication skills have a significant effect on employee satisfaction. However, based on employees' perceptions, this study revealed no significant difference between leadership styles and communication skill of males and females leaders.

Table 4.6 Non Parametric Correlation for Communication Skills and Employee performance

	Variable	Correlations	Communication skills	Employees' performance.
Spearman's rho	Communication skills	Correlation Coefficient	1.000	.543**
		Sig. (2-tailed)	.	.003
		N	27	27
	Employees' performance.	Correlation Coefficient	.543**	1.000
		Sig. (2-tailed)	.003	.
		N	27	27
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Field data,2022.

4.6 The relationship between leaders' motivation skills and employee's performance.

This study was interested to examine the relationship between leaders' motivation skills and employee's performance. The non-parametric correlation approach (spearman's rho correlation) were run to measure the relationship between Motivation skills in seven item (Staff motivation has increased creativity and innovation, competitive salary structures have increased employee's performance, delegation has improved staff performance, rewards have stimulated staff performance at NSSF, competence motivate staff to effectively and efficiently execute their responsibilities, coaching and trainings provide an interactive way of leadership and Increased knowledge and experience have improved employee's performance in an organization.

Descriptively in table 4.7, 44.4% agree Staff motivation has increased creativity and innovation, 37% strongly agree; 40.7% agree competitive salary structures have increased employee's performance, delegation has improved staff performance,30% strong agree while 4% disagree; 63% agree Increased knowledge and experience have improved employee's performance in an organization,30% strong agree;48.1% agree coaching and trainings provide an interactive way of leadership 40.7% strong agree while 11.1% were neutral. This result indicates that in order that employee performance is through coaching and trainings and can increase creativity and innovation, competitive salary structures can increase employee's performance, delegation can improve staff performance, rewards can stimulate staff performance at NSSF, competence can motivate staff to effectively and efficiently execute their responsibilities. Companies not only expect capable, adequate, and expert employee, but also willing to work hard and have a desire to achieve the optimal results. Their ability, capability, and skills do not mean anything to the companies, if they are not willing to work

hard to use their ability, capability, and skill. The motivation to work is needed but the most important is internal motivation to stimulate the employees desire to work hard and be enthusiastic to achieve more productivity. An environmental condition is said to be appropriate if a person can carry out their activity optimally, healthily, safely, and comfortably. Incompatible environment emerges in a long term. Furthermore, unfavorable environment conditions requires more energy and time that does not support the efficient framework systems(Basit, Hermina, and Kautsar 2018)

According to Wang, et al. (2010), discovered that the task-related behavior of leaders is directly related to organizational performance. In a South African pharmaceutical organization, the researchers (Hayward et al., 2003) discovered a significant positive linear relationship between transformational leadership and employee performance but no significant linear relationship between transactional leadership and employee performance. A company that can survive and thrive (going concern) is a company that can empower various Human Resources potential optimally in achieving their best performance thus increasing the ability to be better than other organizations (Sinaga, Asmawi, Madhakomala, and Suratman 2018)

This is in-line with Wang et al. (2011) who studied the role of leadership on organizational performance in Pakistan. In their research identified two types of leadership behaviors: relational leadership and task leadership. In their study, organizational performance is measured in terms of proclivity for innovation. Their research discovered that a leader's task-related behavior is critical for achieving organizational performance.

Table 4.7 Motivation skills and employee's performance

Motivation Skills	Response	N	Percentage
Staff motivation has increased creativity and innovation.	Neutral	5	18.5%
	Agree	12	44.4%
	Strong Agree	10	37.0%
Competitive salary structures have increased employee's performance.	Disagree	1	3.7%
	Neutral	7	25.9%
	Agree	11	40.7%
	Strong Agree	8	29.6%
Delegation has improved staff performance.	Neutral	7	25.9%
	Agree	10	37.0%
	Strong Agree	10	37.0%
Rewards have stimulated staff performance at NSSF.	Neutral	3	11.1%
	Agree	13	48.1%
	Strong Agree	11	40.7%
Increased knowledge and experience have improved employee's performance in an organization.	Neutral	2	7.4%
	Agree	17	63.0%
	Strong Agree	8	29.6%
Competence motivate staff to effectively and efficiently execute their responsibilities.	Disagree	2	7.4%
	Neutral	1	3.7%
	Agree	12	44.4%
	Strong Agree	12	44.4%
Coaching and trainings provide an interactive way of leadership.	Neutral	3	11.1%
	Agree	13	48.1%
	Strong Agree	11	40.7%
Total		27	

Source: Field data,2022.

4.6.1 Non Parametric Correlation for motivation skills and Employee performance

The non-parametric correlation approach (spearman's rho correlation) results in table 4.8 examined the relationship between Motivation skills in seven item (Staff motivation has increased creativity and innovation, competitive salary structures have increased employee's performance, delegation has improved staff performance, rewards have stimulated staff performance at NSSF, competence motivate staff to effectively and efficiently execute their responsibilities, coaching and trainings provide an interactive way of leadership and Increased knowledge and experience have improved employee's performance in an organization. The spearman's correlation coefficient is 0.423 and statistically significant ($P= 0.028$). Therefore, there were positive correlation between motivation Skills and Employee performance which was statistically significant. This positive indicates that as one variable increases the other increases, therefore as employee are coached and trained employee's performance improve, as provided with competitive salary structures employee's performance improve. As leaders' delegation power the staff performance is also improved, as well rewards tends to stimulate staff performance.

According to Setiawan, Hasibuaetal, Siahaan (2018) Motivation has a direct effect on performance and can also have an indirect effect, from motivation to interpersonal skills to performance. Behavior directly affects performance and can also have an indirect effect, from behavior to interpersonal skills to performance. Lawrence (2020) found that meaningful differences exist between the levels of motivation job satisfaction and organizational climate of employees of skilled semi-skilled groups and qualification levels. The study also shows that a well-trained workforce tends to be at a higher motivational level and have an improved perception about their organizational climate than those who received less or no training at all. In conclusion, the two predominant variables of this research (namely, motivation job satisfaction and organizational climate) are both influenced by skilled semi-skilled groups as well as the amount of training received. The findings also reveal major direct relationships between the constructs of motivation job satisfaction, organizational climate and effectiveness of training.

Employee motivation is a reflection of the level of energy, commitment, and creativity possessed by employees used to work. Gusti Bagus Nugraha, Sitiari, Ngurah and Yasa (2021) determined the effect of soft skills and hard skills on employee performance with work motivation as a mediating variable in the Clinical Marthalia Skincare Denpasar. The results showed that: Soft Skill had a positive effect on work motivation. Hard Skill has a positive effect on work motivation. Soft Skill has a positive effect on employee performance. Hard Skill has a positive effect on performance. Work motivation has a positive effect on performance. motivation is a partial mediation between soft skills and performance. work motivation is not a mediation between hard skills and performance. It is recommended to further researchers to examine other mediating variables that affect the relationship between hard skills and employee performance. Nyekwelu and Nwosu (2021) who assessed the effect of leadership on employee productivity in Anambra State Ministry of Works Awka. Survey research design was adopted for the study and data were obtained through primary and secondary sources. Found that supervision affects the quality of employee output, that motivational packages affect employee commitment to the realization of goals and that the communication system affects employee task accomplishment in Anambra State ministry of works. Pancasila, Haryono, and Sulistyo (2020) found direct effect of leadership on employee performance is 0.175 greater than the indirect influence of leadership on employee performance through

employee job satisfaction, which is only 0.096. Likewise, the direct effect of work motivation towards employee performance is 0.166 greater than the indirect effect of work motivation towards employee performance through employee job satisfaction, which is only 0.062. Thus, job satisfaction does not mediate the effects of leadership and work motivation toward employee performance.

Table 4.8 Non Parametric Correlation for motivation skills and Employee performance

	Variable	Correlations	Staff motivation Skills	Employee's performance
Spearman's rho	Staff motivation has increased creativity and innovation.	Correlation Coefficient	1.000	.423*
		Sig. (2-tailed)	.	.028
		N	27	27
	Employee's performance has improved.	Correlation Coefficient	.423*	1.000
		Sig. (2-tailed)	.028	.
		N	27	27
*. Correlation is significant at the 0.05 level (2-tailed).				

Source: Field data,2022.

4.7 The relationship between disputes resolution skills and Employee's performance

The researcher wanted to know if Leaders at NSSF Arusha demonstrate good problem-solving skills as a result to employee's performance. Also if conflicts are resolved quickly and efficiently at NSSF. Also if Leaders and managers demonstrate quick recognition and solving of problems at hand, if Leaders work in collaboration to resolve conflict in an organization, if team work is promoted among NSSF leaders to manage conflicts, if disputes are resolved satisfactorily at NSSF and if there is quick settlement of disputes in an organization for employee's performance. Result in table 4.9 show that the respondents 56% agree Leaders at NSSF Arusha demonstrate good problem- solving skills, 33.3% strongly agree while 11.1% were neutral on this statement; 44.4% agree on conflicts are resolved quickly and efficiently at NSSF,33.3% strongly agree,22.2% were neutral;56% agree on Leaders and managers demonstrate quick recognition and solving of problems at hand,37% strongly agree while 7.4% neutral; 48.1% agree Leaders work in collaboration to resolve conflict in an organization,40.7% strongly agree; 44.4% strongly agree that team work is promoted among NSSF leaders to manage conflicts, 37% agree, 19% were neutral. Also 56% agree disputes are resolved satisfactorily at NSSF, 30% strongly agree; 48.1% agree there is quick settlement of disputes in an organization for employee's performance, 22.2% strongly agree

while 30% were neutral. This results can indicate that Leaders at NSSF Arusha demonstrate good problem- solving skills as a result of employee's performance. Also conflicts are well resolved quickly and efficiently at NSSF. Also Leaders and managers demonstrate quick recognition and solving of problems at hand, Leaders work in collaboration to resolve conflict in an organization, team work is promoted among NSSF leaders to manage conflicts, disputes are resolved satisfactorily at NSSF and there is quick settlement of disputes in an organization for employee's performance. Conflict management is one of the major skill that has a significant influence on the tasks employee have to perform daily bases. Conflict is unavoidable in daily routine of the organizations. Its importance is increased in the developing countries like Georgia as external factors make people to work in more unpredictable situations. The research conducted in Georgia by Paresashvili, Maisuradze, Gechbaia, Weis, and Koval (2021), found conflict management understanding is quite low in Georgian organizations, as well as the constructive and destructive outcomes of it. Reasons of conflict is mainly improper distribution of functions and duties. Employees prefer to use collaborating style for conflict resolution. Van Gramberg, Teicher Bamber, and Cooper (2020) found employee voice was associated with successful dispute resolution, which reduces employees' intentions to quit. Further, employee voice has the additional benefit of directly reducing intentions to quit, besides its indirect effect of helping to resolve disputes at work. Their results indicated that regardless of the level of voice at work, those who report bullying claims are less likely to find resolution.

According to Maida (2020) Many disciplines such as human and organizational development, psychology, social psychology, sociology, conflict resolution, psychiatry, and economics have applied their unique perspectives in analyzing and describing workplace dynamics. After all, most humans throughout the world spend the greater part of their days working. When workplace conflict, dissatisfaction, unacceptable productivity, and even homicide occur, naturally solutions are sought. Employee prototypes become the gateway to effective workplace problem resolution. In other words, the combination of skill sets subsumed under the rubric of specific prototypes helps guide human resource professionals and others in their efforts to improve workplace communication, suggest remediation work with specific employees, and ultimately aid in achieving the organization's mission.

Table 4.9 Disputes resolution skills and employee's performance

Dispute resolution	Response	N	Percentage
Leaders at NSSF Arusha demonstrate good problem- solving skills.	Neutral	3	11.1%
	Agree	15	55.6%
	Strong Agree	9	33.3%
Conflicts are resolved quickly and efficiently at NSSF.	Neutral	6	22.2%
	Agree	12	44.4%
	Strong Agree	9	33.3%
Leaders and managers demonstrate quick recognition and solving of problems at hand.	Neutral	2	7.4%
	Agree	15	55.6%
	Strong Agree	10	37.0%
Leaders work in collaboration to resolve conflict in an organization.	Neutral	3	11.1%
	Agree	13	48.1%
	Strong Agree	11	40.7%
Team work is promoted among NSSF leaders to manage conflicts.	Neutral	5	18.5%
	Agree	10	37.0%
	Strong Agree	12	44.4%
Disputes are resolved satisfactorily at NSSF.	Neutral	4	14.8%
	Agree	15	55.6%
	Strong Agree	8	29.6%
There is quick settlement of disputes in an organization.	Neutral	8	29.6%
	Agree	13	48.1%
	Strong Agree	6	22.2%
Total		27	

Source: Field data,2022.

4.7.1 Non Parametric Correlation for dispute resolution skills and Employee performance

The non-parametric correlation approach (spearman's rho correlation) results in table 4.10 examined the relationship between Dispute resolution skills in seven item which are Leaders at NSSF Arusha demonstrate good problem- solving skills as a result of employee's performance, conflicts are well resolved quickly and efficiently at NSSF, Leaders and managers demonstrate quick recognition and solving of problems at hand, Leaders work in collaboration to resolve conflict in an organization, team work is promoted among NSSF leaders to manage conflicts, disputes are resolved satisfactorily at NSSF and there is quick settlement of disputes in an organization in relation to employee's performance. The spearman's correlation coefficient is 0.537 and that is statistically significant ($P= 0.004$). Therefore, there were positive correlation between Dispute Resolution Skills and Employee performance and statistically significant. This positive indicates that as one variable increases the other increases, therefore as Leaders at NSSF Arusha demonstrate good problem- solving skills as a result of employee's performance. As conflicts are well resolved quickly and

efficiently at NSSF result to employee's performance improvement. Also as Leaders and managers demonstrate quick recognition and solving of problems at hand employee's performance improve, As Leaders work in collaboration to resolve conflict in an organization employee's performance improve, as team work promoted among NSSF leaders to manage conflicts employee's performance improve, as disputes resolved satisfactorily at NSSF employee's performance improve and as there is quick settlement of disputes in an organization employee's performance improve. Zhou and Wu(2018) found that Leadership positively affect employee innovation behavior. design methodology approach questionnaire data from a sample of employee-leader dyads from technology enterprises in were employed. Results show that humble leadership positively affects employee innovation behavior moreover employee and leader political skills play partial mediating and moderating roles respectively in the relationship between humble leadership and employee innovation behavior. Roche (2022) examined the features and effectiveness of 11 'private dispute resolution arrangements' (PDRAs) established by employers and unions in Ireland since the early 2000s to resolve collective disputes within organizations. These PDRAs were groundbreaking in redrawing the rules aligning internal dispute resolution with services provided by external state agencies. Dappa, Bhatti, and Aljarah (2019) found that the perceived organizational politics and organizational commitment did play a mediating role on the relationship between transformational leadership style and employee satisfaction. Perception of organizational politics and perceived organizational commitment have an impact of the overall employees' satisfaction. Mohammed, Yusuf, Sanni, Ifeyinwa, Bature, and Kazeem (2014) studied the relationship between leadership styles and employee performance in Africa using the path-goal theory of leadership. They concentrated on a few business organizations in Nigeria's federal capital territory of Abuja. Their results revealed a significant relationship between leadership style and employee performance in an organization.

Table 4.10 Non Parametric Correlation for dispute resolution skills and Employee performance

	Variable	Correlations	Dispute Resolution Skills	Employee's performance has improved.
Spearman's rho	Dispute Resolution Skills	Correlation Coefficient	1.000	.537**
		Sig. (2-tailed)	.	.004
		N	27	27
	Employee's performance has improved.	Correlation Coefficient	.537**	1.000
		Sig. (2-tailed)	.004	.
		N	27	27
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Field data,2022.

4.8 Respondents' opinion on the skills to Leaders

The researcher was interested to know the different opinions that may arise from different employees on the added skills that their leaders have to acquire for the enhancement of their performance at work. This was an open ended question that give them wide chance to explain in details. The result in table 4.11 reveal that leader should have communication skills and that should be responsible, committed and communicative to their employees for better working experience. Beside this, should possess active listening skills as an essential communication skill.

Strategic thinking skills was also one of the skills that a leader should possess for enhancement of employees' performance. Other issues include ability to inspire and convince other, motivation skills, empathy skills and leadership skills. Also it was revealed that leaders should be charismatic and be non- bureaucratic in their organization. Teamwork was among the issue skill raised that a leader should possess to enhance performance as well as customer care skills, computer skills due to the fact that Organization are run technologically so an idea to computer application and advanced is more advisable. Leaders should possess a skill of dispute resolution which is useful in detection of conflict this is along with knowledge in resolution techniques.

Transparency was one among opinions meaning that can minimize and eliminate negative perception or attitude among employees towards their leaders and hence facilitating performance. Self-management should be among leadership skills that they can regulate emotion especially during high stress. Finally, leaders are suggested to possess at least

Master's Degree and professional skills. These results indicate that employees' performance is depending on communication skills, dispute resolution and motivation skills.

This was in-line with Otieno, Waiganjo, and Njeru (2015) In Kenya, who investigated the relationship between labor relations practices and employee performance in Kenya's horticultural sector using the path-goal theory. The study's goal was to establish the relationship between employee communication, involvement, and relationship and performance, as well as to determine the moderating effect of leadership styles on employee performance in Kenya's horticultural sector. Employee engagement was discovered to be one of the strategies used by organizations in the horticultural sector to improve their performance, according to the study. A company that can survive and thrive (going concern) is a company that can empower various Human Resources potential optimally in achieving their best performance thus increasing the ability to be better than other organizations. Sinaga, Asmawi, Madhakomala, and Suratman (2018) examined the Effect of Change Management, Organizational Culture and Transformational Leadership on Employee Performance PT. Adhya Tirta Batam (PT. ATB), using path analysis method in a quantitative approach. The sample of this research was 233 employees of PT. ATB. The results of this research indicate that there is a direct effect of Management Change on Employee Performance which is worth 1., there is a direct effect of Organizational Culture on Employee Performance which is worth 1.8, there is a direct effect of Transformational Leadership on Employee Performance which is worth 20.6, there is an indirect effect of Change Management on Employee Performance through Transformational Leadership that is worth 3.8, there is indirect effect of Organizational Culture on Employee Performance through Transformational Leadership which is 5.1. Thus it can be explained that the most direct influence on Employee Performance is Transformational Leadership.

Table 4.11 Respondents' opinion on the skills to Leaders

S/N	Opinion	Expectation
1	Leaders should possess active Listening Skills	Enhancement of employees' performance in an organization
2	Leaders should possess Strategic thinking skills	Enhancement of employees' performance in an organization
3	Leaders should possess inspiration skills	Enhancement of employees' performance in an organization
4	Leaders should possess communication skills	Enhancement of employees' performance in an organization
5	Leaders should possess empathy skills	Enhancement of employees' performance in an organization
6	Leaders should possess self-management skills	Enhancement of employees' performance in an organization
7	Leaders should possess charismatic skills	Enhancement of employees' performance in an organization
8	Leaders should possess computer skills	Enhancement of employees' performance in an organization
9	Leaders should possess conflict detection and resolution techniques	Enhancement of employees' performance in an organization
10	Leaders should be transparency	Enhancement of employees' performance in an organization
11	Leaders should possess customer care skills	Enhancement of employees' performance in an organization
12	Leaders should have team work spirit	Enhancement of employees' performance in an organization
13	Leaders should be non-bureaucratic	Enhancement of employees' performance in an organization
14	Leaders should possess Master's Degree and professional skills	Enhancement of employees' performance in an organization

Source: Field data,2022.

CHAPTER FIVE

CONCLUSION, RECOMMENDATION, POLICY IMPLICATION AND CRITICAL EVALUATION OF THE STUDY

5.1 Summary of the Findings

The response rate in this study was 59% due to the fact that employees were busy with the job so it was not easy for them to have time to fill in the questionnaire. The result shows 37% were male while 63% were female; 63% of the respondents who included in this study were undergraduate while 37% were postgraduate. It was revealed that 63% were having an experience of less than two years at work, 15% were between 3 to 5 years, 11.1% were between 6 to 8 years as well as 11.1% were above 9 years.

The Cronbach's alpha coefficient of 28 item is .958, suggesting that the items have relatively high internal consistency, this is based on the fact that in social science research situation the reliability coefficient of .70 or higher is considered acceptable. There was positive correlation between Communication Skills and Employee performance which was statistically significant (spearman correlation coefficient = 0.543 and $P=0.003$). This positive indicates that as one variable increases the other increases.

The result show that 48.1 % strongly agree on employees are able to make direct communication with their leaders, 37% agree while 4% disagree and 11.1% were neutral. Concerning different communication technologies are applied to communicate at NSSF 52% agree, 44.4% strong agree. On the statement Organizational culture is well communicated to the workforce to motivate them in accomplishing their targeted goals 59.3% strong agree, 33.3% agree 7.4% were neutral. Also, 40.7% agree leaders give constructive feedback on employee's performance, leaders give constructive feedback on employee's performance 37 strong agree while 22.2% were neutral.

Also, the spearman's correlation coefficient is 0.423 and that is statistically significant ($P=0.028$). Therefore, there were positive correlation between motivation Skills and Employee performance which was statistically where 44.4% agree Staff motivation has increased creativity and innovation, 37% strongly agree; 40.7% agree competitive salary structures have increased employee's performance, delegation has improved staff performance, 30% strong

agree while 4% disagree; 63% agree Increased knowledge and experience have improved employee's performance in an organization,30% strong agree;48.1% agree coaching and trainings provide an interactive way of leadership 40.7% strong agree while 11.1% were neutral.

Result show that spearman's correlation coefficient is 0.537 and that is statistically significant (P= 0.004). Therefore, there were positive correlation between Dispute Resolution Skills and Employee performance which was statistically significant. The respondents 56% agree Leaders at NSSF Arusha demonstrate good problem- solving skills, 33.3% strongly agree while 11.1% were neutral on this statement; 44.4% agree on conflicts are resolved quickly and efficiently at NSSF,33.3% strongly agree,22.2% were neutral;56% agree on Leaders and managers demonstrate quick recognition and solving of problems at hand,37% strongly agree while 7.4% neutral; 48.1% agree Leaders work in collaboration to resolve conflict in an organization,40.7% strongly agree; 44.4% strongly agree that team work is promoted among NSSF leaders to manage conflicts, 37% agree, 19% were neutral. Also 56% agree disputes are resolved satisfactorily at NSSF, 30% strongly agree; 48.1% agree there is quick settlement of disputes in an organization for employee's performance, 22.2% strongly agree while 30% were neutral.

It was revealed that leader should have communication skills and that should be responsible, committed and communicative to their employees for better working experience. Beside this, should possess active listening skills as an essential communication skill. Strategic thinking skills was also one of the skills that a leader should possess for enhancement of employees' performance. Other issues include ability to inspire and convince other, motivation skills, empathy skills and leadership skills. Also it was revealed that leaders should be charismatic and be non- bureaucratic in their organization. Teamwork was among the issue skill raised that a leader should possess to enhance performance as well as customer care skills, computer skills, skills of dispute resolution which is useful in detection of conflict this is along with knowledge in resolution techniques and transparency.

5.2 Conclusion

From the finding it can be concluded that employees are able to make direct communication with their leaders, leaders exhibit good communication skills at NSSF, different communication technologies are applied to communicate at NSSF, organizational culture is well communicated to the workforce to motivate them in accomplishing their targeted goals, leaders give constructive feedback on employee's performance, leaders give constructive feedback on employee's performance. Also there is good communication that enables employees to respond enthusiastically to their job roles as well as there is effective information sharing amongst employees to better employee's engagement. There is positive correlation between Communication Skills and Employee performance statistically significant (spearman correlation coefficient = 0.543 and $P=0.003$). This positive indicates that as Communication Skills increases and Employee performance is enhanced.

This study concludes that, employee performance is through coaching and trainings and can increase creativity and innovation, competitive salary structures can increase employee's performance, delegation can improve staff performance, rewards can stimulate staff performance at NSSF, competence can motivate staff to effectively and efficiently execute their responsibilities. There is positive correlation between motivation Skills and Employee performance and statistically significant (spearman correlation coefficient = 0.423 and $P=0.028$).

Also, basing on the finding, it can be concluded that Leaders at NSSF Arusha demonstrate good problem- solving skills as a result of employee's performance. Also conflicts are well resolved quickly and efficiently at NSSF. Also Leaders and managers demonstrate quick recognition and solving of problems at hand, Leaders work in collaboration to resolve conflict in an organization, team work is promoted among NSSF leaders to manage conflicts, disputes are resolved satisfactorily at NSSF and there is quick settlement of disputes in an organization for employee's performance. The spearman's correlation coefficient, r_s is 0.537 is statistically significant ($P= 0.004$). Therefore, there is positive correlation between Dispute resolution Skills and Employee performance. This positive indicates that as Leaders at NSSF Arusha demonstrate good problem- solving skills as a result of employee's performance. As conflicts are well resolved quickly and efficiently at NSSF result to employee's performance improvement. Also as Leaders and managers demonstrate quick recognition and solving of problems at hand employee's performance improve, As Leaders work in collaboration to

resolve conflict in an organization employee's performance improve, as team work promoted among NSSF leaders to manage conflicts employee's performance improve, as disputes resolved satisfactorily at NSSF employee's performance improve and as there is quick settlement of disputes in an organization employee's performance improve.

Finally, the study conclude that leader should have communication skills and be responsible, committed and communicative to their employees for better working experience. Beside this, should possess active listening skills as an essential communication skill. Strategic thinking skills also is one among skills that a leader should possess for enhancement of employees' performance. Other issues include ability to inspire and convince other, motivation skills, empathy skills and leadership skills. Also, leaders should be charismatic and be non-bureaucratic in their organization. Teamwork is suggested to be possessed by leaders to enhance performance as well as customer care skills, computer skills and skills in dispute resolution which can be useful in detection of conflict this is along with resolution techniques and transparency.

5.3 Recommendation

There are several recommendations on various means so as to make sure employee performance is enhanced. The study recommends that there should be promotion to employees and being recognised for their work and be rewarded as well as be compensated reasonably. There should be an opportunity for training and seminars to employees internally and externally so as to increase their skills and working spirit. This should be accompanied with regular coaching so as to make them imparted with relevant but enough skills this can sensitize them to work with commitment and with higher performance.

Leaders should identify poor performance issues and solve them. There should brought and use technology in the organization as well it should be familiar among employees. Beside this the proper utilization of resources should be in place and equipment to be used respectively. Clear goals must be set so as to make them achievable, this can be set by leaders in participatory approach to subordinates. The employees should be flexible in their roles as well the leadership should form a committee which will be special for dealing with disputes. The study recommend that there should be an attractive salary to employees which enhance their performance at work.

5.4 Policy Implication

This study has an implication to the labour policy in Tanzania that, policy makers should formulate those encourage use of new technology in the organization which is familiar among employees. Should pave a way for employee's flexibility in their roles. Policies should encourage relevant training for employee's respectively as well making sure that organization have committee which will be special for dealing with disputes. This study has an implication to salary scale structure which can be attractive to employees for enhancement of their performance at work.

5.5 Critical Evaluation of the Study

This study was successful conducted in Arusha at NSSF branch with good response rate in despite the fact that employees were busy with the job. However it was not easy for them to have time to fill in the questionnaire on time. The study succeeded to include both male and female respondents however females dominated the study. There was a time frame that was succeeded from proposal writing to the final report. However time was not enough and there was financial limitation. For the future research, the study will consider high rate of response from respondents as well as financially prepared.

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Appendix I: Questionnaire

I am FESTO USWEGE, a student of Institute of Accountancy Arusha pursuing Master's Degree in Business Administration- Leadership and Governance. I am conducting a study on ***“the impact of leadership skills on employee's performance in public organizations”***. I appreciate your time and kindness to help me complete this questionnaire by responding to the questions to the best of your knowledge, understanding and experience. Your candid response shall be deemed with utmost confidentiality and it is meant solely for academic purpose.

Instructions: Please mark the bracket that corresponds to the correct answer in your opinion or complete the blanks.

PART A: Geographical Characteristics (V100)

Name..... (Optional)

V101. What is your Gender?

Male ()

Female ()

V102. What is your education level?

Primary ()

Secondary ()

Undergraduate ()

Post graduate ()

V103. For how long have you been working in this organization?

Less than 2 years ()

3-5 years ()

6-8 years ()

Above 9 years ()

PART B: VARIABLES

Communication Skills (V200)

Please tick (√) one most appropriate option.

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
V201. Employees are able to make direct communication with their leaders.					
V202. Leaders exhibit good communication skills at NSSF.					
V203. Different communication technologies are applied to communicate at NSSF.					
V204. Organizational culture is well communicated to the workforce to motivate them in accomplishing their targeted goals.					
V205. Leaders give constructive feedback on employee's performance.					
V206. There is good communication that enables employees to respond enthusiastically to their job roles.					
V207. There is effective information sharing amongst employees to better employee's engagement.					

PART C. Motivation Skills (V300)

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
V301. Staff motivation has increased creativity and innovation.					
V302. Competitive salary structures have increased employee's performance.					
V303. Delegation has improved staff performance.					
V304. Rewards have stimulated staff performance at NSSF.					
V305. Increased knowledge and experience have improved employee's performance in an organization.					
V306. Competence motivate staff to effectively and efficiently execute their responsibilities.					
V307. Coaching and trainings provide an interactive way of leadership.					

PART D: Dispute Resolution Skills

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
V301. Leaders at NSSF Arusha demonstrate good problem- solving skills.					
V302. Conflicts are resolved quickly and efficiently at NSSF.					
V303. Leaders and managers demonstrate quick recognition and solving of problems at hand.					
V304. Leaders work in collaboration to resolve conflict in an organization.					
V305. Team work is promoted among NSSF leaders to manage conflicts.					
V306. Disputes are resolved satisfactorily at NSSF.					
V307. There is quick settlement of disputes in an organization.					

PART E. Employee's Performance

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
V301. Staff competences have been enhanced.					
V302. Employee's turnover rate has significantly reduced.					
V303. Appropriate utilization of resources is exhibited.					
V304. Employee's performance has improved.					
V305. Performance level is measured regularly at NSSF.					
V306. Staff exhibit high level of proficiency in their daily activities					
V307. There is training and development among employees in our organization.					

PART F: FILL IN THE BLANKS.

A) In your opinion what are the skills should a leader possess to enhance employee's performance at in your working organization?.....

B) What should be done to enhance employee's performance in your organization?.....

"THANKS FOR YOUR VALUABLE TIME".

Appendix II: Research Work Plan

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Proposal Writing	√	√	√	√	√					
Literature Review	√	√	√	√	√	√	√	√	√	√
Defending Proposal						√				
Corrections						√	√			
Data Collection							√	√		
Data analysis							√	√		
Report writing								√	√	
Defending Dissertation										√
Final Report										√

Appendix III: Research Budget

ACTIVITY	COST
Transport	200000/=
Internet Bundle	100000/=
Meal	100000/=
Stationary	200000/=
Data collection	200000/=
Data Analysis	200000/=
Research assistant	100000/=
Report Writing and Binding	250000/=
TOTAL COST	1,350,000/=

Appendix IV: Ethical Consideration Issues Form No. 2 Informed Consent Form

Assessing the Impact of Leadership Skills on Employee's performance in public Organizations: A case of NSSF, Arusha Region.

<p>'You are being invited to take part in a research study aimed to be conducted in Arusha for a period of one month. You have been chosen to participate because you are one among the NSSF worker with some relevant information. Taking part in this research is voluntary.</p>		<p>Please initial</p>
1	<p>I confirm that I have read and understood the participant information sheet (Ethical Consideration Issues Form No. 1) for the above study and have had the opportunity to ask questions</p>	
2	<p>I understand that my participation is voluntary and that I am free to withdraw at any time without giving a reason</p>	
3	<p>I understand that all the information I provide will be treated in confidence</p>	
4	<p>I understand that I also have the right to change my mind about participating in the study for a short period after the study has concluded (Deadline august)</p>	
5	<p>I agree to be filmed/recorded (delete as appropriate) and for anonymised quotes to be used as part of the research project</p>	
6	<p>I agree to take part in the research project</p>	