

**THE IMPACT OF LEADERSHIP STYLES ON ORGANIZATIONAL PERFORMANCE: A  
CASE OF NATIONAL SOCIAL SECURITY FUND, ARUSHA**

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**Masters of (Business Administration in Leadership and Governance) Dissertation**

**Institute of Accountancy Arusha**

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CASE OF NATIONAL SOCIAL SECURITY FUND, ARUSHA**

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**(Reg. Number MBA-LG0023/2021)**

**A Dissertation Submitted in Partial Fulfillment of the requirements for the degree of  
Masters of Business Administration in Leadership and Governance of Institute of  
Accountancy Arusha**

**November, 2022**

**DECLARATION**

I, **Irene Mshanga**, declare that this Dissertation is my own original work and that it has not been presented and will not be presented to any university for similar or any other degree award.

Signature.....

Date.....

## CERTIFICATION

I, the undersigned certify that I have read and hereby recommend for acceptance by institute of Accountancy the dissertation entitled **“The Impact of Leadership Styles on Organizational Performance: A Case of National Social Security Fund, Arusha”** in fulfillment of the requirement of the degree of Masters of Business Administration in Leadership and Governance offered by the Institute of Accountancy Arusha.

.....

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**(Supervisor Name)**

.....

**Date**

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## ABSTRACT

This study investigated on the impact of leadership styles on the organizational performance at the National Social Security Funds Regional Headquarters in Arusha City, Tanzania. Specific Objectives were three, to identify leadership styles employed in managing organizational performance of NSSF in Arusha headquarter, to establish the employees' perceptions on the organizational performance of the NSSF in Arusha headquarter and to establish the effect of leadership styles on the organizational performance of the NSSF in Arusha headquarter. The study employed the correlational descriptive research design through which the leadership styles and the organizational performance were described through descriptive statistics and then a hypothesis was tested through the regression analysis to establish the impact of leadership styles on the organizational performance. Data was obtained through a questionnaire to which employees were given to fill. Due to the fact that the total population constituted a small number, all the 60 employees were involved in the study by filling the questionnaire. The study established that three leadership styles namely transformational, transactional and Laissez Faire existed in the organization. The organizational performance was found to be excellent as the organization accomplished institutional objectives as planned. Duties were easily accomplished because of laid down procedures, customers' needs were met on time, tasks were achieved on time and the organization functioned smoothly with minimum internal conflicts. There was an existing positive relationship between the organizational performance and the following leadership styles: Transformational and Laissez Faire. While transformational leadership accounts for 13.7%, laissez faire leadership accounts for 11.8%. The model explained 25.5% and therefore it was a significant predictor of the organizational performance. Based on the conclusions of the study, the researcher recommends that since transformational and laissez faire leadership are significant predictors for organizational performance, leaders in the organization under investigation should be encouraged to increase the use of transformational and laissez faire leadership styles for effective organizational performance to be realized. Since the model explained for only 25.5% on the role of leadership towards the organizational performance, there is a need to conduct another study so as to determine other factors that may contribute toward the organizational performance.

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## LIST OF ABBREVIATIONS

DDI	Development Dimensions International
NSSF	National Social Security Fund
SPSS	Statistical Package for Social Sciences

## **CHAPTER ONE**

### **INTRODUCTION**

#### **PROBLEM SETTING**

##### **1.1 Introduction**

This chapter presents the introduction to the study. The chapter is composed of twelve sub-sections. They include introduction, background to the problem, statement of the problem, research objectives, research questions, hypothesis, scope of the study, limitations, significance of the study, brief organization of the research and conclusion.

##### **1.2 Background to the Problem**

While studies from global to the local perspectives have looked into the effect of leadership styles on organizational performance, both researchers and practitioners have devoted considerable attention to the potential effects of specific leadership styles on organizational performance. Despite increased research into the leadership-performance relationship, major gaps still remain in researchers' understanding (Jing, 2008)The study of Hurduzeu (2015) argued that while an organization is considered to be effective if it finds the balance between the demands of various stakeholders (owners, employees, customers, community) and the needs of the employees, an appropriate leadership style can influence and ensure the prosperity and the economic growth of both the organization and employees.

In the USA, Lieberson and O'Connor (1972) studied on leadership and organizational performance among large corporations and established that leadership influence in large complex organizations, though commonly assumed to be greatly significant, is normally not studied in terms of the variance accounted for in organizational performance. The study of

Day and Lord (1988) argued that leadership can explain as much as 45%. Therefore, it is important to establish appropriate leadership styles that can enhance instead of hinder the performance of organizations.

In Russia, Elenkov (2002) investigated on effects of leadership on organizational performance in Russian companies and the results demonstrated that transformational leadership directly and positively predicted organizational performance of Russian companies over and beyond the impact of transactional leadership; Russian managers who displayed more transactional- leadership behaviors also made a positive contribution to the achievement of organizational goals.

In Tanzania, a number of studies such as that of Neema, Bonsu and Isaac (2019), investigated on the impact of leadership styles on company performance. The study argued that business organizations are engulfing magnificent failures due to poor leadership styles. The study considered leadership as a significant factor which influences organizational achievements or failure. The study found a significant positive effect of leadership styles on business performance. The study of Mwombeki (2017) in Dar es Salaam City concentrated on an educational institution, particularly the University of Dar es Salaam in order to establish the impact of leadership styles on employees' performance. The study revealed that various leadership styles were practiced namely; transformational, transactional autocratic and laissez fair leadership styles. While these studies concentrated on various organizations, including an educational institution, none of the reviewed studies on the effect of leadership styles on organizational performance in Tanzania was found to be addressed on the NSSF. This study filled the gap by exploring the impact of leadership styles on organizational performance specifically at the NSSF headquarters in Arusha Region, Tanzania.



Organizations are established to perform certain managerial and technical functions in order to achieve specific goals. Pension funds are one of the established organizations in the world. They primarily provide financial security to employees after retirement. They also stimulate development through investment and stimulation of domestic capital markets (Dopierala & Mosionek-Schweda 2021). Different countries have established different forms of pension funds. For instance, Poland has the Social Insurance Institute that collects contributions from employers and forwards them to Open Pension Funds which invest the money in financial markets. The fund provides various benefits to employees such as retirement pensions, maternity benefits, disability pensions and occupational disease benefits (Dopierala & Mosionek-Schweda 2021).

In Tanzania, two pension funds have been established to cater for needs of workers of public and private organizations. One of the pensions funds is the National Social Security Fund (NSSF). NSSF is established by the National Social Security Fund Act of 1997 with the responsibility to offer social security coverage for employees working in private sector employees. The funds provides various benefits such as unemployment benefit, old age pension, survivor's pension, funeral grant, maternity benefits and social health insurance (NSSF, 2011). NSSF has demonstrated impressive performance. The fund has experienced increase in membership and contributions and investments in commercial real estates all over the country (NSSF 2011).

Hence, subject of performance of NSSF has attracted attention of several researchers in Tanzania. Some studies have focused investment and financial performance of NSSF (Rutabanzibwa 2013; Temba 2020). Some studies have focused on service quality of NSSF (Nguzo 2015). Some studies have focused on human resource practices of NSSF (Said 2015; Gumbo 2018). None of the studies have assessed the role of leadership styles on performance of NSSF.

It should be noted that managing organizations including pension funds require not only investment and business skills but also managers with appropriate skills to apply appropriate leadership styles. This view is supported by Bickes and Yilmaz (2020) who also subscribe to the notion that application of appropriate leadership styles so as to influence efforts and skills of employees towards achieving organizational goals. Furthermore, DDI (2021) indicates that global leadership forecasts of 2021 show that developing leadership skills for next generation CEOs is a prerequisite for success of organizations. Organizations require next generation leaders with qualities such as communication, employee aspiration, people relationship, demonstrating empathy and emotional intelligence.

The subject of impact of leadership styles on organizational performance has attracted attention of researchers. Some studies have focused on transformational and transactional leadership (Raja and Palanichamy 2015; Rasool et al 2015; Aboshaiqah et al. 2015; Pradeep and Prabhu 2011; Kehinde and Banjo 2014; Ejere and Abasilim 2013; Tsigu and Rao 2012 and Gimuguni et al. 2014). Some studies have focused on influence of authoritarian leadership (Ipas 2012). Some studies have focused on laissez-faire leadership and performance (Aboushaqah et al (2015; Gimuguni et al 2014).

From the foregoing backdrop it is observed that the literature on leadership and employee performance varies by country and industry. The evidence for the impact of good leadership on organizational success is diverse. While the majority of the literature reviewed suggests that leadership styles are significantly positively related to organizational performance, there is scarcity of research on the impact of leadership styles on organizational performance among pension funds such as NSSF. Hence, this study sought to contribute to the literature of leadership by assessing the impact of leadership styles on organizational performance at NSSF in Arusha headquarters.

### **1.3 Statement of the Problem**

Managing organizations including pension funds requires not only investment and business skills but also managers who apply appropriate leadership styles for maximized performance in order to motivate employees to work hard so as to satisfy the expectations of customers. While the reviewed literature has suggested a possibility that leadership styles could be significantly be related with the organizational performance, there is scarcity of research on the impact of various leadership styles on the organizational performance in the context of the NSSF. Furthermore, NSSF is threatened by problems such as membership withdraw (Rutabanzibwa 2013) which would suggest a possibility for unsatisfactory performance and lack of customer satisfaction with services provided by the NSSF. Hence, this study sought to contribute to the existing body of knowledge by establishing the impact of various leadership styles on the NSSF organizational performance. Particularly, the study sought to unveil positive or negative impacts of various leadership styles on the organizational performance so as leaders in the NSSF will be informed on which leadership styles are appropriate for the maximized organizational performance.

Therefore, this study sought to contribute the new knowledge by assessing the impact of leadership styles on organizational performance of NSSF in Arusha headquarters.

### **1.4. General Objective**

The general objective of this study is to investigate on the impact of leadership styles on organizational performance of the NSSF in Arusha headquarters.

### **1.5 Specific Objectives of the Research**

- i. To identify leadership styles employed in managing organizational performance of NSSF in Arusha headquarters.

- ii. To establish the employees' perceptions on the organizational performance of the NSSF in Arusha headquarters.
- iii. To establish the effect of leadership styles on the organizational performance of the NSSF in Arusha headquarters.

### **1.6 Research Questions**

- (i) What leadership styles employed in managing organizational performance at the NSSF in Arusha headquarters?
- (ii) What are the employees' perceptions on the on the organizational performance of the NSSF in Arusha headquarters?
- (iii) Is there any effect of leadership styles on the organizational performance of the NSSF in Arusha headquarters?

### **1.7 Hypothesis**

This study tested the following null hypothesis.

There is no relationship between leadership styles and the organizational performance of the NSSF in Arusha headquarters.

### **1.8 Scope of the Study**

In terms of area scope, this study was based on NSSF Arusha Regional Headquarters. In terms of scope of variables, this study focused on four leadership styles namely transactional leadership style, transformational leadership style, Laissez-faire leadership style and autocratic leadership style.

The study focused on Benefit department, accounts department, registration department, compliance department and human resources department by assessing the impact of leadership styles on organizational performance.

### **1.9 Limitation of the Study**

The study was constrained by Inadequacy of funds to cover a large sample nationwide, thus, the sample size of this study was limited to NSSF Arusha region headquarters only.

The second limitation is respondents' reluctance. 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. When it happened, this limitation was addressed by using ethical considerations. Prior distribution of questionnaires, respondents was informed about ethical considerations such as informed consent, voluntary participation and confidentiality. The respondents who were willing to participate were given consent forms which contained non-disclosure agreement between the researcher and respondents. This helped to reduce fear and motivate respondents to participate in the study.

### **1.10 Significance of the Study**

This study will provide significance contributions to various stakeholders. The findings will have practical contributions to leadership of NSSF in Tanzania. Managers will gain awareness about the most significant leadership styles in influencing organizational performance. Hence, managers will apply appropriate leadership styles that positively influence organizational performance.

Findings of this study also will provide knowledge contributions to the field of leadership. Previous studies on NSSF did not assess the contribution of leadership styles on

organizational performance. Hence, the current study contributed the understanding of leadership styles as one of the factors that can affect organizational performance.

### **1.11 Brief organization of the research proposal**

This dissertation is organized into five chapters. The first chapter presents the introduction. The second chapter presents literature review. The third chapter covers research methodology. The fourth chapter presents results and the fifth chapter presents the conclusions and recommendations of the study.

### **1.12 Conclusion**

The introduction chapter has shown that previous studies on leadership and organization did not cover pension funds such as NSSF. Studies were done in other fields such as banking, health and education. Moreover, previous studies on NSSF have focused on factors such as employee monetary packages of motivation to explain organizational performance. Therefore, it is concluded that there is scant of research on impact of leadership styles and organizational performance in the context of NSSF in Tanzania.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter deals with review of the existing theoretical and empirical literature on leadership styles and organizational performance.

#### **2.2 Theoretical Literature Review**

Theoretical literature review provides definitions of key concepts and review of theoretical literature on the variables of the study.

##### **2.2.1 Defining concepts of leadership styles and organizational performance**

###### **2.2.1.1 The concept of leadership**

According to Ibrahim and David (2019), leadership is the process by which a person, known as the leader, is responsible for directing the activities of subordinates or followers toward the fulfillment of predetermined goals. Leadership, which is one of the management functions, is one of the methods used to achieve organizational goals and objectives. They go on to say that every organization should make sure it has the correct CEO in place to help it achieve its goals and objectives. This claim backs up Okoya (2013) thesis that leadership is a process in which one person impacts the views, attitudes, and behaviors of others.

Leadership is a series of actions that motivate people to pursue a specific corporate goal with tenacity. The process of guiding characters to demonstrate their forces towards the achievement of certain specific goals is frequently termed "leadership" (Mullins, 2007). Leadership is a widely discussed topic that has a variety of interpretations among researchers,

making it difficult to assess what the writer considers to be management. According to Alban-Metcalf (2019), "Leadership is the most scrutinized and least spoken thing on earth."

In a proper management plan, leadership is critical. Leadership is the ability to persuade people to achieve desired outcomes. The imagery, direction, and critical process are all aspects of a leader's actions that vary depending on the scenario. The project's whole method, including the actions of others, is heavily influenced by the leadership. As a result, leadership is a requirement for every individual, as Muijs (2011) demonstrated when he highlighted the critical feature of organizational efficiency for leadership. Muijs (2011) further states that the key components that made privately owned businesses increasingly successful in comparison to open ones were leadership. The conclusion that can be drawn from this is that leadership is a method of achieving goals through inspiring others to participate enthusiastically.

Effective leadership is a process that is much more meaningful, impactful, and profound than what is earned and worked for (Olowokere 2014). Effective leadership entails having the power to produce the required effects. An effective leader is someone who motivates a person or a group to accomplish more than they would have otherwise accomplished without the leader's involvement.

Effective leadership involves application of leadership styles that have positive impacts on organizational performance in terms of employee motivation, serving needs of customers, profitability and revenue generation.

### **2.2.1.2 Leadership style**

Leadership is a collection of different features, traits, and behaviors that leaders use when interacting with their subordinates (Mtonga-Monga & Coelzee 2012). They define leadership



as a pattern of managerial action that is designed to blend organizational and personal interests and impacts in order to achieve specific goals. Harris et al. (2007) further proposed that a leadership style might be described as an individual's method of motivating others to work together toward a common objective. According to modern leadership styles can be categorized as follows: transformational leadership style, transactional leadership style, culture-based leadership, charismatic leadership and visionary leadership (Harris et al. 2007).

According to Robertson (2015), a leader's leadership style is determined by his or her behavior, which is based on the "behaviorist hypothesis." He claims that "different patterns of leadership behavior are observed and then categorized as leadership styles" within this category, and that "practicing managers tend to be the most interested in researching this particular theory because it allows leaders to change their style based on the beliefs, values, preferences, and culture of the organization they work for." "An organization interested in how decisions are made, for example, might define leaders as "autocratic or democratic," whereas another organization interested in how leaders deal with situations might define leaders as "charismatic, participative, situational, transactional, transformational, or servant-like" (Robertson, 2015).

### **2.2.2 Organizational Performance**

The dependent variable for this study is organizational performance. Organizational performance is the extent of efficiency of an organization in utilizing its resources and the extent of effectiveness of an organization in achieving its intended goals, and objectives. Organizational performance can be measured by financial and non-financial indicators. Financial indicators can include profit and return on asset. Non-financial indicators can be customer satisfaction, service quality and job satisfaction (Rehman, Mohamed, & Ayoup 2019). This study focussed on non financial indicators only.

Different organizations have different measures of organizational performance depending on type of functions performed by such organizations. This study dealt with NSSF. Hence, organizational performance was assessed by using functions of NSSF.

### **2.2.3 Transactional Leadership Style and Organizational Performance**

The study sought to analyze the impact of transactional leadership styles on organizational performance of NSSF Arusha headquarters. This sub-section presents theoretical literature on transactional leadership styles and organizational performance.

Transaction leadership is the type of leadership style in which a leader influences behaviours and actions of followers by using rewards (Van 2012). Leaders attempt to guide by defining goals, monitoring subordinate behavior, and highlighting task-oriented areas (Van 2012). To achieve the necessary performance, transactional leaders rely mostly on logical incentives and strategies, and the interaction between leaders and other players is marked by a clear hierarchy. Leaders attempt to guide by defining goals, monitoring subordinate behavior, and highlighting task-oriented areas (Van 2012).

Transactional leadership is composed of two dimensions which include contingent reward and management by exception (active and passive). Contingent rewards involve use of rewards and promotions in order to achieve the desired results from followers. Management by exception involves taking corrective actions to address problems. Management by exception has two aspects namely active and passive management by exception passive. Management by exception active suggests that leader proposes the anticipation behavior. The leader with transactional leadership style tries to solve the problem before they are likely to occur. In management by exception passive, leader does not anticipate the forthcoming problem, but takes actions when problems occur (Asrar-ul-Haq & Kuchinke 2016).

Transactional leadership influences organizational performance through employee performance (Udayanga, 2020). Depending on perspectives of employees, transactional leadership can affect performance negatively or positively (Asrar-ul-Haq & Kuchinke 2016). When transactional leadership is based on exchange work with rewards, employees may develop positive perception towards leadership. When transactional leadership uses punishment to discourage bad behaviours and poor performance, employees may resent leaders (Sundi 2013). Due to this nature, transactional leadership is criticized for focusing on short term results while ignoring building sustainable relationship between leaders and followers (Sundi 2013).

Transactional leadership activities for employee performance include assigning specific tasks to employees in a group or individual work, specifying procedures to be followed in performing the tasks, clarifying performance standards and expectations, encouraging employees to work hard, emphasizing deadlines, and closely supervision to monitor work progress (Udayanga 2020).

#### **2.2.4 Transformational Leadership Style and Organizational Performance**

Transformational leadership approach was first proposed by James McGregor Burns in 1978. Burns proposed renovating leadership. Later Bernard M. Bass advanced the idea of transformational leadership approach. Transformational leadership is an attempt to achieve common goals through motivation. Both leaders and followers come together to set vision, goals and achieve such goals (Afeework, Lemmie, Kasim & Kumar 2021). Moreover, transformational leadership involves ability to manage change and tap into knowledge and talents of employees (Shelton 2012).

Various scholars have defined the concept of transformational leaders. According to Ahmad and Ejaz (2019), transformational leadership happens when leaders widen or elevate the

interests of their workforce. Employees are encouraged to go beyond their own self-interest by transformative leaders. Transformational leaders are effective for a variety of reasons, including their charismatic ability to inspire colleagues, their ability to address the emotional needs of employees, and their ability to intellectually excite employees.

Wang et al. (2011), transformational leadership and individual-level follower performance are favorably connected. Furthermore, the study found a link between transformative leadership and team performance at the organizational level. Performance, according to Xu and Wang (2010), is a function of skills, talents, knowledge, and desire that is oriented toward a prescribed activity. According to the study undertaken by the aforementioned authors, transformational leadership improves followers' overall growth. Transformational leadership is associated with a self-defining and rewarding relationship with an individual or group by those who follow it.

Transformational leadership impacts organizational performance through its four elements namely inspirational motivation, intellectual stimulation, idealized influence and individualized consideration (Shelton 2012).

#### **(i) Inspirational Motivation**

The first element of transformational leadership is inspirational motivation. Transformational leaders motivate efforts of followers through fostering self-esteem behaviours, and achievement-centred behaviours. Transformational leaders also inspire followers by creating work environment where followers will be excited to perform tasks. In work settings, this can be achieved by giving employees at levels confidence and authority to participate in making important decisions that can affect performance of the organization but also welfare of employees (Shelton 2012).

Shelton (2012) further highlights eight ways through which transformational leaders can inspire and motivate followers. The first one is delegation of responsibilities and authority to employees. The second one is making tasks exciting, challenging and important. The third one is showing employees that their abilities matter to the organization. The fourth one is showing loyalty to employees. The fifth one is give and take relationship by giving much to employees and expecting much from employees. The sixth one is accountability which involves following progress of employees and holding them accountable for their performance. The seventh one is allowing employees change work process for better results. The eighth one is involving employees in decision making related to money.

#### **(ii) Idealized Influence**

The second element of transformational leadership is idealized influence. This means a transformational leader leads by examples whereby behaviours of leaders are manifested in the values, perceptions of followers (Shelton 2012).

Idealized influence has been linked to followers' performance improvement (Sadeghi & Pihie 2012). Idealized influence emerges when leaders behave in desirable ways that propel them to be role models for their followers. In a cascading process, followers at multiple organizational echelons admire and closely identify with the leader and reciprocate their self-sacrifices towards performance improvement (Nawaz & Khan 2016).

#### **(iii) Intellectual Stimulation**

The third element of transformational leadership is intellectual stimulation. Transformational leaders make efforts to make use and enhance ideas of followers. Leaders share control of both tasks and knowledge by allowing followers to participate in decision making processes (Shelton 2012).

#### **(iv) Individualized Consideration**

The fourth element of transformational leadership is individualized consideration. Under this aspect, transformational leaders do not exploit followers to achieve self interests. Transformational leaders demonstrate genuine considerations for needs of individuals and protection of rights of individuals (Shelton 2012).

#### **2.2.5 Autocratic leadership Style and organizational performance**

Authoritarian leadership is a term used by certain researchers to define autocratic leadership (Zenger and Folkman, 2002; Smylie et al., 2005). To manipulate others, autocratic leaders wield great power and influence. Authoritarian leaders provide explicit and unambiguous instructions for performing tasks since they have authority over their followers. As a result, it is not always true to assume that autocratic leadership is employed negatively (Dyczkowska & Dyczkowski, 2018). Authoritarian leadership never permits workers to make decisions and maintains a barrier between them and their followers. They believe that in order to be a leader in person or in a group, one must maintain a safe distance from others (Egwuyenga, 2010).

Autocratic leadership enables autocratic leaders to exercise complete control over decision-making without consulting others. An autocratic leader has great power and control over his followers, imposing his will on them. When a high level of supervision is required, this is where leadership comes in handy. The style can sometimes lower the morale of creative individuals because their work is rarely valued and is frequently despised by coworkers. As a result of their inability to participate in decision-making, job discontent and staff turnover occur.

The essence of autocratic leaders is traditional and bossy. Autocratic leaders want their subordinates to follow their orders. Typically, authoritarian dictators keep their decision-making powers (Obiwuru et al., 2011). Autocratic leaders compel their followers to carry out

services and strategies in a specific way. A study was undertaken by Iqbal, Anwar, and Haider (2015) to determine the impact of leadership styles on organizational performance. According to the study, autocratic leadership is also known as authoritarian leadership. Autocratic leaders are less inventive and merely encourage one-sided dialogue. This has a significant impact on staff motivation and satisfaction. The autocratic leadership style, on the other hand, has a track record of being effective in the short term.

Autocratic leadership hinders workplace socialization and communication, both of which are necessary for effective organizational performance. Organizational conflicts are also a result of authoritarian leadership, which has a negative impact on overall performance (Iqbal et al., 2015). According to Bhargavi and Yaseen (2016), authoritarian leadership has a beneficial impact on organizational performance. When projects must be finished within specified dates, this leadership style is more appropriate (Bhargavi & Yaseen, 2016). Igbaekemen and Odivwri (2015) also investigated the impact of leadership styles on organizational performance. According to the author, an autocratic leader is one that sets the activities, techniques, and rules for his or her personnel and expects them to follow them.

### **2.2.6 Laissez-faire Leadership Style and Organizational Performance**

Laissez-Faire Leadership comes from a French word *Laissez-faire* which describes the policy of leaving things to take their course, without interfering. Laissez-fair leadership style is also known as delegating leadership. It is predominant in organizations/teams consisting of highly experienced personnel and is characterized by minimal leadership involvement (Olayisade & Awolusi 2021).

Laissez-faire leaders tend to exercise minimum supervision over employees. It exhibits eyes on-hands off approach. Once employees have been assigned with tasks and allocated with resources, they are left alone to accomplish tasks with regular supervision and close

monitoring. This leadership may function effectively in creative environments where employees are expected to exhibit creativity and innovation (Olayisade & Awolusi 2021).

According to Luthans (2011) laissez-faire leadership is defined as the abdication of obligations and the refusal to participate in the motivational process. Robbins and Judge (2013), on the other hand, concur with Luthans (2011) and reach the same result. Leaders who are more laissez-faire are unconcerned with the efforts of their followers and coworkers. Leaders that use a laissez-faire approach to leadership are generally viewed as passive. Their attribution has a negative impact on the performance of their followers (Judge and Piccolo, 2004).

According to Hinkin and Schriesheim (2008), who agree with the previous argument, laissez-faire leadership styles appear to be a passive sort of leadership. People who have this leadership trait are more inclined to maintain a social distance from their followers. Because of this long-distance interaction between leaders and followers, businesses suffer. Because they will be avoiding the followers, they will be less likely than they should be to be presented with company requirements and management goals, restricting the potential of a company running at full capacity.

Wong and Giessner (2016), on the other hand, believe that this sort of leadership is beneficial. Their followers' perceptions of their leadership skills determine the effectiveness of their actions. Even while some leadership literature considers laissez-faire leadership to be a poor leadership style, it may appeal to a certain type of follower.

Increased responsibility and decision-making authority may be seen as part of being empowered by some followers. All of their responsibilities and freedoms are viewed as opportunities to better themselves by exceeding their superiors' expectations. According to Chaudhury and Javed (2012), when leaders and followers are both equally motivated and knowledgeable in their domains, laissez-faire leadership can help an organization.



However, Laissez-faire leadership style may not be ideal in situations where employees lack knowledge, skills and experience. Lack of supervision of new employees may result to improper utilization of organizational resources and poor performance (Kagwiria 2016).

## **2.3 Empirical Literature Review**

This section presents empirical literature review on effects of leadership styles on organizational performance. The review was organized according to the independent variables' leadership styles.

### **2.3.1 Impact of Transactional Leadership Style on Organizational Performance**

The impact of transactional leadership style on organizational performance. Sundi (2013) analyzed the effect of transactional leadership on education department of Konawe District. The study assessed transaction leadership by focusing on three measures namely contingent reward, management by active exception and management by passive exception. The results showed that transactional leadership has positive effects on employee performance.

Another study by Shah and Hamid (2015) investigated the relationship between transactional leadership on job performance among large banks in Pakistan. The study assessed transaction leadership by focusing on three measures namely contingent reward, management by active exception and management by passive exception. Job performance was assessed by two measures namely task performance and organizational citizenship behaviours. Shah and Hamid (2015) showed that transactional leadership has significant influence on job performance.

Another study by Suong, Thanh and Dao (2019) has shown that transactional leadership style has positive impact on job satisfaction ( $p = .000$ ) among employees at public universities in

Vietnam. However, this study only focused on education sector. Hence, the results cannot be applied in other sectors such as social security sector.

Udayanga (2020) assessed the impact of transactional leadership on organizational productivity and found that transactional leadership style does not have impact on organizational productivity among large scale garment factory in Sir Lanka.

Generally, studies on transactional leadership style on employee performance and job satisfaction. Hence, most studies have assessed transactional leadership style and organizational performance from human resource management perspective.

### **2.3.2 Impact of Transformational Leadership Style on Organizational Performance**

Impact of transformational leadership style on organizational performance of NSSF Arusha Headquarters. This sub-section presents empirical literature on the impact of transformational leadership style on organizational performance.

Some studies have assessed the impact of idealized influence and inspirational motivational. Nyokabi (2017) adapted descriptive-correlation design to analyze the effects of idealized influence and inspirational motivational on performance of senior managers in Kenya, and the results showed that idealized influence and inspirational motivational have significant effect on performance of senior managers. The study by Nyokabi, (2017) will inform the current study to formulate questionnaire items.

Ngaithe et al. (2016) assessed the effect of idealized influence and inspirational motivation on staff performance on state owned enterprises in Kenya. Ngaithe et al. (2016) indicated that inspirational motivation (team work, communication and autonomy) and idealized influence (charisma, ethical and communication of vision) positively influence organizational performance through effectiveness, job satisfaction and extra effort.

A study by Kehinde and Banjo (2014) also conducted an experiment to determine the impact of leadership styles on employee performance. A study by the Department of Petroleum Resources found that a "transformational leadership style" would produce effective results in organizations because it motivates employees to go above and beyond ordinary expectations, appeals to followers' higher order needs and moral values, generates followers' passion and commitment to the organization's mission and values, instills pride and faith in followers, communicates personal respect, and stimulates skepticism as well as a vision of the future mission and objectives of the organization.

Linjuan (2010) revealed that transformational leadership style has a favorable impact on employees' perceptions of the company's reputation, both directly and indirectly, through empowering them. Transformational leaders are more likely to delegate power to employees and involve them in decision making than transactional leaders. Employees who feel more empowered in terms of competence and control tend to have a more favorable evaluation of the organizational reputation.

A study by Decker (2018) assessed transformational leadership practices and police officers' job satisfaction and organisational commitment in New Jersey in the USA and found that the New Jersey Police Department largely used transformational leadership style elements including inspirational motivation, idealized influence, and individualized consideration.

A study done by Azim et al. (2019) investigated the effect of transformational leadership (TL) on accountability in terms of employee creative process engagement (CPE) by improving their creative self-efficacy (CSE) among ICT Firms in Bangladesh. The study employed quantitative approach which involved a sample size of 194 respondents. Data were gathered using closed ended questionnaires and data were analysed by using regression analysis which helped to establish the effects of independent variable on the dependent variables. The study findings

revealed that transformational leadership style has significant effect on accountability inters of fostering employee engagement and self efficacy.

Kieu (2010) concluded that transformational leadership has a favorable and significant impact on organizational performance. The study used a Multifactor Leadership Questionnaire (5x) and found that transformational leadership is a better predictor of organizational performance, satisfaction, and commitment because it fosters commitment, empowers employees, and demands a higher level of respect and trust for the leader.

A study by Miller (2020) assessed leadership styles applied in supervising police officer's in the upper Midwest police departments in the United States of America (USA). The study employed quantitative approach which involved descriptive-correlation design whereby multiple regression was used in data analysis. The study found that the police departments preferred to use the transformational leadership styles. The findings further revealed that the transformational leadership elements of inspirational motivation and idealized influence were found to be more influential in leading police officers.

Juma and Ndisya (2016) assessed the effects of transformational leadership on employee performance by focusing on a telecommunication company called Safaricom, and revealed that there is positive relationship between inspirational motivation and employee performance. The study recommended that there is need on the organizational leadership to improve on its employees' response to improve service to the company.

Sundi (2013) examined the effects of transformational and transactional leadership styles on performance accountability at public education department at Southeast Sulawesi Province in Indonesia. The study employed descriptive survey design which involved collection of data from the sample size of 126 respondents. The study findings showed that transformational and transactional leadership were styles influential in performance accountability.

Goren (2018) used regression analysis and showed that autocratic leadership had positive significant relationship with employee performance among employees working at Nyanza Sugar Company Limited in South Africa. One of the limitations of this study is that it focused on a case study of one organization. Hence, these findings cannot be generalized to other organizations. Moreover, Goren (2018) has not shown indicators used to measure autocratic leadership.

### **2.3.3 Impact of Autocratic Leadership Style on Organizational Performance**

The impact of autocratic leadership on organizational performance of NSSF Arusha headquarters. This sub-section presents review of empirical literature on impact of autocratic leadership on organizational performance.

A number of studies have assessed the impact of autocratic leadership style on organizational performance. Ojelade et al. (2020) assessed the influence of autocratic leadership style on organizational performance of Mushin local government authority in Nigeria. The study showed that autocratic leadership has positive influence on organizational performance. The major weakness of the study by Ojelade et al. (2020) is that it did not clearly indicate indicators used to measure autocratic leadership.

Kalu and Okpokwasili (2018) assessed the impact of autocratic leadership style on job performance among academic library employees in Nigeria. The study found that autocratic leadership have negative impacts on employee performance. The leadership style tends to put pressure on employees leading to high degree of job dissatisfaction. Kalu and Okpokwasili (2018) concluded that autocratic leaders tend to limit performance of employees.

Similarly, Wang and Liu (2019) assessed the impact of authoritarian leadership style on task performance among large electronic and information enterprises in China, and results have shown that authoritarian leadership negatively affect task performance of employees.

Mwombeki (2017) showed that autocratic leadership aspects (absolute power over subordinates, subordinates have little power in decision making, disturbing subordinates over important tasks and decisions) had a negative impact on organizational performance among employees working at University of Dar es Salaam Computing Centre in Dar es Salaam.

Similarly, Olayisade and Awolusi (2021) have shown that despite the fact that autocratic leadership was dominant, it had negative impact on employee performance leading to decline of employee productivity among oil and gas companies in Nigeria. The study concluded that different leadership styles have varied effects on employee performance.

Mahdayanthi and Astuti (2020) indicated that autocratic leadership has influence on employee performance working in retail companies in Indonesia. However, the study has not show whether autocratic leadership has positive or negative influence towards employee performance. Hence, further studies are required to confirm the effects of autocratic leadership on performance.

Goren (2018) used regression analysis and showed that autocratic leadership had positive significant relationship with employee performance among employees working at Nyanza Sugar Company Limited in South Africa. One of the limitations of this study is that it focused on a case study of one organization. Hence, these findings cannot be generalized to other organizations. Moreover, Goren (2018) has not shown indicators used to measure autocratic leadership.

Iqbal et al. (2021) applied regression analysis whose results showed that autocratic leadership had positive impact on thriving at work among major schools in Pakistan. However, this study did not show indicators used to measure autocratic leadership style. Moreover, the study focused only on education sector. Hence, its findings cannot be applicable to other sectors such as social security sector involving pension funds.

#### **2.3.4 Impact of Laissez-faire Leadership Style on Organizational Performance**

The impact of laissez-faire leadership style on organizational performance of NSSF in Arusha headquarters. This sub-section presents previous studies that have analyzed the impact of laissez-faire leadership on organizational performance.

Olayisade and Awolusi (2021) have indicated that laissez-faire leadership had minimum positive influence on employee performance in oil and gas sector in Nigeria. This means there are other leadership styles that may be positively influence on employee performance.

Goren (2018) used regression analysis and showed that laissez-fair leadership had no positive ( $p= 0.875 > 0.05$ ) influence on employee performance among employees working at Nyanza Sugar Company Limited in South Africa. These findings are not adequate because the study was based on one organization. Therefore, further studies are needed expand the scope of generalization to other organizations.

Similarly, Lumumba, Simatwa and Jane (2021) have indicated that laissez-faire leadership styles negatively influence organizational performance among training teachers' colleges in Lake Victoria Region in Kenya.

Iqbal et al. (2021) applied regression analysis whose results showed that laissez-faire leadership had no positive impact on thriving at work among major schools in Pakistan.

However, this study has focused only on education sector. Hence, the findings cannot be generalized to other sectors such as social security.

On the contrary, Linge, Shikalieh and Asiiimwe (2016) have shown that laissez-faire leadership style has positive impact on employee performance among SMEs in Kenya. Based on these findings Linge et al (2016) concluded that laissez-fair allows employees to exercise freedom over work. As a result, laissez-fair motivates lower level employees to creative without being micro managed by managers.

Similar to Linge et al (2016), a study by Suong, Thanh and Dao ( 2019) has shown that laissez-fair leadership style has positive impact on job satisfaction ( $p= .000$ ) among employees at public universities in Vietnam.

## **2.4 Knowledge Gap**

Based on empirical literature review, it is observed that the subject of leadership styles and organizational performance has been extensively researched in different sectors. Starting with transactional leadership style studies have been done on education sector (Sundi 2013; Suong et al 2019); banking sector (Shah & Hamid 2015); and manufacturing sector (Udayanga 2020).

With regards to the impact of transformational leadership style and organizational performance studies have been done in sectors such as state enterprises (Ngaithe et al. 2016), energy sector (Kihinde and Banjo 2014), education sector (Sundi 2013), ICTs sector (Juma & Ndisya 2016; Azim et al. 2019), law enforcement (Decker 2018; Miller 2020).

Studies on autocratic leadership and organizational performance have been done in sectors such as education (Mwombeki 2017; Kalu & Okpokwasili 2018; Iqbal et al. 2021), ICTs (Wang & Liu 2019), manufacturing (Goren 2018) and energy (Olayisade & Awolusi 2021).



Studies on laissez-fair leadership and organizational performance have been done in sectors such as manufacturing (Goren 2018), education (Lumumba et al. 2021), energy (Olayisade & Awolusi 2021) and Small and Medium Enterprises (Linge et al. 2021).

From the synthesis of empirical literatures reviewed in this study, it is argued that there are knowledge gaps on impact of leadership styles and organizational performance in social security organizations such as pension funds. Hence, the current study added knowledge from the existing literatures by assessing the impact of leadership styles (transactional, transformationa, autocratic and laissez-fair) on organizational performance of the National Social Security Fund (NSSF) in Arusha headquarters in Tanzania.

## **2.5 Theoretical Framework**

This study guided by four theories which are related to the independent variable's leadership styles.

### **2.5.1 Transactional Leadership Theory**

Transactional leadership theory assumes that leaders can influence efforts and performance of followers through rewards and punishments. Transactional leadership operates through two forces namely contingent rewards and management-by-exception. Contingent reward provides rewards for effort and recognizes good performance. Management-by exception maintains the status quo, intervenes when subordinates do not meet acceptable performance levels, and initiates corrective action to improve performance (Odumeru 2013).

Within management-by-exception, there are active and passive routes. Active management-by-exception means that the leader continually looks at each subordinate's performance and makes changes to the subordinate's work to make corrections throughout the process.

Passive management-by-exception leaders wait for issues to come up before fixing the problems (Odumeru, 2013).

The major critique of transformational leadership is that it puts the leader at the centre of performance. It does not take into account ideas of followers (employees) to understand the factors which may affect performance. Hence, transactional leadership is not enough to conduct analysis of leadership and performance.

Due to its limitations, transactional leadership will only fit in the first objective of this study. Components of transactional leadership (contingent reward and management by expectation) will be allow to assess the impact of transactional leadership on organizational performance of NSSF.

### **2.5.2 Transformational Leadership Theory**

Transformational leadership theory was developed by James MacGregor Burns. The theory assumes that great leaders are transformational. Transformational leaders are the leaders who are able to inspire positive changes to the followers. There are four aspects of transformational leadership. The first one is Intellectual Stimulation which requires transformational leaders to have the ability to stimulate minds of followers to achieve goals. The second one is Inspirational Motivation which requires leaders to have ability to inspire and motivate followers to achieve goals. The third one is Idealized Influence. It requires leaders to serve as role models to followers. This is the leader who “walks the talk”. The fourth one is Individualized Consideration which requires leaders to demonstrate concerns for interests of the followers (Burns, 1978).

The transformational leadership style concentrates on the development and needs of followers. Managers with transformational leadership style concentrate on the growth and

development of value system of employees, their inspirational level and moralities with the preamble of their abilities (Nanjundeswaraswamy & Swamy, 2014).

The transformational leadership has been challenged by scholars of leadership. Odumeru (2013) argues that transformational leadership has been overestimated as the heroic leadership theory which is able to solve problems in organizations. The theory overlooks the role of environments in influencing effectiveness of leadership styles.

Despite its limitations, the theory of transformational leadership has been applied by researchers. Ngaithe et al. (2016) applied transformational leadership theory to assess influence of elements of transformational leadership on organizational performance among state owned enterprises in Kenya. Hence, the current study was also applied the theory. The four elements of transformational leadership theory applied to formulate questionnaire items for the second research question on transformational leadership and organizational performance.

### **2.5.3 Autocratic Leadership Theory**

Autocratic leadership theory is also called dictatorship leadership leaders. This theory assumes that the best leaders dominate decision making. Autocratic leadership originated from Theory X and Theory Y developed by McGregor in a book called *Human Side of Enterprise* which was published in 1960. The theory provides ideas on how to manage people based on two leadership styles. Specifically, autocratic leadership relates to the ideas of theory X which assumes that employees are inherently lazy and do not like to work. Therefore, in order to motivate employees to work employees should be strictly supervised and intimidated. Threats and punishment should be used to secure employee compliance (Lumumba, Simatwa & Jane 2021).

According to autocratic leadership theory, the roles of leader include task assigning, decision making and strictly supervision (Lumumba et al 2021). The role of followers is to adhere to the directions of leaders without questioning. Autocratic leaders apply telling style. They inform followers on what to be done and how the task should be done (Lumumba et al 2021). Autocratic leadership style is criticized for being rigid. Moreover, autocratic leadership is also criticized for discouraging employees' creativity as well as contributing job dissatisfaction.

Autocratic leadership theory applied in this study to guide analysis of the impact of autocratic leadership style on organizational performance at NSSF. Assumptions of autocratic leadership theory was used to develop questionnaire items for the third research question.

#### **2.5.4 Laissez-fair Leadership Theory**

The fourth theory which guided this study is laissez-fair leadership theory. Laissez-fair leadership theory assumes that there should be hands-off in managing and leading employees in organizations. It means leaving subordinates to accomplish tasks without strict supervision and interference from supervisors. Laissez-fair leaders do not make decisions, they let subordinates make decisions regarding performing the job (Puni, Ofei, & Okoe 2014).

Laissez-fair leadership is criticized for lacking focus and direction. Laissez-fair leaders lack goals and vision. Hence, they may contribute to the unforeseen downfall of an organization. On the bright side, laissez-fair leadership may function effectively in leading experienced employees. Delegating authority to experienced employees may help them to perform tasks effectively and creatively (Puni, Ofei & Okoe 2014).

Despite its shortcomings, laissez-fair leadership theory is relevant to the research of leadership. Lumumba et al. (2021) applied laissez-fair leadership theory to assess the influence of leadership styles on organizational performance.

The theory applied to assess the impact of laissez-fair leadership on organizational performance at NSSF.

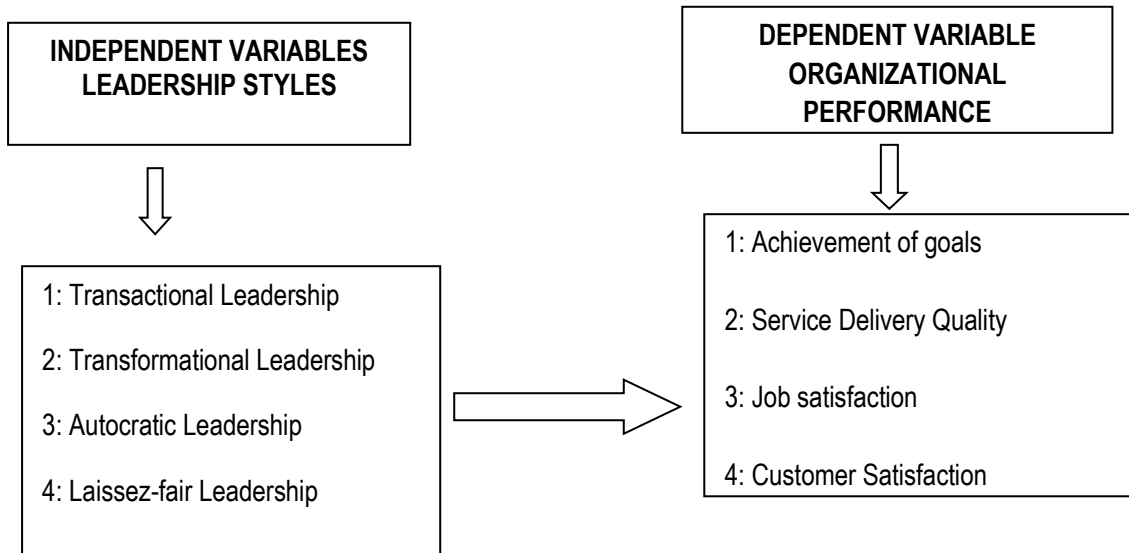
### **2.5.5 Organizational Performance Theory**

Organizational performance theory is a collection of ideas which stipulates the criteria for evaluating performance of organizations. W. Richard Scott explains various indicators for measuring organizational performance (Scott & Davis 2007). Efficiency indicator measures how well an organization utilizes resources allocated to achieve the intended results. Effectiveness indicator measures the results. Effectiveness can include measures such as outputs and outcomes. Outputs focus on quantifiable results such as income generated, number of sales, and profit generated. Outcomes are measured by non-numeric results such as improvement of quality of services (Scott & Davis 2007).

Organizational performance theory is criticized by the open system theory for overlooking the role of external environment in influencing performance of organizations. Mele, Pels and Polese (2010) inform that open system theory argues that performance of an organization should not only be measured by results, but only the ability of the organization to adapt to external environments such as markets, and political, economic, social, technological and legal forces. Hence, it is not sufficient to restrict performance of an organization to outputs and outcomes measures.

The theory of organizational performance has been applied by scholars of leadership studies. Lumumba, Simatwa and Jane (2021) applied the organizational performance theory to assess the influence of leadership styles on organizational performance. In this study the theory of organizational performance will be applied to develop constructs for dependent variable (organizational performance).

## 2.6 Conceptual framework



### 2.6.1 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).

The conceptual framework of this study depicts relationship between independent variables (leadership styles) and dependent variable (organizational performance). The conceptual framework is shown in Figure 2.1.

**Source: Researcher (2022)**

The Figure 2.6 shows that this study assessed the impact of four leadership styles on organizational performance of NSSF. Leadership styles were independent variable of this

study. The organizational performance was organizational performance. The study assessed the impact of transactional leadership on organizational performance, the impact of transformational leadership on organizational performance, autocratic leadership on organizational performance, and laissez-fair leadership on organizational performance.

## **2.7 Conclusion**

This is not the first study on assessment of leadership styles on organizational performance. From the empirical literatures, it is observed that several studies have assessed leadership styles and organizational performance. It is concluded that there are knowledge gaps on impact of leadership styles and organizational performance in social security organizations such as pension funds. Hence, the current study builds from the previous studies to assess impact of leadership on organizational performance in NSSF in Arusha region in Tanzania.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter explains research methodology that was applied to assess the impact of leadership styles on organizational performance of NSSF in Arusha region headquarters. The chapter includes description of study area, research design, pilot study, data analysis, validity and reliability, ethical considerations, limitations and conclusion.

#### 3.2 Area of study

The research took place at the NSSF headquarters in the Arusha city. The entity composed of departments including accounting and finance, administration, benefits, registration, and compliance.

The organization was chosen because previous studies on NSSF did not assess the impact of leadership styles on organizational performance. Some studies have focused investment and financial performance of NSSF (Rutabanzibwa 2013; Temba 2020). Some studies have focused on service quality of NSSF (Nguzo 2015). Some studies have focused on human resource practices of NSSF (Said 2015; Gumbo 2018). Hence, this study assessed the impact of leadership styles on organizational performance of NSSF.

#### 3.3 Research Design

The study applied the descriptive correlation design. Descriptive correlations design seeks to describe relationship between variables. Descriptive correlation design involves collection of data, describing variables and then establishing relationship between the variables (Gray & Grove 2020).



Descriptive-correlation design was administered in two procedures. First, descriptive research design was used to describe independent and dependent variables of the study. The second procedure involved correlation. Regression was used to establish the relationship between the independent variable (leadership styles) and the dependent variable (organizational performance).

### **3.3.1 Research Approach**

This study used quantitative research approach. Quantitative research approach involves collection and analysis of numeric data to describe opinions, test hypothesis and establish inferences (Bryman 2012). Quantitative research approach is based on positivism research philosophy to test theory where the research is detached from data collection and analysis (Bryman 2012). Hence, quantitative approach is appropriate for this study because it helped to test hypotheses to establish the impact of leadership styles on organizational performance of NSSF.

This study applied the quantitative research approach in sampling, data collection and data analysis. Random sampling was employed in selection respondents. Structured questionnaires were used in data collection and statistical methods was used in data analysis.

### **3.3.2 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 headquarters in Arusha city. Staff from the Benefits department, Administration, Accounts, Inspection, Registration and Compliance departments, as well as top management was part of the unit of inquiry. The population included 60 employees.

### **3.3.4 Sample Size**

Due to the fact that the total number of the population was only 60, the researcher decided to use all population members as sample and therefore the questionnaire was distributed to all of them.

### **3.3.5 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 primary data which was collected by using a structured 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.

Closed ended questionnaire allowed collection of data in numeric. Numeric data will allow the researcher to use statistical methods to analyze data and test hypothesis to establish the impact of leadership styles on organizational performance. Questionnaire was composed of two parts. The first part will include questions about respondents' profile (sex, age, education levels, and experience). The second section will include research questions. Items for the research questions will be constructed by using five-point Likert scale for measuring levels of agreement (1=Strongly Disagree, 2=Disagree, 3=Neither Agree Nor Disagree, 4=Agree, 5=Strongly Agree).

The questionnaire was distributed by the researcher at the offices of NSSF Regional headquarters in Arusha City. Respondents were given two days to fill the questionnaires. Then the researcher collected the questionnaires after two days.

### 3.4 Pilot Study

Prior to actual data analysis, the questionnaire data was pretested to determine the reliability. Variables were tested differently to determine their consistency using the Cronbach's Alpha through the Statistical package for Social Sciences. The minimal acceptable Cronbach's Alpha was set to be 0.6. Table one indicates that the Cronbach's Alpha for each item was greater than 0.6 which means that the questionnaire was reliable for data collection and therefore it was used for analysis. The reliability test printouts appear in the appendices.

**Table 1: Reliability Test**

SN	VARIABLE	ITEMS	CRONBACH'S ALPHA	INTERPRETATION
1	Transformational	7	.763	Reliable
2	Transactional	5	.644	Reliable
3	Autocratic	5	.707	Reliable
4	Laissez	4	.690	Reliable
5	Performance	8	.831	Reliable

### **3.5 Data Analysis**

The process of uncovering underlying structure, extracting important variables, and testing any underlying assumptions is referred to as data analysis. It entails scrutinizing the acquired data and drawing conclusions (Kombo and Tromp, 2006). This study is quantitative in nature. Hence, quantitative methods were used to analyze data for all three research questions. The following procedures were involved in data analysis.

First variables for all research were coded on SPSS. Variables were coded with numbers and labels which represent such numbers. Then data was entered on each variable.

Second procedure was data analysis. Data was analyzed on the variable view section of SPSS. Data was analyzed by using descriptive statistics and regression analysis. Descriptive statistics (mean and standard deviations) were used to describe perceptions of leadership styles.

Then linear regression analysis was used to test the effect of each leadership style on the organizational performance.

### **3.6 Validity and Reliability**

#### **3.6.1 Internal Validity**

Internal validity is defined as the extent to which the observed results represent the truth in the population we are studying and, thus, are not due to methodological errors (Patino & Ferreira, 2018).

This study ensured internal validity by using content validity through expert judgment. Prior data collection, 5 experts of social security were consulted to check validity of questionnaire

items. This helped to determine whether the questionnaire items represent the characteristics of NSSF employees selected in the study. The questionnaire was improved based on the recommendations of the experts.

### **3.6.2 External Validity**

External validity measures whether the results can be applicable to the similar sample size outside the study population. In this study external validity was done to determine the external to which results can be generalized to other NSSF regional headquarters in Tanzania. This was ensured by selecting respondents that reflect the population of employees working at other branches of NSSF in Tanzania. External validity will also be ensured by using random sampling in selection of respondents.

### **3.6.3 Reliability**

Reliability of the questionnaire was established through testing it with the Statistical Package for Social Sciences. All variables had the Cronbach's alpha of greater than 0.6 which means the questionnaire was reliable for data collection.

## **3.7 Ethical Considerations**

Before data collection in the field, the researcher obtained a research permit from the Institute of Accountancy Arusha. The research permit was submitted to the offices of NSSF to allow the researcher to reach respondents. Researcher asked consent of the respondents to participate in this study.

The researcher ensured that all respondents voluntarily participated in the study. The respondents were asked for their consent prior beginning of data collection. Those who wished to decline to participate were not forced. The right to privacy of respondents was

ensured through confidentiality. Names of the respondents were not mentioned in this research.

### **3.8 Conclusion**

The study employed quantitative research approach because it helped the researcher to establish the impact of leadership styles on organizational performance.

## CHAPTER FOUR

### DATA ANALYSIS, INTERPRETATION, DISCUSSION AND FINDINGS

This study sought to establish the effect of leadership styles on organizational performance at the national Social Security Fund in Arusha Regional Headquarters. This chapter dealt with the analysis of data and its interpretation. The analysis of data started with presentation of participants' characteristics and then moved into analysis of leadership styles and organizational performance through descriptive statistics. Thereafter, one hypothesis was tested in order to determine the effect of leadership styles on the organizational performance.

#### 4.1 Demographics of Participants

The demographics involved gender of respondents and duration of their service at the National Social Security Fund.

**Table 1: Demographic Information of Respondents**

<b>SN</b>	<b>Variable</b>	<b>f</b>	<b>%</b>
1	<b>Gender of Respondents</b>		
	Male	34	56.7
	Female	26	43.3
	<b>TOTAL</b>	<b>60</b>	<b>100</b>
2	<b>Working Experience</b>		
	5 years and below	39	65.0
	6 to 10 years	7	11.7
	Above 10 years	11	18.3
	Missing	3	5.0
	<b>TOTAL</b>	<b>60</b>	<b>100</b>

As indicated in table 1, respondents were categorized according to their gender and duration of time in serving at the National Social Security Fund. Male respondents were 34 (56.7%) while female respondents were 26 (43.3%). Therefore, the majority of respondents were males as compared to their female counterparts. In terms of working experience, 39 (65%) had served for five years or below while 7 (11.7%) had served for 6 to 10 years and 11 (18.3%) had served for above 10 years. It is necessary to note that 3 (5%) respondents did not disclose the duration they used to serve in the organization under investigation.

#### **4.2 DESCRIPTIVE ANALYSIS OF DATA**

Under this section, data was analyzed through descriptive statistics in terms of mean scores and standard deviations in order to describe the types of leaderships that exist in the organizations under investigation and the level of organizational performance as perceived by respondents.

**Research Question 1:** What leadership styles employed in managing organizational performance at the National Social Security Funds in Arusha Headquarters?

In order to answer this research question, respondents were exposed to a questionnaire that listed various types of leaderships with specific items where they had to indicate their level of agreement or disagreement under the four point scale as follows: 4= strongly agree, 3= agree, 2= disagree and 1 = strongly disagree. The mean scores were interpreted as follows: 3.50-4.00 = strongly agree, 2.50-3.49= agree, 1.50-2.49 = disagree and 1.00-1.49 = strongly disagree.



**Table 2: Descriptive Statistics for Leadership Styles**

SN	Leadership Style	N	Mean	Std. Deviation	Interpretation
1	TRANSFORMATIONAL	60	3.3179	.37186	Agree
2	TRANSACTIONAL	60	3.0433	.45113	Agree
3	LAISSEZ	60	2.9056	.47895	Agree
4	AUTOCRATIC	60	1.8125	.55009	Disagree

As reflected in table 2, four types of leadership were listed in the questionnaire. The table indicates that respondents agreed with the first three types of leadership, which are transformational leadership style, transactional leadership style and laissez Faire leadership style. This means that more than one leadership styles exist in the organization under investigation. According to Mtonga-Monga and Coelzee (2012), leadership is a collection of different features, traits, and behaviors that leaders can use when interacting with their subordinates. The four types of leadership, if used appropriately, can add value in that different contexts can be addressed by different traits of leadership.

However, autocratic leadership does not exist in the organization as perceived by respondents. According to Mtonga-Monga and Coelzee (2012), leadership is a collection of different features, traits, and behaviors that leaders use when interacting with their

subordinates. A leader may demonstrate one leadership style or trait at a particular time or situation and another leadership style or trait at another context.

Descriptive statistics further reported the response to specific items in a particular leadership style as reflected in table 3 to table 6.

#### 4.2.1 Transformational Leadership

Table 3 shows that respondents agreed with all items in the table. Particularly, they agreed that the leaders are a good example to learn from, they encourage employees to be creative, they brainstorm solutions with employees, they reward the efforts of workers.

**Table 3: Descriptive Statistics for transformational Leadership Style**

SN	Transactional Leadership	Mean	Std. Deviation	Interpretation
1	My leader is a good example to learn from	3.4833	.53652	Agree
2	My leader encourages me to be creative	3.3833	.55515	Agree
3	My leader brainstorms solutions with me and my fellow employees	3.3333	.57244	Agree
4	My leader rewards my efforts	3.2712	.61112	Agree
5	My leader demonstrates ethical behavior	3.2712	.58222	Agree
6	My leader considers my individual needs	3.2667	.60693	Agree
7	My leader seeks my opinion in making decisions	3.2167	.61318	Agree

It was also revealed that leaders demonstrate ethical behavior, they consider individual needs and finally they seek opinions in making decisions. Therefore, the transformational leadership style is ideal in the organization under investigation.

#### 4.2.2 Transactional Leadership

Transactional leadership is one in which leaders attempt to guide by defining goals, monitoring subordinate behavior, and highlighting task-oriented areas (Van 2012). Table 4 shows that respondents agreed with all items in the table. Particularly, they agreed that leaders monitor the performance, that leaders communicate the performance standards, that leaders assign tasks on regular basis, that leaders award when employees meet performance targets and that leaders punish when employees fail to deliver.

**Table 4: Descriptive Statistics for transactional Leadership Style**

S		Mean	Std. Deviation	Interpretation
N	Transactional Leadership			
1	My leader monitors my performance	3.3000	.67145	Agree
2	My leader communicates to me performance standards	3.2333	.72174	Agree
3	My leader assigns me tasks on regular basis	3.1667	.69298	Agree
4	My leader rewards me when I meet performance targets	3.1667	.64221	Agree
5	My leader punishes me when I fail to deliver	2.3500	.91735	Agree

This suggests that apart from transformational leadership, transactional leadership also exists in the organization under investigation.

### 4.2.3 Autocratic Leadership

Table 5 shows that respondents disagreed with all items in the table. Particularly, they disagreed that leaders follow up closely at work, that leaders are close to employees, that leaders make all decisions without involving employees, and that leaders do not accept employees' opinions. Furthermore, they disagreed that leaders use threats to make employees perform.

**Table 5: Descriptive Statistics for Autocratic Leadership Style**

SN	Autocratic Leadership	Std.		Interpretatio
		Mean	Deviation	
1	My leader follows me closely at work	2.3220	.91803	Disagree
2	My leader is close to me at work	1.7797	.81087	Disagree
3	My leader makes all decisions without involving me	1.7500	.83615	Disagree
4	My leader does not accept my opinion	1.6833	.70089	Disagree
5	My leader uses threats to make me perform	1.5254	.79559	Disagree

Disagreement to these items suggests that autocratic leadership is non-existent in the organizational under investigation.

#### 4.2.4 Laissez Faire Leadership

Table 6 shows that respondents agreed with all items in the table. Particularly, they agreed that leaders trust that employees can make the right decision, that leaders allow employees to solve customer's problems on their own, that leaders allow employees to make decisions about the job and that leaders allow employees do their jobs without interference.

**Table 6: Descriptive Statistics for Autocratic Leadership Style**

SN	Autocratic Leadership	Mean	Std. Deviation	Interpretatio n
1	My leader trusts that I can make the right decision	3.2667	.57833	Agree
2	My leader lets me solve customers' problems on my own	2.8644	.57107	Agree
3	My leader lets me make decisions about the job	2.7500	.65419	Agree
4	My leader lets me do my job without interfering	2.7500	.81563	Agree

Therefore, laissez faire type of leadership exists in the organization under investigation.

**Research Question 2:** What is the level of the organizational performance as perceived by respondents?

This research question sought to measure the level of the organizational performance as perceived by respondents. The respondents were exposed to a questionnaire that listed various items that measure the performance where they had to indicate their level of agreement or disagreement under the four point scale as follows: 4= strongly agree (very high

performance) , 3= agree (high performance) , 2= disagree (low performance) and 1 = strongly disagree (very low performance)..

**Table 7: Descriptive Statistics for Organizational Performance**

SN	Autocratic Leadership	Mean	Std. Deviation	Interpretation
1	My organization accomplishes institutional objectives as planned	3.4000	.58802	High Performance
2	There is achievement of the organizational strategic plan	3.3390	.57566	High Performance
3	The performance meets the institutions' expectations.	3.3276	.60373	High Performance
4	The quality of work is up to the standards	3.2333	.56348	High Performance
5	Duties are easily accomplished because of laid down procedures	3.1897	.63403	High Performance
6	Customers' needs are met on time	3.0847	.81554	High Performance
7	Tasks are achieved on time	3.0833	.64550	High Performance
8	The organization functions smoothly with minimum internal conflicts	2.8667	.59565	High Performance

The mean scores were interpreted as follows: 3.50-4.00 = strongly agree, 2.50-3.49= agree, 1.50-2.49 = disagree and 1.00-1.49 = strongly disagree.as seen in the table, respondents agreed with all the items in the questionnaire. Particularly, they agreed that the organization accomplishes institutional objectives as planned, that there is achievement of the organizational strategic plan that the performance meets the institutions' expectations and that the quality of work is up to the standards. They also agreed that duties are easily accomplished because of laid down procedures, that customers' needs are met on time, that tasks are achieved on time and that the organization functions smoothly with minimum internal conflicts. These suggest that respondents perceived the performance of the National Social Security Fund organization to be high.

**Research Question 3:** Is there significant relationship between leadership styles and the organizational performance at the National Social Security Fund in Arusha regional headquarters?

This research question sought to establish the interrelationship between the independent variables (leadership styles) and the dependent variable (organizational performance). The research question called for testing of the following null hypothesis: there is no significant relationship between leadership styles and the organizational performance at the National Social Security Fund in Arusha regional headquarters.

**Table 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.389 <sup>a</sup>	.151	.137	.38401
2	.530 <sup>b</sup>	.281	.255	.35665

a. Predictors: (Constant), TRANSFORMATIONAL

b. Predictors: (Constant), TRANSFORMATIONAL, LAISSEZ

**Table 9: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.525	1	1.525	10.343	.002 <sup>b</sup>
	Residual	8.553	58	.147		
	Total	10.078	59			
2	Regression	2.828	2	1.414	11.115	.000 <sup>c</sup>
	Residual	7.250	57	.127		
	Total	10.078	59			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), TRANSFORMATIONAL

c. Predictors: (Constant), TRANSFORMATIONAL, LAISSEZ



**Table 10: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.753	.449		3.906	.000
TRANSFORMATIONAL	.432	.134	.389	3.216	.002
2 (Constant)	.854	.503		1.700	.095
TRANSFORMATIONAL	.431	.125	.388	3.456	.001
LAISSEZ	.310	.097	.360	3.200	.002

a. Dependent Variable: PERFORMANCE

**Table 11: Excluded Variables<sup>a</sup>**

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
					Tolerance
1 TRANSACTIONAL	-.024 <sup>b</sup>	-.182	.857	-.024	.839
	.192 <sup>b</sup>	1.499	.139	.195	.871
	.360 <sup>b</sup>	3.200	.002	.390	1.000
2 TRANSACTIONAL	-.014 <sup>c</sup>	-.110	.913	-.015	.838
	.127 <sup>c</sup>	1.043	.302	.138	.843

a. Dependent Variable: PERFORMANCE

b. Predictors in the Model: (Constant), TRANSFORMATIONAL

c. Predictors in the Model: (Constant), TRANSFORMATIONAL, LAISSEZ

As seen in table 8, two independent variables, transformational leadership and Laissez Faire leadership were found to be significant predictors of the organizational performance. The multiple correlation coefficients, that is, the relationship between the organizational

performance and the two independent variables is .530. The coefficient of multiple determinations is .255, which is interpreted as 25.5% of the variance in the organizational performance is accounted for by the transformational leadership and Laissez Faire leadership styles. Transformational leadership accounts for 13.7% while laissez faire leadership accounts for 11.8%. The results of the regression using the stepwise method indicated that the model explained 25.5% and that the model was a significant predictor of the organizational performance.

Based on the findings of the study, the researcher came up with the following conclusions regarding the effect of leadership styles on the organizational performance:

#### **4.3 FINDINGS OF THE STUDY**

The researcher came up with the following findings regarding the effect of leadership styles on the organizational performance:

1. More than one leadership styles found in the organization under investigation. The leadership styles that existed are transformational, transactional and Laissez Faire. On the contrary, the autocratic leadership style did not exist in the organization.
2. The organizational performance was found to be excellent as the organization accomplished institutional objectives as planned.
3. There was an existing positive relationship between the organizational performance and the following leadership styles: Transformational and Laissez Faire. While transformational leadership accounts for 13.7%, laissez faire leadership accounts for 11.8%. The model explained 25.5% and therefore it was a significant predictor of the organizational performance.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Summary of the study

This chapter presents the summary of the study, gives the conclusions and then presents the recommendations of the study. This study investigated on the impact of leadership styles on the organizational performance: A case of National Social Security Fund in Arusha.

National Social Security Fund (NSSF) is one of the pension funds in Tanzania. It provides social security benefits to private employees in the country. The organization has demonstrated remarkable performance in terms of increase in membership and contributions, capital growth, profit and investments. These performance results have been attributed by several factors including use of appropriate leadership in influencing employees and setting vision of the organization (NSSF 2011). However, the performance of NSSF is threatened by problems such as membership withdraw which would suggest a possibility for unsatisfactory performance and lack of customer satisfaction with services provided by the NSSF. Hence, this study sought to contribute to the existing body of knowledge by establishing the impact of various leadership styles on the NSSF organizational performance. Particularly, the study sought to unveil positive or negative impacts of various leadership styles on the organizational performance so as leaders in the NSSF will be informed on which leadership styles are appropriate for the maximized organizational performance. Therefore, this study sought to contribute the new knowledge by assessing the impact of leadership styles on organizational performance of NSSF in Arusha Regional Headquarters. The study was guided by three research questions below:

- (i) What leadership styles employed in managing organizational performance at the NSSF in Arusha headquarter?
- (ii) What are the employees' perceptions on the on the organizational performance of the NSSF in Arusha headquarter?
- (iii) Is there any effect of leadership styles on the organizational performance of the NSSF in Arusha headquarter?

The population of the study was 60 employees at the National Social Security Fund Regional Headquarters in Arusha City. Due to the fact that the total population constituted a small number, all the 60 employees were involved in the study by filling the questionnaire.

Reliability of the questionnaire was established through testing it with the Statistical package for Social Sciences. The minimal acceptable reliability was set at 0.6 and all variables had the Cronbach alpha of greater than 0.6 which means the questionnaire was reliable for data collection.

Analysis of data was done by first presenting the demographics of respondents and then describing the leadership styles that existed. Thereafter, the hypothesis was tested through regression analysis.

The study applied the descriptive correlation design which describes relationship between variables and involves collection of data, describing variables and then establishing relationship between the variables. The main intent was to establish leadership styles that exist and the interrelationship between leadership styles and organizational performance in the organization under investigation.

## 5.2 Conclusions of the Study

Based on the findings of the study, the researcher came up with the following conclusions regarding the effect of leadership styles on the organizational performance:

1. More than one leadership styles existed in the organization under investigation. The leadership styles that existed are transformational, transactional and Laissez Faire. On the contrary, the autocratic leadership style did not exist in the organization.
2. In the context of transformational leadership style, leaders were found to be a good example to learn from, they encouraged employees to be creative, they brainstormed solutions with employees and they reward the efforts of workers. They also demonstrate ethical behavior, they considered individual needs and finally they sought opinions in making decisions.
3. Regarding the transactional leadership, leaders monitored the performance, they communicated the performance standards, they assigned tasks on regular basis, they awarded when employees meet performance targets and they punished when employees failed to deliver what is required.
4. Autocratic leadership did not exist in the organization as leaders did not follow up closely at work, and they did not make all decisions without involving employees. Furthermore, the leaders did not use threats to make employees perform.
5. In the context of Laissez Faire, leaders trusted that employees can make the right decision and they allowed employees to solve customer's problems on their own. Furthermore, they allowed employees to make decisions about their jobs and do their jobs without any interference.

6. The organizational performance was found to be excellent as the organization accomplished institutional objectives as planned. Duties were easily accomplished because of laid down procedures, customers' needs were met on time, tasks were achieved on time and the organization functioned smoothly with minimum internal conflicts.
  
7. There was an existing positive relationship between the organizational performance and the following leadership styles: Transformational and Laissez Faire. While transformational leadership accounts for 13.7%, laissez faire leadership accounts for 11.8%. The model explained 25.5% and therefore it was a significant predictor of the organizational performance.

### **5.3 Recommendations of the Study**

Based on the conclusions of the study, the researcher recommends that since transformational and laissez faire leadership are significant predictors for organizational performance, leaders in the organization under investigation should be encouraged to increase the use of transformational and laissez faire leadership styles for effective organizational performance to be realized.

Since the model explained for only 25.5% on the role of leadership towards the organizational performance, there is a need to conduct another study so as to determine other factors that may contribute toward the organizational performance.

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## APPENDICES

### Appendix I: Questionnaire

My name is Irene Mshanga. I am a student from the Institute of Accountancy Arusha. I am conducting research on **Impact of Leadership Styles on Organizational Performance of NSSF in Arusha Region**. As an employee of NSSF, your opinion will be valuable for this research. Data collected will be used for research purpose only. You will not be required to mention your name in this form.

#### PART ONE

Indicate your level of agreement on the following statements. For each statement, tick (√) responses that reflect your opinion. See the key to choose responses.

**Key: 1= Strongly Disagree, 2=Disagree, 3=Neither Agree Nor Disagree, 4=Agree, 5=Strongly Agree**

S/N	TRANSFORMATIONAL LEADERSHIP	1	2	3	4	5
1	My leader encourages me to be creative					
2	My leaders seeks my opinion in making decisions					
3	My leaders rewards my efforts					
4	My leader demonstrates ethical behaviour					
5	My leader is a good example to learn from					
6	My leader considers my individual needs					
7	My leader brainstorms solutions with me and my fellow employees					
S/N	TRANSACTIONAL LEADERSHIP	1	2	3	4	5
1	My leader rewards me when I meet performance targets					

2	My leader punishes me when I fail to deliver					
3	My leader communicates to me performance standards					
4	My leader assigns me tasks on regular basis					
5	My leader monitors my performance					
<b>S/N</b>	<b>AUTOCRATIC LEADERSHIP</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	My leader makes all decisions without involving me					
2	My leader does not accept my opinion					
4	My leader does not like to be close to me at work					
5	My leader follows me closely at work					
6	My leader uses threats to make me perform					
	<b>LAISSEZ-FAIR LEADERSHIP</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	My leader lets me do my job without interfering					
2	My leader lets me make decisions about the job					
3	My leader lets me solve customers' problems on my own					
4	My leader trusts that I can make the right decision					
	<b>PERFORMANCE OF NSSF</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	My organization makes profit in investing in real estate					
2	My organization makes profit in investing in shares					
3	My organization pays benefits to members on time					
4	My organization is effective in collecting contribution from members					
5	My organization is effective in recruiting members					

## RELIABILITY TEST PRINTOUT

### 1. TRANSFORMATIONAL LEADERSHIP STYLE

#### Reliability Statistics

Cronbach's	
Alpha	N of Items
.763	7

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
My leader encourages me to be creative	19.8448	5.326	.523	.726
My leader seeks my opinion in making decisions	20.0172	5.105	.534	.723
My leader rewards my efforts	19.9655	5.437	.410	.750
My leader demonstrates ethical behaviour	19.9655	5.683	.346	.762
My leader is a good example to learn from	19.7759	5.686	.398	.751
My leader considers my individual needs	19.9828	5.210	.508	.729
My leader brainstorms solutions with me and my fellow employees	19.8966	4.936	.669	.694

## 2. TRANSACTIONAL LEADERSHIP STYLE

### Reliability Statistics

Cronbach's	
Alpha	N of Items
.644	5

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
My leader rewards me when I meet performance targets	13.2414	2.467	.428	.578
My leader punishes me when I fail to deliver	13.4138	2.282	.459	.560
My leader communicates to me performance standards	13.3621	2.446	.368	.607
My leader assigns me tasks on regular basis	13.3621	2.481	.384	.598
My leader monitors my performance	13.1724	2.636	.349	.613



### 3. AUTOCRATIC LEADERSHIP STYLE

#### Reliability Statistics

Cronbach's Alpha	N of Items
.707	5

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My leader makes all decisions without involving me	7.2982	5.427	.389	.691
My leader does not accept my opinion	7.3684	4.987	.730	.566
My leader does not like to be close to me at work	7.2807	4.777	.646	.581
My leader follows me closely at work	6.6842	5.470	.328	.722
My leader uses threats to make me perform	7.5088	5.826	.320	.715

#### 4. LAISSEZ FAIR LEADERSHIP STYLE

##### Reliability Statistics

Cronbach's	
Alpha	N of Items
.690	4

##### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
My leader lets me do my job without interfering	8.8983	1.817	.526	.600
My leader lets me make decisions about the job	8.8983	2.265	.484	.618
My leader lets me solve customers' problems on my own	8.7966	2.510	.445	.645
My leader trusts that I can make the right decision	8.3898	2.449	.469	.631

## 5. ORGANIZATIONAL PERFORMANCE

### Reliability Statistics

Cronbach's Alpha	N of Items
.831	8

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My organization accomplishes institutional objectives as planned	22.2000	8.904	.672	.797
Duties are easily accomplished because of laid down procedures	22.4364	9.658	.386	.833
The organization functions smoothly with minimum internal conflicts	22.7636	10.776	.083	.869
The performance meets the institutions' expectations.	22.3091	8.773	.659	.798
Tasks are achieved on time	22.5091	8.477	.677	.794
The quality of work is up to the standards	22.3273	9.150	.640	.803
Customers' needs are met on time	22.5455	7.771	.677	.795
There is achievement of the organizational strategic plan	22.2364	8.628	.776	.785

### Appendix I: Field Work Plan

Research Activities	April 2022	May 2022	June 2022	July 2022	August 2022
Proposal Writing					
Proposal Defence					
Data Collection					
Data Analysis					
Dissertation Defense					
Dissertation Submission					

### Appendix III: Research Budget

s/n	Activity	Item	Cost (Tsh )
1	Proposal preparation	Typing	50,000
		Binding	100,000
		<b>Sub –total</b>	<b>150,000</b>
2	Data collection	Typing and printing	50,000
		Transport expenses	50,000
		Food and refreshment	50,000
		<b>Sub –total</b>	<b>150,000</b>
3	Data processing and analysis and report writing	Typing, printing and hard printing	150,000
<b>4</b>	<b>Total</b>	<b>Grand total</b>	<b>450,000</b>