IMPACT OF LEADERSHIP STYLES ON IMPROVEMENT OF EMPLOYEE PERFORMANCE IN TANZANIA: THE CASE OF NGORONGORO DISTRICT COUNCIL

Name: RAYSON MWANGWALA

(Reg. Number MBA-LG/0022/2021)

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AUTHOR'S DECLARATION

I, **Rayson Mwangwala,** 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 Improvement of Employee Performance in Tanzania: A Case of Ngorongoro District Council"** 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)

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Date

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Successful completion of this dissertation is a result of contributions of several individuals and organizations. First I thank God for blessing me with good health to write this dissertation.

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ABSTRACT

The general objective of this study was to assess the impact of leadership styles on improvement of employees' performance in Ngorongoro District Council in Arusha Region. In light of the general objective, this study was guided by four specific objectives which were to ascertain leadership challenges that undermine employee performance at Ngorongoro District Council, to find out appropriate leadership styles for improvement of employee performance at Ngorongoro District Council, to determine leadership strategies for improve employee performance at Ngorongoro District Council and establish the impact of leadership styles on employee performance at Ngorongoro District ouncil. This study applied quantitative research approach which involved use of descriptive-correlation research design. The study targeted to involve a sample size of 218 respondents drawn from the population of 479 employees working at Ngorongoro District Council. However, only 192 (88%) respondents participated in this study. Data were collected through structured questionnaires. Data were analyzed on SPSS by using descriptive statistics and regression analysis. Findings have shown that employee performance is undermined by interpersonal leadership challenges, institutional challenges and training challenges. Findings for the second research objective have shown that transformational, transactional and servant leadership styles are appropriate leadership styles for improving employee performance at Ngorongoro District Council. Findings for the third research objective have shown that improvement of employee performance at Ngorongoro District Council requires strategies training strategies, resource strategies, management strategies and commmunication strategies. Findings for fourth research objective have shown that transformational, transformational and servant leadership styles have significant impact on improvement of employee performance (t=4.426, p= .000. ≤ 0.05; t=7.223, p= .000. ≤ 0.05 and t=6.668, p= .000.≤ 0.05). This study concludes that improvement of employee performance requires application of multiple leadership styles which addressed various aspects of performance. This study recommends that Ngorongoro District Council should ensure provision of leadership training to strengthen leadership skills for managing employee performance.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

LGAs   Local Government Authorities

IT   Information Technology

M	Mean
SD	Standard Deviation
SPSS	Statistical Package for Social Sciences
USA	United States of America

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Public sector organizations are established to serve public interests through provision of public services and management of public resources (Kourula, Moon, Salles-Djelic, & Wicket, 2019). Public sector organizations require well trained and motivated employees to deliver the expected results (Serhan, Achy, & Nicolas, 2018).

Employee performance in public sector is important for delivery of public services. Yet, public sectors of various developing countries are faced the challenge of employee performance and motivation crisis. Despite the fact that public sector employees in South Asia countries account for 15% of employment (Rahemtulla & Carraso, 2020), studies have attested that countries face challenge of poor performance of employees in public sector. Serhan et al. (2018) attests that Lebanon public sector organizations do not only lack of specific policies for employees' motivation but also leaders tend to motivate employees based on personal relationships and favouritism. Kappagoda (2020) indicates citizens and customers in Sir Lanka are not satisfied with employee performance in delivery of public services. Kappagoda (2020) further indicates that public employees serve customers with negative attitude and poor customer service.

In Africa, motivating performance of public sector employees has been a crtical challenge. In Nigeria, local government authorities place focus on revenue collection while neglecting needs of employees who work to ensure the revenues are generated (Abbass, 2012). In Kenya, performance of service delivery in counties governments is poor partly due to poor performance of employees. Consequently, citizens do not access proper sanitation services (Gikonyo, 2017).

1

In Tanzania, studies highlight challenges of employees' performance in public sector organizations such as local government authorities. Leshabari et al. (2008) highligh that employees in public health organizations in Tanzania have low morale of work due to high work load, little incentives. Lameck (2014) motivation of employees in local government authorities do not deliver to the expectations of citizens. Additionally, another study by Chatila (2013) Tanzania local government authorities such as Nachingwea District Council face a shortage of qualified employees with required skills and expertise. Chatila (2013) further indicates employees neglect their responsibilities, the problem which leads to poor implementation of development projects.

Moreover, the National Audit Report indicates employee performance challenges of Local Government Authorities in Tanzania. For instance, employees in 39 LGAs including Ngorongoro District Council, lack knowledge of fraud risk management (National Audit Office, 2022). As a result, it hinders management efforts to identify and manage risks. Moreover, employees lacked sufficient ICTs skills. Moreover, employees in LGAs such as Ngorongoro District Council delayed to issue business licences to businesses operating in the area and made procurement of various items without approval of tender boards (National Audit Office, 2022).

The existing empirical literature proposes various strategies for improving employees' performance in public sector. Most studies focus on strategies such as salary increase, allowance, health insurance, job security, and housing (Manolopoulos, 2007; Kiprop, 2012; Abbass, 2012; (Nyamunga, 2016; Selakovic, Ristic & Qureshi, 2017; Khedhaouria, Montani, & Thurik, 2017; Sakulkijkarn, 2012; Tauringana & Afrifa, 2013).

Application of appropriate leadership styles such as transformational leadership can also help to enhance employees' motivation and performance (Bass, Riggio, Bernard and Ronald 2006;

Susanne, 2013). Studies also attest that leadership strategies have helped to improve performance of public sector employees in countries such as USA (Izard-Carroll, 2016; Sonko, 2018), Nigeria (Elias-Fatile, 2021), Pakistan (Zia-ud-Din et al., 2017). Based on the existing empirical studies, the current study expanded knowledge by assessing the impact of leadership on improving employee performance in Ngorongoro District in Arusha Region in Tanzania.

1.2 Statement of the Problem

Performance of public employees in local government authorities in Tanzania has not been satisfactory. For instance, recent report of Controller and Auditor General indicates that employees in 39 LGAs including Ngorongoro District Council, lack knowledge of fraud risk management (National Audit Office, 2022). As a result, it hinders management efforts to identify and manage risks (National Audit Office, 2022).

Such performance issues undermine effective delivery of public service and efficiency utilization of public finances. Hence, investigation of appropriate leadership styles and strategies is necessary to improve employees' performance in LGAs in Tanzania. It is under this context that the current study assessed the impact of leadership on improvement of employees' performance in Ngorongoro District Council.

1.3 Research Objectives

1.3.1 General Objective

The general objective of this study was to assess the impact of leadership on improvement of employees' performance in Ngorongoro District Council in Arusha Region.

1.3.1 Specific Objectives

In light of the general objective, this study was guided by four specific objectives.

(i) To ascertain leadership challenges that undermine employee performance at Ngorongoro District Council.

(ii) To find out appropriate leadership styles for improvement of employee performance at Ngorongoro District Council.

(iii) To determine leadership strategies for improve employee performance at Ngorongoro District Council.

(iv) To establish the impact of leadership styles on employee performance at Ngorongoro District ouncil.

1.4 Research Questions

This study was guided by four research questions.

(i) What leadership challenges that undermine employee performance in Ngorongoro District Council?

(ii) What leadership styles are appropriate for improvement of employee performance in Ngorongoro District Council?

(iii) Which leadership strategies are required to improve employee performance in Ngorongoro District Council?

(iv) Do leadership styles have impact on employee performance at Ngorongoro District Council?

1.5 Scope of the Study

The study was based on Ngorongoro District Council in Arusha Region. In terms of independent variable, the study has focused on leadership styles and leadership strategies. Three leadership styles were assessed in this study. They include transformational leadership style, transactional leadership style and servant leadership style. In terms of dependent variable, the study has

focused on task performance, adaptive performance and contextual performance. In terms of time, the study was done from April to October 2022.

1.6 Significant of the Study

Findings of this study have implications in leading and managing employees in public sector organizations in Tanzania. The findings will help public managers on how to use transformational leadership style to guide employees towards organization vision and provide supportive leadership that can motivate employees to stay committed and loyal to the organizations.

This research also contributes to the body of empirical literature on leadership studies in Tanzania. The study will provide evidence regarding the role of transformational leadership towards employees' performance in Local Government Authorities in Tanzania. The future researchers can use findings of this study to establish knowledge gaps and conduct further studies to extend the scope of generalization across various public sector organizations in Tanzania.

1.7 Organization of the Dissertation

This research organized in five chapters. The first chapter presents introduction to the research problem. The second chapter presents literature review. The literature review include definitions of key concepts, review of theoretical literature on research objectives, review of empirical literature in relation to research objectives, knowledge gaps, theoretical frameworks and conceptual framework.

The third chapter presents research methodology that was used to investigate the research problem. The chapter includes description of the study area, research design, research

approach, population and sample size, data collection, sampling strategies, pilot study, validity and reliability and ethical considerations.

Chapter four is about presentation and discussion of findings. Chapter five is about conclusions, recommendations and critical evaluation of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents literature review to the study. The chapter is composed of eight sections. Such sections include chapter overview, conceptual definitions, theories, empirical review, identification knowledge gaps, conceptual framework, and description of variables and statement of hypothesis.

2.2 Theoretical Literature Review

Theoretical literature presents definitions key concepts and review of theoretical literature on roles of leadership on improvement of employee performance.

2.2.1 Definitions of Key Concepts

This study is based on two key concepts. They include leadership and employee performance. This sub-section presents review of definitions of the key concepts.

2.2.1.1 The Concept of Transformational Leadership

Bernard M. Bass developed transformational leadership concept in 1985 by explain the ways of measuring its success as well as how it effects follower motivation and performance (Robbins and Coulter, 2007). According to Bass, transformational leadership is measured through how a leader influences followers and how he/she can bring success by identify and utilizing opportunities as well as overcoming threats (Jiang, 2017).

According to Bass transformational leaders results occur because they offers followers something more than just working for self gain that is; they provide followers with an inspiring mission and vision and give them an identity (Bass & Avolio, 1990; Cordelo,2003). Transformational leadership increase the motivation, morale, and performance of followers through transformational leader's ways of connecting the group's sense of identity and self to the project, also being a role model for followers, challenges followers to work hard and being

7

creativity for their work, understanding the strength and weakness of the followers and align followers with tasks that enhance their motivation and performance (Cole, 2006).

There are four components of transformational leadership style sometimes referred to as the four 'I's. The first one is Idealized Influence (II). This means the leader serves as role model for followers. The second one is Inspirational Motivation (IM), that the leaders ability to inspire and motivate followers. The third one is Individualized Consideration (IC) which means that the leaders demonstrate genuine concern for the need and feelings of followers and help them self actualize and the fourth one is Intellectual Stimulation (IS) that the leaders challenges followers to be innovative and creative (Pradhan & Pradhan, 2015).

Transformational leaders display self sacrificial behaviours such as prioritizing others' interests and organizational interests above their own interests. Such behaviours trigger a similar response to their followers (Pradhan & Pradhan, 2015). Followers are likely to idealize leaders in performing tasks.

2.2.1.2 The Concept of Employee Performance

The concept of employee performance has been defined by several scholars. O'Boyle , Humphrey, Pollack and Hawwer (2011) define employee performance as the level of accomplishment of employee's work from exertion applied. Feddock *et al.* (2007) define employee performance as a measure of performance of an employee against performance targets set in line with performance objectives.

The above definitions focus on results. It should be noted employee performance is multidimensional. It is composed of several components. According to Brown et al. (2012) employee performance is comprised of three elements which including inputs, throughputs and

outputs. Inputs include human resource knowledge and skills. Throughputs include efforts and activities inserted in transforming inputs into outputs. Such efforts can include work efforts and behaviours of employees. Outputs include results from inputs and throughputs.

Synovia and Burchel (2017) argue that employee performance is composed of four components including customer satisfaction, generation of finances, internal methods and procedures, and employee learning. This definitions underlines both input, process and ouput indicators of employee performance.

Pradhan and Jena (2017) discuss three dimensions of employee performance. They include task performance, adptive performance and contextual performance. Pradhan and Jena (2017) informs that that task performance is composed of job responsibilities assigned by the job description. Pradhan and Jena (2017) further explains three components of performance which include knowledge about the task, task skills and task habits. Knowledge about the is the awareness of technical knowledge and principles that are required in performing the job. Task skills means the ability to apply the technical knowledge in performing the tasks. Task habits is the behaviour that is dsplayed when the task is performed. It is the ability to respond to factors that either facilitate or impede task performance.

Adaptive performance is the ability of employees to adapt their attitudes to varied situations and environments of the job (Haung *et al.,* 2014). An effective adaptive performance is the ability of an employee to handle volatile work circumstances and sudden changes that may affect job performance (Baard, Rench, & Kozlowski, 2014). For instance, technology changes may result to re-structuring of job assignments. Employees need to be ready to learn about a new technology that may alter the way the job is performance (Griffin, Parker, & Mason, 2010).

Employees should also be able to handle interpersonal behaviours that emerge out of working relationships with co-workers and supervisors Pradhan and Jena (2017).

Contextual performance refers to activities that are not task or goal specific but that make individuals, teams and organizations more effective and successful (Reilly & Aronson, 2009). Contextual performance is composed of several behaviours such as cooperating and helping others, voluntarily performing extra-role activities, persevering with enthusiasm and extra determination to complete assignments successfully, defending the organization's goals, and adhering to organizational policies even when this is inconvenient (Reilly & Aronson, 2009). Such behaviors contribute towards creation of a stimulating organizational culture and climate which in turn facilitate in achieving individual productivity and organizational effectiveness Pradhan and Jena (2017).

2.2.2 Theoretical Literature on Leadership Styles for Employee Performance

2.2.2.1 Transformational Leadership Style and Employee Performance

Various scholars have discussed the impact of transformational leadership on employee performance. Transformational leadership is based on the assertion that certain behaviours displayed by transformational leaders can motivate and elevate performance of employees (Bass & Avolio). Transformational leaders demonstrate four critical behaviours that inspire their followers/employees to commit towards the organizational goals (Pradhan & Pradhan, 2015). The four dimensions of transformational leaders are idealized influence, inspirational motivation, intellectual stimulation and individual consideration (Bass & Avolio, 1990; Pradhan & Pradhan, 2015). Such dimensions transform followers into leaders and leaders into moral agents (Pradhan & Pradhan, 2015).

Wright (2007) and Wright et al. (2012) discusses various characteristics of transformational leaders is *vision*. The first characteristic is visionary. A visionary transformational leader is responsible for developing a clear vision indicating the organization's direction, developing specific goals to achieve the vision, and sharing the vision with the employees (Wright, 2007; Wright et al., 2012). I conceptualize the visionary characteristic as similar to the element of *intellectual stimulation* of transformational leadership.

The second characteristic of transformational leader is *motivation.* In order to motivate employees to walk in the vision, transformational leaders should reinforce employees' perceptions that reflect task significance; leadership should recognize work of employees who make contributions towards organizational goals; leaders should strive to achieve employees' collaborations and cooperation in achieving the organizational vision Wright (2007) and Wright et al. (2012).

Transformational leadership can motivate contextual employee performance. Pradhan andPradhan (2015) argue that transformational leaders encourage their followers/employees to move beyond their selfish interests and act according to the larger interest of the organization and customers. Such interests include being concerned and caring for others, volunteering helping peers who are lagging behind in assigned tasks, establishing positive working relationships with peers, exerting additional efforts to complete tasks on time, and going beyond to make sure that customers are satisfied with goods and services Pradhan andPradhan (2015).

Based on theoretical discussions of scholars such as Wright (2007), Wright et al. (2012), and Pradhan and Pradhan (2015), I have developed a framework to show the roles of transformational leadership in motivating employee performance. The constructs are summarized in Table 2.1.

Table 2.1 Transformational Leadership for Employee Performance

Variable	Constructs	Roles of Transformational Leadership	Performance
Transformational Leadership	Intellectual Stimulation	Setting clear vision to guide organization direction	Task performance
		Setting clear goals to achieve the vision	Task performance
		Sharing the vision and goals with employees	Task performance
		Allowing employees to express ideas	Task performance
		Allowing employees to positively challenge ideas of each other	Task Performance
Transformational Leadership	Intellectual Stimulation	Reinforcing employees to perform tasks in the direction of goals	Task Performance
		Encouraging employees to collaborate in performing tasks	Contextual Performance
		Recognizing and rewards employees who exceed expectations	Task Performance
Transformational Leadership	Idealized Influence	Showing positive examples to employees.	Adaptive performance
		Working with employees to achieve goals.	Adaptive performance
		Working with employees to manage changes.	Adaptive performance
Transformational Leadership	Individualized Consider	Considering individual needs of employees	Contextual performance

Source: Based by synthesis of Wright (2007), Wright et al. (2012), and Pradhan and Pradhan (2015)

Table 2.1 indicates elements of transformational leadership and their contributions. It shows how transformational leaders can contribute to improve different aspects of employee performance in organizations. The roles of transformational leaders described in Table 2.1 will be applied in this study to develop data collections items in the questionnaire (See Appendix I).

Despite of its remarkable promises in ensuring employee motivation for effective performance, transformation leadership style can not help to monitor and evaluate employees' motivation. Scholars such as Knippenberg and Sitkin (2013) and Westergaard-Nielsen (2014) have

asserted that transformational leadership is a 'soft' leadership style. It aims at reinforcing employees' motivation in performing tasks. Hence transformational leadership style should be applied together with a 'hard' style such as transactional leadership style.

2.2.2.1 Transformational Leadership Style and Employee Performance

While transformational leadership style focuses on motivation, transactional leadership style focuses on sticks and carrots to achieve the desired performance (Westergaard-Nielsen, 2014). Transactional leaders provide reward employees for doing what the leaders want them to do or sanction them if their work effort is unsatisfactory. On the contrary, transformational leaders transform employees' mindsets to achieve the desired performance (Westergaard-Nielsen, 2014).

However, transactional leadership has downsides. When leaders insert sanctions to discourage unwanted behaviours, employees may resent work (Sundi 2013). Hence, a combination of transaction and transformational leadership may help to promote employee motivation whist improving employees' performance (Westergaard-Nielsen, 2014).

Scholars have discussed several distinguishing roles of transactional leaders in achieving the desired employees' motivation. The first role of a transactional leader is rewarding positive performance. Jacobsen and Anderson (2013) assert that transactional leaders should reward employees when performance results match with the targets. Jacobsen and Anderson (2013) further stipulate that leaders should reward employees based on the level of job performance. Similarly, Rainey (2009) points out that the employees' efforts should determine the amount of rewards provided.

Bass et al. (2003) emphasizes that a transactional leader should specify the exact reward that will be provided when the task is performed effectively. Westergaard-Nielsen (2014) posits that leaders should provide positive feedback to employees. Westergaard-Nielsen (2014) and Trottier et al. (2008) further stipulate that underperforming employees should be punished.

Based on synthesis of theoretical literatures of scholars such as Bass et al. (2003), Trottier et al. (2008), Rainey (2009), Jacobsen and Anderson (2013), and Westergaard-Nielsen (2014), I have developed a framework to show the roles of transactional leadership in employee performance. The constructs are summarized in Table 2.2.

Table 2.2 Transactional Leadership for Employee Performance

Variable	Constructs	Roles of Transformational Leadership	Performance
Transactional Leadership	Contingent Rewards	Rewarding employees when they meet and exceed performance targets	Task performance
		Rewarding employees based on performance levels	Task performance
		Specifying the exact reward that will be provided when the task is performed effectively.	Task performance
		Providing positive feedback to employees	Task performance
		Punishing underperforming employees	Task Performance
		Taking steps to deal with poor performers	Task Performance

Source: Based on synthesis of Bass et al. (2003), Trottier et al. (2008), Rainey (2009), Jacobsen and Anderson (2013), and Westergaard-Nielsen (2014)

2.2.3 Theoretical Literature on Leadership Strategies for Employee Performance

Scholars have discussed various leadership strategies that can help to improve employees' performance.

(i) Training Strategies

Improving employees' performance required application of appropriate leadership strategies. One of the sustainable strategies for improving employees' performance is provision of human resource training. Employees require appropriate skills to improve performance (Spector, 2013). Training can help to stimulate employees' engagement in task performance (Guo et al., 2013).

There are various indicators for measuring the level of employees' motivation in organizations. The first indicator is employee engagement. Employee engagement is the state of dedication of an employee towards the job (Hayati, Charkhabi & Naami, 2014). Among the dimensions of employee engagement is absorption, vigor and dedication. Absorption is state of being concentrated on the job(Bakker & Demerouti, 2007). Vigor means investing energy and mental resilience while working (Schaufeli & Bakker, 2004). Another dimension of employee engagement is dedication. Dedication is a sense of commitment, insipration and pride towards the job (Schaufeli & Bakker, 2004).

Training can also help to improve employees' loyalty. Employees who are loyal are ready to invest efforts and share success in the organization. Another characteristic of employee loyalty is willingness to remain working in the organization, showing care to the future of the organization (Urošević, Milijić, Maljković, & Karabašević, 2016).

(ii) Performance Management Strategies

One of the leadership strategies for improving performance is formulation and implementation of performance management strategies. Performance strategies should be geared to motivate employees (Burns & Christie, 2013). Peformance management strategies should involve performance reviews. Periodic feedback should be provided to employees in order to gain better understanding of progress of performance (Thomas & Rowland, 2014). Employees need to

understand how their performance contributes to organization mission and vision. Feedback in form of monthly meetings can help to improve performance (Opping et al., 2017).

2.2.4 Theoretical Literature on Leadership Chalenges Affecting Employee Performance

Theoretical literature indicates several leadership challenges that affect employees' performance.

(i)   Lack of Performance Management Strategies

One of the leadership challenges that affect employees' performance is lack of clear strategies for managing employees' performance (Holland & Weather, 2013). The implication of lacking performance management strategies is performance challenges such as absenteeism from work and low employees' productivity (Khedhaouria et al., 2017).

2.3 Empirical Literature Review

2.3.1 Leadership Challenges that Undermine Employee Performance

The first objective is this study is to explore leadership challenges that undermine employee performance. Studies have shown various challenges that affect employees' performance. A study by Kalu, Okpokwasili and Ndor (2018) assessed challenges faced by leaders in improving job performance of subordinates. The study indicates various challenges such as lack of reporting on part of subordinates, high performance expectations of leaders about performance of subordinates, negative attitude of subordinates towards leaders, difficulties in discplining underperforming employees.

Another study by Myrtle (2018) identified various leadership challenges such as lack of clear vision, lack of leadership skills to motivate employees, and lack of open mindset to allow learning new ideas.

Furthermore, Lerra (2015) assessed leadership challenges to transform quality education in public universities in Ethiopia. The study identified several challenges including lack of commitment of followers, limited collaboration of different stakeholders, lack of competence of followers, shortage of resources, and limited institutional autonomy.

2.3.2 Impact of Leadership Styles on Improvement of Employee Performance

The second objective of this study is to identify leadership styles that can be applied by the management to improve employees' performance. This sub-section presents review of studies the highlight the role transformational and transactional leadership styles on employee performance.

Studies demonstrate the role of transformational leadership towards effective task performance. Arman, Wardi and Evanita, (2018) assessed effects of transformational leadership towards work motivation at the State University of Pandang in Japan. The revealed that transformational leadership has significant effect on employee motivation of performance performance. The major strengths of the study by Arman et al. (2018) is that it has used regression analysis which has helped to measure effects of transformational leadership on motivation. However, the study has not clearly shown the indicators used to measure transformational leadership.

Similarly, Andriani et al. (2018) analysed the influence of transformational leadership on teacher motivation in Palembang City in Indonesia. The study findings have shown that transformational leadership has significance influence on teachers' motivation. However, the study has not shown specific measures of transformational leadership.

Another study by Miller (2020) assessed leadership styles in policing and officer's job satisfaction among upper midwest police depertments 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 depertments investigated prefered to use the transformational leadership styles. The findings further revealed that the transformational leadership elements of insiprational motivation and idealised influence were found to be more influencial.

Similar to Miller (2020), a study by Decker (2018) assessed transformational leadership practices and police officers' job satifsaction and organisational commitment in New Jersey in the USA. The study employed descriptive correlation design. The study involved a sample size of 166 police officers. The study found that the New Jersey Police Department largely used transformational leadership style elements including inspirational motivation, idealised influence, and individualised consideration. However, studies by Miller (2020) and Decker (2018) have not established whether or not transformational leadership style has significant role towards employee performance.

Omar (2011) examined the influence of transformational leadership on organisational performance in Argentina. The survey involved 218 employees in public sector organisation. Findings showed that transformational leadership under inspirational motivation increased job satisfaction, which leads to improved public sector performance. These findings mean that applicability of inspirational motivation influences public sector performance in Argentina.

In Asia, several studies have shown the role of transformational leadership style on employee performance. Shafi, Zoya, Lei, Song and Sarker (2020) assessed the effect of transformational leadership on employee creativity among Information Technology organizations in Pakistan and revealed that idealized influence, intellectual stimulation and insiprational motivation have great influence on organizational innovation and employee creativity. This study was limited to

employees' creativity. Hence, its findings are not adquate to explain influence of transformational leadership on employee motivation.

Hayati et al. (2014) assessed relationship between transformational leadership and work engagement among nurses employed in government hospitals in Iran. The study applied regression analysis to establish relationship between variables and found that transformational leadership components (intellectual stimulation, idealized influence, inspirational motivation and individualized consideration) have significance influence on employees' engagement aspects namely vigor, dedication and absorption.

Bastari, Eliyana and Wijayanti (2020) assessed effects of transformational leadership styles on job performance with employee motivation as a mediator among state owned enterprises in Indonesia. The study found that transformational leadership has significant influence on job performance through mediation of employee motivation.

Various studies have highlighted the impact of transformational leadership on employee contextual performance. Pradhan and Pradhan (2015) examined relationship between transformational leadership and followers' organizational commitmment and their contextual performance across 18 Information Technology (IT) comapanies in India. Results from regression model indicate that transformational leadership has significance impact on context performance. The major limitation of this study is that measures of transformational leadership were not specified. Hence, the study has not shown how various components of transformational leadership influence contextual performance.

Several studies done in various countries in Africa have highlighted the role of transformational leaders in task performance. In Africa, for instance Nigeria, David (2014) concluded that while

transformational leadership has potential influence on public sector performance, the leadership style is hardly applied. However, the study did not clearly indicate the main constructs of transformational leadership. Moreover, the study has not established the role of transformational leadership on employees' motivation.

Ngaithe et al. (2016) assessed effects of idealized influence and insiprational motivation on employee performance among state owned enterprises in Kenya. The study found that inspirational motivation and idealized influence have significant influence on employee performance. The major limitation of the study by Ngaithe et al. (2016) is that it only assessed to indicators of tranformational leadership style. It left knowledge gaps on other ondicators including intellectual stimulation and individualized consideration.

In Tanzania, studies have investigated transformational leadership. Golyama (2018) examined the influence of transformational leadership on performance of regional commissioners' offices in Tanzania. The study examined the influence of transformational leadership in terms of four indicators namely intellectual stimulation, inspirational motivation, idealized influence and individualized consideration. Golyama (2018) has indicated that insiprational motivation and intellectual stimulation have significance influence on performance. The current study will benchmark a questionnaire of Golyama (2018) to formulate questionnaire items for transformational leadership.

Mwombeki (2017) assessed effects of transformational, transactional, autocratic and laissez fair leadership styles on employees' performance. Findings of the study have shown that transactional, autocratic and laissez fair leadership styles were influential towards employee performance at different levels of the organization. However, findings of the study have not shown the influence of transformational leadership towards employee performance.

2.3.3 Leadership Strategies for Improvement of Employee Performance

The third objective of the study is to determine leadership strategies required to improve employee performance. This sub-section presents studies that indicate leadership strategies for improving employees' performance.

Studies confirm various leadership strategies for improvement of employee performance. Studies attest that training strategies help to improve employee performance. Gikonyo (2017) assessed employee performance in county governments in Kenya and confirmed that county leadership should ensure provision of training of public employees in order to improve necessary knowledge and skills. Similarly, Elias-Fatile (2021) assessed leadership strategies for improving employees' performance in public sector in Nigeria. The study indicates that public sector leaders and managers should promote provision of on-job training to improve employees' performance. Additionally, Sonko (2018) assessed leadership strategies for improving employees' performance in insurance sector in the USA. The study indicates that management and leadership of insurance companies should implement training, coaching and counselling sessions to improve both task and contextual performance of employees.

Studies also recommend performance management strategies. Gikonyo (2017) indicates that management and leadership of county governments should conduct annual performance appraisal to evaluate performance of employees and identify strengths and weaknesses that can have potential effects on employee performance. Sonko (2018) assessed leadership strategies for improving emplpoyees' performance in insurance sector in USA. The study reveals that leadership should set goals to specify direction of the organization.

Some studies proposed strategic leadership. Zia-ud-Din et al. (2017) assessed impact of strategic leadership on employee performance in Pakistan. The study indicates that strategic leadership and work engagement have significant effect on improving employee performance.

2.4 Knowledge Gaps

Literature review shows that various studies have attested the impact of leadership on employees' performance. Most studies have focused on transformational leadership (Omar, 2011, David, 2014; Hayati et al., 2014; Pradhan & Pradhan, 2015; Decker, 2018; Miller, 2020; Bastari et al., 2020; Shafi et al., 2020; Ngaithe et al., 2016). Moreover, none of these studies were done in Local Government Authorities (LGAs).

A few studies have assessed leadership strategies for improving employees' performance (Zia-ud-Din et al., 2017; Gikonyo, 2017; Sonko, 2018). These studies were done in the context of LGAs. The current study has extentended the knowledge of leadership by assessing the impact of leadership on improving employees' performance in Ngorongoro District Council.

2.5 Theoretical Frameworks

This study was guided by two theories. The first one was transformational leadership theory while the second one was transactional leadership theory.

2.5.1 Transactional Leadership Theory

Transactional leadership assumes that use of appropriate incentives may help to align the self-interest of individual employees with the interest of the organization (Westergaard-Nielsen, 2014). Core to this logic is this theory is that performance incentives should conditional. Such incentives should include rewards for positive behaviours and sanctions for negative and undesired behaviours. Whether employees are given a reward or sanctions, such incentives should relate directly to their specific performance or effort.

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 transactional 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.

Transactional leadership theory was relevant to this study because it guided assessment of the role of transactional leadership styles on employees' performance. Transactional leadership theory was used to guide formulating questionnaire items for the second research. Transactional leadership theory has guided construction of independent variables for conceptual framework as it shown in Figure 2.1.

2.5.2 Transformational Leadership Theory

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 by doing the following. 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).

(i) Intellectual Stimulation

Intellectual Stimulation is a component of transformation leadership which emphasizes on ability of a leader to stimulate intellectual capacity of employees or followers. It involves activities such as allowing followers to challenge ideas of the leaders and ideas of each other. A transformational leader encourages followers to be creative rather than imposing ideas (Golyama, 2018).

(ii) Inspirational Motivation

This means transformational leaders should motivate employees to achieve goals. Inspirational motivation behaviours including motivating employees to achieve goals, setting clear vision to followers (Sarros & Santora, 2001).

(iii) Idealized Influence

Idealized influence means the transformational leaders should act as role models to the followers. Idealized influence behaviours including showing ethical conduct, showing respect to followers and showing self-confidence (Hayati et al., 2014).

(iv) Individualized Consideration

Individualized consideration is a component of transformational leadership that measures ability of a leader to consideration individual needs of employees. Individualized consideration is indicated by activities such as treating individual employees' as important to the organization (Sarro and Santora, 2001), and considering individual needs of employees as well as recognizing individual efforts of employees (Karamat, 2013).

Transformational leadership theory was relevant to this study because it has guided analysis of the role of transformational leadership towards improvement of employees' performance.

2.6 Conceptual Framework

LEADERSHIP STYLES	EMPLOYEE PERFORMANCE

TRANSFORMATIONAL LEADERSHIP STYLE
1: Clear vision
2: Resource support
3: Promoting Employee Ideas
4: Setting Examples
5: Individual Needs
6: Supporting Employee Efforts

-Team work
-Communication
-Timely completion of tasks
-Decision making

Transactional Leadership Style
1: Rewarding Performance
2: Clarifying Tasks
3: Disciplinary Measures
4: Immediate Response to Problems
5: Constructive Feedback

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┌─────────────────────────────────────┐
│ **Servant Leadership Style**         │
│ 1: Self accountability               │
│ 2: Valuing employees                 │
│ 3: Collaborating with employees      │
│ 4: Consulting public opinion         │
│ 5: Rewarding committed employees     │
│ 6: Serving public needs              │
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Figure 2.1 Conceptual Framework

Source: Researcher (2022)

Figure 2.1 show that this study assessed the influence of independent variable towards the dependent variable. The independent variable was composed of leadership styles (transformational, transactional and servant leadership styles). The dependent variable was employee performance and its three elements (task performance, adaptive performance, and contextual performance).

The variable of transformational leadership was measured by six indicators namely Clear vision, Resource support, Promoting Employee Ideas, Setting Examples, Individual Needs, and Supporting Employee Efforts. The variable of transactional leadership was measured by six indicators which included clarifying tasks, rewarding performance, disciplinary measures, immediate response to problems, constructive feedback to performance and appraising performance.

The variable of servant leadership was measured by six indicators including serving needs of the public, collaboration with subordinates, taking accountability, recognizing the value of

subordinate employees, rewarding committed employees and consulting public opinion in evaluating employee performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents research methodology that was used to assess the impact of leadership on employees' performance. The chapter includes research design, research approach, population and sample size, sampling strategy, data collection methods, pilot study, validity and reliability and ethical considerations.

3.2 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). The study has applied descriptive-correlation design in the following manner. First descriptive design was applied to describe the independent and dependent variables. Then regression analysis was applied establish impact of independent variable (leadership styles) on dependent variable (employee performance). Descriptive-correlation design involved use quantitative methods in data collection and analysis.

3.3 Study Population

This study was based on the population of 479 employees working at Ngorongoro District Council in Arusha Region. The organization is composed of 290 males and 189 females who are working in various departments. The Sample size was determined by using the following formula. proposed by Israel(2009)

$$n = \frac{N}{1 + N\,(e^2)}$$

Where n= sample size

N= Population which is 479 employees

e²= margin error which is 0.05 (5%)

$$n = \frac{479}{1 + 479\,(0.05^2)}$$

$$n = 218$$

Therefore the study targeted to involve a sample size of 218 respondents drawn from the population of 479 employees working at Ngorongoro District Council. However, only 192 (88%) respondents participated in this study.

3.4 Study Area

This study was conducted in Ngorongoro District Council in Arusha Region. Ngorongoro District Council is one of the local government authorities in Tanzania. The organization employs 479 employees who work in 13 departments.

3.5 Sampling Design

The respondents of this study were selected by using simple random sampling. Simple random sampling is the type of probability sampling method through which every member of the population has an equal chance of being selected in research study. Simple random sampling ensured selection of a representative sample from the study population. Simple random sampling was administered by using the following procedures.

The first procedure was creation of a sampling frame. A sampling frame was created by listing all 479 members of the population on a sampling frame. The second procedure was assigning serial numbers to each member of the population. The third step was selecting respondents by using a table of random numbers.

3.6 Methods of Data Collection

Data were collected by using structured questionnaires. A questionnaire is informally administered whereby all respondents are asked similar questions with similar choices to respondent to the questions (Sauro & Lewis, 2012). The questionnaire technique is used to collect data from a large area and a large population. Information generated can be verified and

crosschecked against the information collected using other methods. Questionnaires are generally less expensive and do not consume a lot of time in the administration (Kothari, 2004).

In this study, the questionnaire technique was used to collect data from 192 respondents. The question was designed using closed ended items with coded responses using five-point Likert scale for measuring perceived levels of agreements among respondents (1=Strongly Disagree, 2=Disagree, 3=Neither Agree Nor Disagree, 4=Agree, 5=Strongly Agree).

Questionnaire was distributed by the researcher at the offices of Ngorongoro District Council. Questionnaires were self administered by respondents. Respondents were given 5 days to fill questionnaire. Then, the researcher went back to collect the filled questionnaires.

3.7 Pilot Study

A two-day pilot study was conducted to test the questionnaires before data collection. Pretesting was done in Arusha City. Pretesting was with 30 employees who were selected in Arusha City Council. Questionnaire was distributed to the respondents. Respondents were asked to answer the questions. During pre testing, respondents were instructed to identify questions which are clear and questions which are not clear. Unclear questions were improved after the pilot study.

3.8 Data Analysis

Quantitative methods and procedures were employed to analyzed data. Data were processed on SPSS. First responses were coded based the Likert Scale and constructs used to measure each variable. Then data were entered on the SPSS according the items for each research question.

Then, data analysis was done by using descriptive statistics and regression. Descriptive statistics (mean and standard deviation) were used to analyze data for the first, second and third research questions.

Then, regression analysis was applied to test hypothesis in order to establish the impact of leadership styles on improvement of employee performance. Regression analysis results were interpreted by using the following criterion used by Hayati, Charkhabi andNaami, (2014) who stated that research tends to accept that there is significant effect when $p \leq 0.05$. This means acceptable levels of significance have been achieved.

3.9 Ethical Considerations

This research complied with research ethics. The first research ethics is obtaining a research clearance form accredited academic/research institution. Research clearance was obtained from the Director of Post Graduate Studies in IAA. Then the clearance letter was submitted to Ngorongoro District Council to obtain research permission.

The second research ethics is informed consent. After obtaining a written permission from Ngorongoro District Council, the researcher obtained a written consent from respondents. Respondents were informed about objectives of the study, and then were asked to sign a written consent form with confidentiality agreement.

The third research ethics is anonymity. Respondents were not required to mention their names in the questionnaire forms. Moreover, respondents filled questionnaire forms in the absence of the researcher.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter is about presentation and discussion of findings about a study on assessment of

the impact of leadership on improvement of employees' performance in Ngorongoro District

Council in Arusha Region. Findings are based on data collected from opinions of 192 respondents selected from Ngorongoro District Council. The respondents represented 88% of the targeted sample size. The chapter is organized into three sections which include presentation of findings, discussion of findings and summary of findings.

4.2 Presentation of Study Findings

Presentation of findings is organized into five sub-sections. Sub-section 4.2.1 is about distribution of respondents' characteristics. Sub-section 4.2.2 is about findings for the first research objective about leadership challenges that undermine employee performance at Ngorongoro District Council.Sub-section 4.2.3 is about findnings for the second objective on assessment of leadership styles that can be applied by the management to facilitate improvement of employee performance at Ngorongoro District Council. Sub-section 4.2.4 is about findings for the third research objective which was to determine leadership strategies required to improve employee performance at Ngorongoro District Council. Sub-section 4.2.5 is about findings for the fourth objective which was to establish the impact of leadership styles on employee performance at Ngorongoro District ouncil.

4.2.1   Respondents' Characteristics

This study involved respondents with diverse characteristics such as gender, age, education levels, job positions and years served in the organization. Findings are presented in Tables 4.1 to 4.5.

Table 4.1 Distribution of Respondents by Gender

Gender	Frequency	Percent (%)
Males	115	59.9
Females	77	40.1
Total	**192**	**100**

Source: Field Data (2022)

Findings presented in Table 4.1 show that 59.9% (115) of the respondents were males while

40.1% (77) were females. These findings denote that most of the respondents of this study were

males.

Table 4.2 Distribution of Respondents by Age

Age Groups	Frequency	Percent (%)
20-29 Years	24	12.5
30-39 Years	63	32.8
40-49 Years	93	48.4
50-59 Years	12	6.3
Total	**192**	**100**

Source: Field Data (2022)

Findings that are presented in Table 4.2 show that this study was represented by respondents

with diverse age groups. 20-29 age group comprised 12% (24) of the respondents; 30-39 age

group comprised of 32.8% (63) of the respondents; 40-49 age group comprised of 48.4% (93)

of the respondents and 50-59 age group comprised of 6.3% (12) of the respondents.

Table 4.3 Distribution of Respondents by Education Levels

Education Levels	Frequency	Percent (%)
Secondary Education	5	2.6
Certificate of Technical Education	49	25.5
Diploma	63	32.8
Bachelor Degree	67	34.9
Master Degree	8	4.2
Total	**192**	**100**

Source: Field Data (2022)

Findings that are presented in Table 4.3 show that this study was represented by respondents

with various education levels. Findings show that 2.6% (5) held Secondary Education

Certificates; 25.5% (25) held Certificates of Technical Education; 32.8% (63) held Diploma Education; 34.9% (67) held Bachelor Degrees, and 4.2% (8) held Master Degrees.

Table 4.4 Distribution of Respondents by Job Positions

Job Positions	Frequency	Percent (%)
Heads of Departments	8	4.2
Subordinate Employees	184	95.8
Total	**192**	**100**

Source: Field Data (2022)

Findings presented in Table 4.4 show that 4.2% (8) of the respondents were heads of departments while 95.8% (184) were subordinate employees. These findings indicate that this study was represented by both leaders and followers who work at Ngorongoro District Council.

Table 4.5 Distribution of Respondents by Years of Work

Years of Work	Frequency	Percent (%)
1-5 Years	15	7.8
5-10 Years	57	29.7
More than 10 Years	120	62.5
Total	**192**	**100**

Source: Field Data (2022)

Findings in Table 4.5 show that this study included respondents with varied years of work at Ngorongoro District Council. 7.8% (15) said that their years of work ranged from 1 to 5 years; 29.7% (57) said their years of work ranged from 5 to 10 years, and 62.5% (120) said they have been working for over 10 years. These findings indicate that this respondents involved respondents with experience in working at Ngorongoro District Council. Hence, they were able to share informed opinion about leadership challenges affecting employee performance at Ngorongoro District Council.

4.2.2 Leadership Challenges that Undermine Employee Performance

The first research objective was to ascertain leadership challenges that undermine employee performance at Ngorongoro District Council. The study ascertained three types of challenges namely interpersonal challenges, institutional challenges and leadership training challenges.

The findings were presented in descriptive statistics compsing of mean values and standard deviations. Mean values were interpreted by using the following scale: Mean values from 1.00 to 1.80 were interpreted as Strongly Disagree. Mean values from 1.81 to 2.60 were interpreted as Disagree. Mean values from 2.61 to 3.40 were interpreted as Neither Agree Nor Disagree. Mean values from 3.40 to 4.20 were interpreted as Agree. Mean values from 4.21 to 5.00 were interpreted as Strongly Agree.

Table 4.6 Interpersonal Leadership Challenges that Undermine Employee Performance at Ngorongoro District Council

SN	Items	N	Mean	S.D	Interpretation
1	Negative attitudes of subordinates towards leaders	192	3.9792	.68613	Agree
2	Weak communication between leaders and subordinates	192	4.0313	.85557	Agree
3	Lack of mutual interests between leaders and subordinate employees	192	4.2552	.76745	Strongly Agree
4	Lack of agreement on performance targets between leaders and subordinate employees	192	4.2396	.99995	Strongly Agree

Source: Field Data (2022)

Findings that are summarized in Table 4.6 show that the study sought to ascertain four interpersonal leadership challenges that undermine employee performance at Ngorongoro District Council. Findings show that respondents agreed that negative attitudes of subordinates towards leaders is a challenge that undermine employee performance (M= 3.9792, S.D= 0.68613).

Findings that are presented in Table 4.6 also show that respondents agreed that weak communication between leaders and subordinates is an interpersonal leadership challenge that undermine employee performance at Ngorongoro District Council (M=4.0313. S.D= 0.85557).

Findings that are presented in Table 4.6 also show that respondents strongly agreed that Lack of mutual interests between leaders and subordinate employees is an interpersonal leadership challenge that undermine employee performance at Ngorongoro District Council (M= 4.2552, S.D= 0.76745).

Findings that are presented in Table 4.6 also show that respondents strongly agreed that lack of agreement on performance targets between leaders and subordinate employees is an interpersonal leadership challenge that undermine employee performance at Ngorongoro District Council (M= 4.2396, S.D= 0.99995).

To sum up, findings presented in Table 4.6 show that interpersonal leadership challenges such as lack of mutual interests between leaders and followers, lack of agreement on performance targets, negative attitudes, and weak communication between leaders and followers undermine employee performance at Ngorongoro District Council.

Table 4.7 Institutional Challenges that Undermine Employee Performance at Ngorongoro District Council

SN	Items	N	Mean	S.D	Interpretation
1	Lack of institutional autonomy	192	4.3073	.79550	Strongly Agree
2	Leading under resource scarcity	192	4.3490	.91988	Strongly Agree
3	Difficulties in motivating subordinates to meet performance targets	192	3.8490	.59939	Strongly Agree
4	Lack of clear leadership vision for employee development	192	3.6458	.75860	Strongly Agree

Source: Field Data (2022)

Findings presented in Table 4.7 show that this study sought to ascertain four institutional challenges that undermine employee performance at Ngorongoro District Council. Findings

show that respondents confirmed all four institutional challenges. As it is shown in Table 4.7 respondents strongly agree that lack of institutional autonomy is a leadership challenge that undermine employee performance at Ngorongoro District Council (M= 4.3073, S.D= 0.79550).

Findings presented in Table 4.7 also show that respondents strongly agreed that leading under resource scarcity is a leadership challenge that undermine employee performance at Ngorongoro District Council (M= 4.3490, S.D= 0.79550).

Findings presented in Table 4.7 reveal that respondents agreed that difficulties in motivating subordinates to meet performance targets scarcity is a leadership challenge that undermine employee performance at Ngorongoro District Council (M= 3.8490, S.D= 0.59939).

Findings presented in Table 4.7 indicated that agreed lack of clear leadership vision for employee development is a leadership challenge that undermine employee performance at Ngorongoro District Council (M= 3.6458, S.D= 0.75860).

To sum up, findings presented in Table 4.7 show that employee performance at Ngorongoro Distrct Council is undermined by institutional challenges such as lack of autonomy, scarcity of resources, difficulties in motivating employees and lack of clear leadership vision.

Table 4.8 Training Challenges that Undermine Employee Performance at Ngorongoro District Council

SN	Items	N	Mean	S.D	Interpretation
1	Lack of training on application of leadership styles for employee performance	192	3.8906	.58203	Agree
2	Lack of training on leadership strategies for employee performance	192	3.5000	1.04856	Agree
3	Lack of training on succession leadership	192	3.5156	1.08283	Agree
4	Lack of training on managerial leadership	192	4.0208	.69371	Agree

Source: Field Data (2022)

Findings that are presented in Table 4.8 show that respondents agreed with all four training challenges. The most cited training challenge was lack of training on managerial leadership (M= 4.0208, S.D= 0.69371). This was followed by lack of training on application of leadership styles (M= 3.8906, S.D= 0.58203). The third most cited leadership challenge was lack of training on succession leadership (M= 3.5156, S.D= 1.08283). The least cited challenge was lack of training on leadership strategies for employee performance (M= 3.5000, S.D= 1.04856).

To sum up, findings presented in Table 4.8 show that respondents agreed that employee performance at Ngorongoro District Council is undermined by leadership training challenges such as lack of training in succession leadership, lack of training in application of leadership styles, lack of training in managerial leadership and lack of training in leadership strategies.

4.2.3 Appropriate Leadership Styles for Improving Employee Performance

The second objective of the study was to find out appropriate leadership styles for improvement of employee performance at Ngorongoro District Council. This sub-section presents respondents' perceptions about appropriate leadership styles for employee performance. Respondents were asked to indicate their levels of agreements about three leadership styles namely transformational leadership, transactional leadership and servant leadership.

The findings were presented in descriptive statistics compsing of mean values and standard deviations. Mean values were interpreted by using the following scale: Mean values from 1.00 to 1.80 were interpreted as Strongly Disagree. Mean values from 1.81 to 2.60 were interpreted as Disagree. Mean values from 2.61 to 3.40 were interpreted as Neither Agree Nor Disagree. Mean values from 3.40 to 4.20 were interpreted as Agree. Mean values from 4.21 to 5.00 were interpreted as Strongly Agree.

Table 4.9 Appropriateness of Transformational Leadership Style for Employee Performance at Ngorongoro District Council

SN	Items	N	Mean	S.D	Interpretation
1	Leaders should set clear vision for human resource development	192	4.1198	.71720	Agree
2	Leaders should support employees with necessary resources to ensure effective task performance	192	4.2552	.73254	Strongly Agree
3	Leaders should welcome ideas of subordinate employees	192	4.3437	.69143	Strongly Agree
4	Leaders should set good examples to subordinate employees	192	4.2240	.68404	Strongly Agree
5	Leaders should consider individual needs of subordinate employees	192	4.0052	.81541	Agree
6	Leaders should support efforts of subordinate employees	192	3.7917	.75774	Agree

Source: Field Data (2022)

Findings presented in Table 4.9 show that respondents confirmed their agreement about six indicators of transformational leadership style. Respondents agreed that leaders should set clear vision for human resource development (M= 4.1198, S.D= 0.71720). Findings show that respondents agreed that leaders should consider individual needs of subordinate employees (M= 4.0052, S.D= 0.81541). Findings also show that respondents agreed that leaders should support guidance and couselling for subordinates (M= 3.7917, S.D= 0.75774).

Findings also show that respondents strongly agreed leaders should support employees with necessary resources to ensure effective task performance (M= 4.2552, S.D= 0.73254). Findings presented in Table 4.9 also indicate that respondents strongly agreed that leaders should welcome ideas of subordinates (M=4.3437, S.D= 0.69143). Moreover, respondents strongly agreed that leaders should set good examples to subordinate employees (M= 4.2240, S.D= 0.68404).

Findings presented in Table 4.9 show that respondents confirimed transformational leadership style attributes such as role modeling, supporting needs of followers, setting clear vision and

provision of resources, are necessary for improving performance of employees at Ngorongoro

District Council.

Table 4.10 Appropriateness of Transactional Leadership Style for Employee Performance at Ngorongoro District Council

SN	Items	N	Mean	S.D	Interpretation
1	Leaders should clarify task requirement to subordinate employees	192	4.1094	.71155	Agree
2	Leaders should reward subordinate employees that exceed performance expectations	192	4.2604	.74137	Strongly Agree
3	Leaders should take immediate disciplinary actions against unethical employees	192	4.3542	.69371	Strongly Agree
4	Leaders should responds to performance problems that require immediate solutions	192	4.2188	.68190	Strongly Agree
5	Leaders should provide constructive feedback to employees	192	3.9948	.80896	Agree
6	Leaders should appraisal performance of subordinate employees	192	4.0625	.76319	Agree

Source: Field Data (2022)

Findings presented in Table 4.10 show that respondents confirmed their agreement about six

indicators of transactional leadership style. Findings show that respondents agreed that leaders

should clarify task requirements to subordinate employees (M= 4.1094, S.D= 0.71155). Findings

also show that respondents agreed that leaders should provide constructive performance

feedback to subordinate employees (M= 3.9948, S.D= 0.80896). Findings also show that

respondents agreed that leaders should apprais performance of subordinate employees (M=

4.0625, S.D= 0.76319).

Moreover, findings presented in Table 4.10 show that respondents strongly agreed that leaders

should take immediate disciplinary actions against unethical employees (M= 4.3542,

S.D=0.69371). Findings also show that respondents strongly agreed that leaders should reward

subordinate employees that exceed performance expectations (M= 4.2604, S.D= 0.74137). Furthermore, findings also indicate that leaders should respond to performance problems that require immediate solutions (M= 4.2188, S.D= 0.68190).

Generally, findings presented in Table 4.10 show that respondents confirmed that transactional leadership style is appropriate for improving performance of employees working at Ngorongoro District Council. Transactional leadership style is appropriate for improving employee performance through clarifying task performance, rewarding best performers, taking disciplinary measures against unethical employees, responding to performance problems, provision of constructive feedback and appraising performance of employees.

Table 4.11 Appropriateness of Servant Leadership Style for Employee Performance at Ngorongoro District Council

SN	Items	N	Mean	S.D	Interpretation
1	Leaders should focus on serving needs of the public	192	4.2083	.72958	Strongly Agree
2	Leaders should collaborate with subordinate employees in serving public	192	4.1927	.80532	Agree
3	Leaders should be willing to take accountability for their mistakes	192	4.3646	.79422	Strongly Agree
4	leaders should consider subordinate employees as important assets in public service	192	4.2448	.75715	Strongly Agree
5	Leaders should consider public opinion regarding performance of subordinate employees in public service	192	4.2135	.85076	Strongly Agree
6	Leaders should facilitate promotion of subordinate employees who are committed in public service	192	4.4323	.69824	Strongly Agree

Source: Field Data (2022)

Findings presented in Table 4.11 show that respondents confirmed about all six attributes of servant leadership style. Findings show that respondents strongly agreed that leaders should

focus on serving public needs (M= 4.2083, S.D= 0.72958). Findings also show that respondents agreed that leaders should collaborate with subordinate employees in public service (M= 4.1927, S.D= 0.80532).

Findings also show that respondents strongly agreed that leaders should be willing to take accountability for their mistakes (M= 4.3646, S.D= 0.79422). Findings also reveal that respondents strongly agreed that leaders should consider subordinate employees as important assets to the organization. Additionally, findings indicate that respondents strongly agreed that leaders should consider public opinion regarding performance of subordinate employees in public service (M= 4.2135, S.D= 0.85076). Moreover, findings show that respondents strongly agreed that leaders should facilitate promotion of subordinate employees who are committed in public service (M= 4.4323, S.D= 0.69824).

Generally, findings presented in Table 4.11 indicate that respondents confirmed that servant leadership style is appropriate for improving performance of employees working at Ngorongoro District Council. Servant leadership style supports employee performance through focusing on public needs, collaboration with subordinate employees in public service, self accountability, considering public opinon in evaluation of employee performance, valuing subordinate employees and promoting committed employees.

4.2.4 Leadership Strategies for Improving Employee Performance

The third research objective was to determine leadership strategies required to improve employee performance at Ngorongoro District Council. This sub-section presents findings that describe respondents' opinions regarding leadership strategies for improving employee performance at Ngorongoro District Council. Four leadership strategies were assessed. They

included training strategies, resource-based strategies, management strategies and communication strategies.

The findings were presented in descriptive statistics compsing of mean values and standard deviations. Mean values were interpreted by using the following scale: Mean values from 1.00 to 1.80 were interpreted as Strongly Disagree. Mean values from 1.81 to 2.60 were interpreted as Disagree. Mean values from 2.61 to 3.40 were interpreted as Neither Agree Nor Disagree. Mean values from 3.40 to 4.20 were interpreted as Agree. Mean values from 4.21 to 5.00 were interpreted as Strongly Agree.

Table 4.12 Training Strategies for Employee Performance at Ngorongoro District Council

SN	Items	N	Mean	S.D	Interpretation
1	Leaders should ensure provision of employee training to improve task performance	192	4.1771	.77250	Agree
2	Leaders should provide coaching to new subordinates to improve task performance	192	4.1719	.71384	Agree
3	Leaders should mentor committed employees to pave a way for succession leadership	192	4.1823	.71856	Agree
4	Leaders should ensure employees are provided with on-the-job training	192	4.2500	.71630	Strongly Agree

Source: Field Data (2022)

Findings presented in Table 4.12 show that respondents confirmed about four leadership training strategies for improvement of employee performance. Findings show that respondents agreed that leaders should ensure provision of employee training for improvement of task performance (M= 4.1771, S.D= 0.77250). Findings also reveal that respondents agreed that leaders should provide coaching to new subordinate employees to improve task performance (M= 4.1719, S.D= 0.71384).

Furthermore, findings reveal that respondents agreed that leaders should mentor committed employees to pave way for succession leadership (M= 4.1823, S.D= 0.71856). Findings also show that leaders should ensure that new employees are provided with on-the job training (M= 4.2500, S.D= 0.71630).

Table 4.13 Resource Strategies for Employee Performance at Ngorongoro District Council

SN	Items	N	Mean	S.D	Interpretation
1	Leaders should mobilize and allocate adequate financial resources for execution of public services	192	4.0781	.72295	Agree
2	Leaders should ensure recruitment of qualified candidates for public service	192	4.1875	.72808	Agree
3	Leaders should ensure adequate working facilities are provided to subordinate employees in public service	192	3.9792	.93203	Agree

Source: Field Data (2022)

Findings presented in Table 4.13 show that respondents agreed about all three resource strategies which included mobilization of adequate financial resources for execution of public services (M= 4.0781, S.D= 0.72295), recruitment of qualified candidates for public service (M= 4.1875, S.D= 0.72808), and provision of adequate working facilities to subordinate employees (M= 3.9792, S.D= 0.93203).

Table 4.14 Managerial Leadership Strategies for Employee Performance at Ngorongoro District Council

SN	Items	N	Mean	S.D	Interpretation
1	Leaders should ensure regular appraisal of performance of subordinate employees	192	4.1771	.72350	Agree
2	Leaders should ensure that subordinate employees are provided with constructive performance feedback	192	4.0104	.93780	Agree
3	Leaders should set clear performance targets for subordinate employees	192	3.9896	1.13483	Agree

Source: Field Data (2022)

Findings presented in Table 4.14 show those respondents with managerial leadership strategies for improving employee performance. Findings show that respondents agreed that leaders should ensure regular appraisal of performance of subordinate employees (M= 4.1771, S.D= 0.72350). Findings also show respondents agreed that leaders should ensure that subordinate employees are provided with constructive performance feedback (M= 4.0104, S.D= 0.93780). Moreover, findings show that respondents agreed that leaders should set clear performance targets for subordinate employees (M= 3.9896, S.D= 1.13483).

Table 4.15 Communication Strategies for Employee Performance at Ngorongoro District Council

SN	Items	N	Mean	S.D	Interpretation
1	Leaders should listen opinion of subordinate regarding improvement of task performance	192	4.1875	.71356	Agree
2	Leaders should clarify expectations to subordinate employees	192	4.1563	.77023	Agree
3	Leaders should communicate based characteristics and experience of subordinates	192	4.1615	.71628	Agree
4	Leaders should organize regular meetings with subordinate employees	192	4.1719	.71384	Agree

Source: Field Data (2022)

Findings in Table 4.15 show that respondents agreed with all four communication strategies including listening to opinions of subordinates (M= 4.1875, S.D= 0.71356), clarifying performance expectations (M= 4.1563, S.D= 0.77023), communicate based on characteristics of subordinates (M= 4.1615, S.D= 0.71628), and organizing regular meetings with subordinates (M= 4.1719, S.D= 0.71384).

4.2.5   Impact of Leadership Styles on Improvement of Employee Performance

The fourth research objective is to establish the impact of leadership styles on employee performance at Ngorongoro District ouncil. This objective was achieved by testing hypothesis

to establish the impact of leadership styles on employee performance. Hypothesis was tested by using linear regression analysis at a significance level .05.

4.2.5.1 Impact of Tranformational Leadership Style on Employee Performance

The first hypothesis was tested to establish the impact of transformational leadership style on improvement of employee performance at Ngorongoro District Council. The following hypothesis was tested at a significant level of 0.05.

Ho1-Transformational Leadership has significant effect on improvement of employee performance at Ngorongoro District Council.

Hi1- Transformational Leadership does not have significant effect on improvement of employee performance at Ngorongoro District Council.

Table 16-1 Model Summary for Transformational Leadership and Employee Performance

Model Summary				
Mod el	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.306a	.093	.089	.35652
a. Predictors: (Constant), TransformationalLeadership				

Source: Field Data (2022)

According to the model summary, the value of R^2=.093. These results mean that transformational leadership style account for 93% in improvement of employee performance at Ngorongoro District Council (Table 4.16.1). This means that positive improvement of application of transformational leadership style will significantly cause improvement in employee performance by 93%.

Table 16-2 ANOVA for Transformational Leadership and Employee Performance

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.490	1	2.490	19.591	.000[b]
	Residual	24.151	190	.127		
	Total	26.641	191			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Transformational Leadership						

Source: Field Data (2022)

ANOVA helps to determine whether the regression model is significant enough to determine the outcomes. The ANOVA results show that $F_{(1, 190)} = 19.591$, p= .000$\geq$0.05. The significant value is below the tolerance level of 0.05 or 95% (Table 4.16.2). This means the model is significant to determine the impact of transformational leadership style on improvement of employee performance at Ngorongoro District Council.

Table 4.16-3 Coefficients for Impact of Transformational Leadership Style on Improvement of Employee Performance

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.667	.197		13.510	.000
	Transformational Leadership	.209	.047	.306	4.426	.000
a. Dependent Variable: Employee Performance						

Source: Field Data (2022)

Regression coefficients are used to show the impact of independent variable on dependent variable. The analysis helps to reject or accept the null hypothesis. If the significant is $<$ 0.05 then the null hypothesis is rejected. If significant is $>$ 0.05 then the null hypothesis is accepted.

To determine whether or not the independent variable of transformational leadership style is significant, the significant value of the regression is t=4.426, p= .000. The significant value (p) is $\leq$0.05 (Table 4.16.3). Hence, the null hypothesis is rejected and the alternative hypothesis is

confirmed. Therefore, this study establishes that transformational leadership style has significant impact on improvement of employee performance at Ngorongoro District Council.

4.2.5.2 Impact of Transactional Leadership Style on Employee Performance

The second hypothesis was tested to establish the impact of transactional leadership style on improvement of employee performance at Ngorongoro District Council. The following hypothesis was tested at a significant level of 0.05.

Ho2-Transactional Leadership has significant effect on improvement of employee performance at Ngorongoro District Council.

Hi2- Transactional Leadership does not have significant effect on improvement of employee performance at Ngorongoro District Council.

Table 17-1 Model Summary for Transactional Leadership and Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.464a	.215	.211	.33168
a. Predictors: (Constant), Transactional Leadership				

Source: Field Data (2022)

According to the model summary, the value of R^2=.215. These results mean that transactional leadership style account for 21.5% in improvement of employee performance at Ngorongoro District Council (Table 4.17-1). This means that positive improvement of application of transactional leadership style will significantly cause improvement in employee performance by 21.5%.

Table 17-2 ANOVA for Transactional Leadership and Employee Performance

ANOVAa					
Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**

1	Regression	5.739	1	5.739	52.171	.000[b]
	Residual	20.902	190	.110		
	Total	26.641	191			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Transactional Leadership						

Source: Field Data (2022)

The ANOVA results show that $F_{(1, 190)} = 52.171$, p= .000≥0.05. The significant value is below the tolerance level of 0.05 or 95% (Table 4.17-2). This means the model is significant to determine the impact of transactional leadership style on improvement of employee performance at Ngorongoro District Council.

Table 4.17-3 Coefficients for Impact of Transactional Leadership Style on Improvement of Employee Performance

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.065	.205		10.082	.000
	Transactional Leadership	.353	.049	.464	7.223	.000
a. Dependent Variable: Employee Performance						

Source: Field Data (2022)

To determine whether or not the independent variable of transactional leadership style is significant, the significant value of the regression is t=7.223, p= .000. The significant value (p) is ≤0.05 (Table 4.17-3). Hence, the null hypothesis is rejected and the alternative hypothesis is confirmed. Therefore, this study establishes that transactional leadership style has significant impact on improvement of employee performance at Ngorongoro District Council.

4.2.5.3 Impact of Servant Leadership Style on Employee Performance

The third hypothesis was tested to establish the impact of Servant leadership style on improvement of employee performance at Ngorongoro District Council. The following hypothesis was tested at a significant level of 0.05.

Ho3-Servant Leadership has significant effect on improvement of employee performance at Ngorongoro District Council.

Hi3- Servant Leadership does not have significant effect on improvement of employee performance at Ngorongoro District Council.

Table 4.18-1 Model Summary for Servant Leadership and Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.435[a]	.190	.185	.33708
a. Predictors: (Constant), Servant Leadership				

Source: Field Data (2022)

According to the model summary, the value of R^2=.190. These results signify that servant leadership style accounts for 19% in improvement of employee performance at Ngorongoro District Council (Table 4.18-1). This means that positive improvement of application of servant leadership style will significantly cause improvement in employee performance by 19%.

Table 4.18-2 ANOVA for Servant Leadership and Employee Performance

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.052	1	5.052	44.465	.000[b]
	Residual	21.589	190	.114		
	Total	26.641	191			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Servant Leadership						

Source: Field Data (2022)

The ANOVA results show that $F_{(1, 190)}$ = 44.465, p= .000≥0.05. The significant value is below the tolerance level of 0.05 or 95% (Table 4.18-2). This means the model is significant to

determine the impact of servant leadership style on improvement of employee performance at Ngorongoro District Council.

Table 4.18-3 Coefficients for Impact of Servant Leadership Style on Improvement of Employee Performance

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.201	.201		10.928	.000
	Servant Leadership	.312	.047	.435	6.668	.000
a. Dependent Variable: Employee Performance						

Source: Field Data (2022)

To determine whether or not the independent variable of servant leadership style is significant, the significant value of the regression is t=6.668, p= .000. The significant value (p) is ≤ 0.05 (Table 4.18-3). Hence, the null hypothesis is rejected and the alternative hypothesis is confirmed. Therefore, this study establishes that servant leadership style has significant impact on improvement of employee performance at Ngorongoro District Council.

4.3 Discussion of Findings

4.4.1 Discussion of Findings for Leadership Challenges that Undermine Employee Performance

The first research objective was to ascertain leadership challenges that undermine employee performance at Ngorongoro District Council. Findings have shown that employee performance is undermined by interpersonal leadership challenges such as lack of mutual interests between leaders and followers, lack of agreement on performance targets, negative attitudes, and weak

communication between leaders and subordinate employees (Table 4.6). These findings are similar to the previous findings of Kalu, Okpokwasili and Ndor (2018) who have also shown various challenges such as lack of reporting on part of subordinates, high performance expectations of leaders about performance of subordinates, negative attitude of subordinates towards leaders, and weak communication between leaders and subordinates.

With regards to lack of agreement on performance targets, findings of this study are consistency with a previous report by the National Audit Office on performance of LGAs in Tanzania. The audit report for financial year 2017/2018 has shown that Ngorongoro District Council is one the LGAs which has absence of performance appraisals (NAO, 2019).

Findings have shown that employee performance at Ngorongoro Distrct Council is undermined by institutional challenges such as lack of autonomy, scarcity of resources, difficulties in motivating employees and lack of clear leadership vision (Table 4.7). These findings are similar to previous study by Mfuru et al (2018) who have also shown that local government authorities in Tanzania lack institutional autonomy to make administrative and staffing decisions due to interference from elected political officials and control by the parent ministry. Lack of autonomy results to the challenge of difficulties in discplining unethical employees.

With regards to resources, findings of this study are in line with previous report of National Audit Office has shown that Ngorongoro District Council is one the LGAs with shortage of financial and human resources. This has resulted to decline of performance of employees which has resulted to poor organizational performance (NAO, 2019).

Findings have indicated that employee performance at Ngorongoro District Council is undermined by leadership training challenges such as lack of training in succession leadership,

lack of training in application of leadership styles, lack of training in managerial leadership and lack of training in leadership strategies (Table 4.8). These findings are in line with previous study by Theus (2019) who examined strategies for succession plannning among non-profit organisations in USA and found that lack formal succession leadership training of future leaders undermine capacity of leaders to facilitate the desirable performance. Similarly, another study by Murimi (2017) examined challenges hindering leadership succession plan among hotels in Kenya and found that employee performance is undermined by leadership training challenges such as lack of mentorship and coaching programmers.

4.3.2 Discussion of Findings about Appropriate Leadership Styles

The second objective of the study was to find out appropriate leadership styles for improvement of employee performance at Ngorongoro District Council. This study found that transformational leadership style was confirmed as appropriate style for improvement of employee performance. These findings are in agreement with previous findings of Wardi and Evanita, (2018) who assessed effects of transformational leadership towards work motivation at the State University of Pandang in Japan and revealed that transformational leadership has significant effect on employee motivation of performance performance.

Findings of this study have show transformational leadership can improve employee performance through setting clear vision for employee development (Table 4.6). These findings depict that employees require insipirational motivation to gain morale to improve performance. Connecting with the theory of transformational leadership, insipration motivation is an element of transformational leadership which requires that leaders should motivate employees to achieve goals. Some of the inspirational motivation behaviours include motivating employees to achieve goals, and setting clear vision to followers (Hayati et al. 2014).

Findings showed that servant leadership style was cited as appropriate leadership style for improvement of employee performance at Ngorongoro District Council. Findings showed that servant leadership style can improve employee performance through collaboration between leaders and subordinate employees. These findings are in line with *Code of Ethics and Conduct for Public Service in Tanzania* which requires team work between public servants. Similarly, Barbuto and Wheeler (2006) developed a conceptual framework for servant leadership which requires that leaders should consider subordinate employees as important resources to organizations.

This study also found that servant leadership styles facilitates improvement of employee performance through valuing and respecting subordinate employees as valuable assets to the organization. These findings are consistent with previous study by Hashim, Azizulah and Adnan (2019) who have also shown that servant leadership style has significant impact on ehancement of organizational performance through leadership behaviours such as wisdom, emotional healing and persuation.

4.3.3 Discussion of Findings about Appropriate Leadership Stragies for Employee Performance

Findings of this study revealed that respondents agreed that leaders should provide coaching to new subordinate employees to improve task performance. These findings are in line with previous findings of Sonko (2018) assessed leadership strategies for improving employees' performance in insurance sector in the USA, and indicated that management and leadership of insurance companies should implement training, coaching and counselling sessions to improve both task and contextual performance of employees. Similarly another study by Bwambo(2015)

also showed that public limited banks in Tanzania have written training plans which includes provision of coaching to employees.

Furthermore, findings revealed that respondents agreed that leaders should mentor committed employees to pave way for succession leadership. These findings are in agreement with previous study by Weisblat (2018) who assessed succession leadership training and showed that organizations require training for equipping leadership successors with appropriate leadership skills for performing leadership roles in the future.

Findings of this study also showed that leaders should ensure that new employees are provided with on-the job training. These findings are in line with a previous study by Nassazi (2013) and Abomeh and Peace (2015) who have also shown that training has positive influence on performance of employees among selected companies operating in Uganda and Nigeria respectively.

4.4 Summary of Findings

4.4.1 Summary of Findings for Leadership Challenges that Undermine Employee Performance

The first research objective was to ascertain leadership challenges that undermine employee performance at Ngorongoro District Council. Findings have shown three groups of challenges. Findings have shown that employee performance is undermined by interpersonal leadership challenges such as lack of mutual interests between leaders and followers, lack of agreement on performance targets, negative attitudes, and weak communication between leaders and subordinate employees (Table 4.6).

Findings have shown that employee performance at Ngorongoro Distrct Council is undermined by institutional challenges such as lack of autonomy, scarcity of resources, difficulties in motivating employees and lack of clear leadership vision (Table 4.7).

Findings have indicated that employee performance at Ngorongoro District Council is undermined by leadership training challenges such as lack of training in succession leadership, lack of training in application of leadership styles, lack of training in managerial leadership and lack of training in leadership strategies (Table 4.8).

4.4.2 Summary of Findings for Appropriate Leadership Styles for Improving Employee Performance

The second objective of the study was to find out appropriate leadership styles for improvement of employee performance at Ngorongoro District Council. Findings have shown that transformational leadership style is appropriate for improvement of employee performance through setting clear vision for employee development, supporting employees with necessary resources, welcoming new ideas of employees, setting good examples to subordinate employees, considering individual needs of subordinate employees and supporting efforts of subordinate employees (Table 4.9).

This study found that transactional leadership style is appropriate for improving performance of employees working at Ngorongoro District Council. Transactional leadership style is appropriate for improve employee performance through clarifying task performance, rewarding best performers, taking disciplinary measures against unethical employees, responding to performance problems, provision of constructive feedback and appraising performance of employees (Table 4.10).

This study found that respondents confirmed that servant leadership style is appropriate for improving performance of employees working at Ngorongoro District Council. Servant leadership style supports employee performance through focusing on public needs, collaboration with subordinate employees in public service, self accountability, considering public opinon in evaluation of employee performance, valuing subordinate employees and promoting committed employees (Table 4.11).

4.4.3 Summary of Findings for Leadership Strategies for Improving Employee Performance

The third research objective was to determine leadership strategies required to improve employee performance at Ngorongoro District Council. This study found four types of strategies. First training strategies such as coaching, mentorship and on-the-job training are necessary to improve employee performance (Table 4.12).

Secondly, this study found that employee performance at Ngorongoro District Council can be improved through resource strategies such as allocation of adquate financial resources, supplying employees with sufficient working facilities and recuriting qualified employees (Table 4.13).

Thirdly, this study found that employee performance at Ngorongoro District Council can be improved through managerial leadership strategies such as regular performance appraisal, provison of constructive performance feedback to subordinate employees and setting clear performance targets (Table 4.14).

4.4.4 Impact of Leadership Styles on Improvement of Employee Performance

The fourth research objective was to establish the impact of leadership styles on improvement of employee performance at Ngorongoro District Council. The findings from Table 4.16-3 have shown that transformational leadership style has significant impact on improvement of employee performance (t=4.426, p= .000.≤ 0.05). The findings from Table 4.17-3 have shown that transactional leadership style has significant impact on improvement of employee performance (t=7.223, p= .000.≤ 0.05). The findings from Table 4.18-3 have shown that servant leadership style has significant impact on improvement of employee performance (t=6.668, p= .000.≤ 0.05).

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

Based on study findings, this study concludes that interpersonal leadership challenges undermine employee performance at Ngorongoro District Council. Such challenges included lack of mutual interests between leaders and followers, lack of agreement on performance targets, negative attitudes, and weak communication between leaders and followers. These challenges affect relationship between leaders and followers which in turn undermine performance of employees.

This study concludes that employee performance at Ngorongoro Distrct Council is undermined by institutional challenges such as lack of autonomy, scarcity of resources, difficulties in motivating employees and lack of clear leadership vision. These challenges undermine employee morale and motivation which in a long run undermine efficiency and effectiveness in task performance.

Based on findings of the second research objective this study concludes that transformational leadership, transactional leadership and servant leadership are appropriate leadership styles for improving employee performance at Ngorongoro District Council.

Based on findings of the third research objective this study concludes that improvement of performance of employees working at Ngorongoro District Council requires multiple strategies ranging from leadership training for effective employee supervision, provision of resources and working facilities to effective communication.

Based on findings of the fourth research objective, this study concludes that improvement of employee performance at Ngorongoro District Council requires application of multiple leadership styles such as transformational leadership, transactional leadership and servant leadership.

5.2 Recommendations

5.2.1 Recommendations to Ngorongoro District Council

(i) **Provision of succession leadership training.** The management of Ngorongoro District Council should make sure that succession leadership training is provided to potential employees that can hold leadership positions in the future. Succession leadership training can be provided through mentorship programmes where by the current leaders can take potential future leaders under their wings.

(ii) **Provision of leadership training on application of various leadership style.** The management of Ngorongoro District Council should ensure that all heads of departments are provided with sufficient leadership training on how lead employees of various according to various characteristics such as age, education levels, and work experiences. This can help to ehance relationship between leaders and subordinate employees and in turn ehance employee motivation and improve performance.

(iii) **Establishment of clear vision for human resource development opportunities.** Employees are motivated to improve performance when leadership has developed clear vision on human resource development opportunities such as career development, advanced professional training, and promotions. This can help to motivate employees to enhance performance.

(iv) **Effective communication.** Employees are motivated to perform better when leaders effectively communicate performance expectations and rewards and sanctions. Hence, leaders for each department in Ngorongoro District Council should ensure that performance expectations are effectively communicated to subordinate employees.

5.2.2 Policy Recommendations to President's Office-Regional Administration and Local Government

The President's Office-Regional Administration and Local Government (PORLAG) should ensure the following.

(i) Leaders that are supervising subordinate employees are given autonomy to discpline unethical employees. This will help to strengthen capacity of Ngorongoro District Council to effectively manage performance of employees.

(ii) **Allocation of adquate qualified employees**. The PORLAG should make sure that local government authorities such as Ngorongoro District Council are allocated with adquate human resources to effectively perform tasks.

(iii) **Allocation of sufficient financial resources**. The PORLAG should make sure Ngorongoro District Council is allocated with sufficient budget for facilitating human resource development functions for improvement of employee performance.

5.2.3 Recommendations for Future Research

This study was limited to Ngorongoro District Council. Future studies should be done in the following areas to extend knowledge.

(i) Assessment of Application of Servant Leadership Style in Arusha District Council.

(ii) Factors Influencing Leadership Behaviours Among Local Government Authorities in Arusha Region.

5.3 Crtical Assessment of the Study

This study assessed the impact of Leadership on Improvement of Employee Performance at Ngorongoro District Council. In terms strengths, this study applied both descriptive and regression analysis which enabled to identify leadership styles and measure impact of each leadership style on employee performance.

In terms of limitations, this study was not able to access all targeted respondents. Therefore the study targeted to involve a sample size of 218 respondents drawn from the population of 479 employees working at Ngorongoro District Council. However, only 192 (88%) respondents participated in this study.

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR DATA COLLECTION

PART ONE
Respond the following questions by indicating answers that describe your characteristics.

SN	Question	Choices/Answers	Responses [√]
1	**What is your gender?**	Male	
		Female	
2	**How old are you?**	18-35 Years	
		36-50 Years	
		51-60 Years	
3	**What is your education level?**	Primary Education	
		Secondary Education	
		Technician Certificate	
		Diploma Education	
		Bachelor Degree	
		Master Degree	
		PhD	
4	**How long have you been working in Ngorongoro District Council?**	Less than 1 Year	
		1-3 Years	
		3-10 Years	
		More than 10 Years	

PART TWO

For each of the following questions, indicate how much you agree with the statements provided. Indicate your responses in the boxes provided by putick ticks [√]

Question 1: What leadership challenges that undermine employee performance in Ngorongoro District Council?

	INTERPERSONAL CHALLENGES	**Responses**				
		Strongly Disagree	**Disagree**	**Neither Agree Nor Disagree**	**Agree**	**Strongly Agree**
1	Negative attitudes of subordinates towards leaders					
2	Weak communication between leaders and subordinates					
3	Lack of mutual interests between leaders and subordinate employees					
4	Lack of agreement on performance targets between leaders and subordinate employees					
	INSTITUTIONAL CHALLENGES	**Strongly**	**Disagree**	**Neither**	**Agree**	**Strongly**

71

		Disagree		Agree Nor Disagree		Agree
1	Lack of institutional autonomy					
2	Leading under resource scarcity					
3	Difficulties in motivating subordinates to meet performance targets					
4	Lack of clear leadership vision for employee development					
	TRAINING CHALLENGES					
1	Lack of training on application of leadership styles for employee performance					
2	Lack of training on leadership strategies for employee performance					
3	Lack of training on succession leadership					
4	Lack of training on managerial leadership					

Question 2: What leadership styles are appropriate for improvement of employee performance in Ngorongoro District Council?

	TRANSFORMATIONAL LEADERSHIP ROLES	**Responses**				
		Strongly Disagree	**Disagree**	**Neither Agree Nor Disagree**	**Agree**	**Strongly Agree**
1	Leaders should set clear vision for human resource development					
2	Leaders should support employees with necessary resources to ensure effective task performance					
3	Leaders should welcome ideas of subordinate employees					
4	Leaders should set good examples to subordinate employees					
5	Leaders should consider individual needs of subordinate employees					
6	Leaders should support efforts of subordinate employees					
	TRANSACTIONAL LEADERSHIP ROLES					
1	Leaders should clarify task requirement to subordinate employees					
2	Leaders should reward subordinate employees that exceed performance expectations					
3	Leaders should take immediate disciplinary actions against unethical employees					

		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
4	Leaders should responds to performance problems that require immediate solutions					
5	Leaders should provide constructive feedback to employees					
6	Leaders should appraisal performance of subordinate employees					
	SERVANT LEADERSHIP STYLE					
1	Leaders should focus on serving needs of the public					
2	Leaders should collaborate with subordinate employees in serving public					
3	Leaders should be willing to take accountability for their mistakes					
4	leaders should consider subordinate employees as important assets in public service					
5	Leaders should consider public opinion regarding performance of subordinate employees in public service					
6	Leaders should facilitate promotion of subordinate employees who are committed in public service					

Question 3: Which leadership strategies are required to improve employee performance in Ngorongoro District Council?

	Leadership Strategies for Improving Employees' Performance	Responses				
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
	TRAINING STRATEGIES					
1	Leaders should ensure provision of employee training to improve task performance					
2	Coaching should be provided to improve contextual performance					
3	Mentorship should be provided to improve adaptive performance					
	RESOURCE STRATEGIES					
1	Leaders should ensure adequate financial resources should be disbursed					
2	Leaders should ensure hiring of qualified adequate employees					
3	Leaders should ensure adequate working facilities are provided to employees					
	MANAGERIAL LEADERSHIP STRATEGIES					
1	Leaders should ensure regular appraisal of employees performance					

2	Leaders should ensure employees are provided with regular feedback					
3	Leaders should ensure clear performance targets are set					
	COMMUNICATION STRATEGIES					
1	Leaders should listen opinion of subordinate regarding improvement of task performance					
2	Leaders should clarify expectations to subordinate employees					
3	Leaders should communicate based characteristics and experience of subordinates					
4	Leaders should organize regular meetings with subordinate employees					

Employee Performance Measures

		Responses				
		Strongly Disagree	**Disagree**	**Neither Agree Nor Disagree**	**Agree**	**Strongly Agree**
	TASK PERFORMANCE					
1	Employees are able to work in teams					
2	Employees are able to communicate in both oral and writing					
3	**Employees are able to deliver results at the required time**					
4	Employees are able to make the right decisions at the right time					
5	Employees are able to effectively and efficiently respondent to needs of citizens					
6	Employees are able to devote working time exclusively to work related tasks					