INVESTIGATING THE EMPLOYEES' PERCEPTION ON LEADERSHIP STYLES IN MANAGING HUMAN RESOURCE PERFORMANCE: A CASE OF IMMIGRATION DEPARTMENT IN ARUSHA REGION

BY

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DECLARATION

I, John Peter Arbogasty, 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.

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Signature

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Date

CERTIFICATION

I, the undersigned, certify that I have read and hereby recommend for acceptance by the Arusha Institute of Accountancy a dissertation entitled "**Investigating the Employee Perception on Leadership Styles in Managing Human Resource Performance: A Case of Immigration Department in Arusha**" in Fulfillment of the Requirement for award of the Master of Leadership and Management of the Institute of Accountancy Arusha.

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Supervisor

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Date

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DEDICATION

This dissertation is lovingly dedicated to my lovely family, my lovely wife Scollah Hillary Fungamali,

whose constant love, care, support, and encouragement have sustained me throughout, and my

lovely kids, Jensen Ballen, Lianne, and Laurean. Thank you for always pushing me to do my best.

ABSTRACT

The goal of this study was to examine employee perceptions of leadership styles in order to improve human resource management performance in the Arusha region. A literature survey and pilot study are used to select the main dimensions of transformational leadership style and transactional leadership style for use in this study. This is done because there are so many dimensions to both transformational and transactional leadership styles, and each one is appropriate within a particular country and organizational environment. The independent variables within the framework are transformational leadership and transactional leadership styles, and the dependent variable is managing human resources performance. A descriptive-correlation study design with a quantitative approach was used to investigate employees' perceptions of leadership styles in order to improve managing human resource performance. The study's participants (Immigration Department Employees) were chosen from the six districts of Arusha Region using a non-probability sampling technique with a total population sampling procedure. The main instrument for data collection was a questionnaire, which was distributed to 109 workers in total. About 103 usable responses were obtained for analysis through the SPSS 23 version and analyzed through the statistical analysis procedure by estimating means, standard deviations, frequencies, and correlation coefficients. The empirical findings revealed that leadership style plays a minor role in managing the immigration department's human resource performance through organizational directives, while achievement-oriented practices play a major role in ensuring organizational productivity. Following the findings and conclusions, it was suggested that leadership engage in employee engagement and a supportive approach to ensure that human resource needs of motivation and rewards are not overlooked in order to improve more human resource performance, particularly in the areas of integrity and commitment. In conclusion, generalizing these findings for all immigration departments may require further investigation.

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LIST OF ABBREVIATIONS

DIO	District Immigration Officer
E-BMC	Electronic Border Management Control
EPZ	Export Processing Zones
GDP	Gross Domestic Product
LMX	Leadership-Member Exchange
NIDA	National Identification Authority
OECD	The Organization for Economic Co-operation and Development
PAYE	Pay as You Earn
R&D	Research and Development
SEL	Social Exchange Leadership
SET	Social Exchange Theory
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
TZS	Tanzania Shillings
VAT	Value Added Tax

CHAPTER ONE
INTRODUCTION

1.0 Introduction

This chapter presents the background information regarding the study, which explores the leadership practices and organizational performance of the Tanzania Immigration Department of Arusha Region as perceived by the employees. It contains subsections, which include the background to the study, the statement of the research problem, general and specific objectives of the study, and research questions. Other components include the scope of the study, the significance of the study, the limitations of the study, and a brief organization of the dissertation.

1.1 Background of the Study

The pervasive leadership challenge in managing human resource performance in organizations has resulted in numerous barriers to obtaining services for internal and external customers, which are desperately needed by both citizens and foreigners. Leadership styles at the organizational level are a critical strategic issue in determining the fate of any organizational performance and are arousing interesting debates among policymakers, researchers, corporate professionals, regulators, and business owners (Song et al., 2020).

In a worldwide competitive environment, organizations through their competent leadership must be able to define their goal to be achieved; developed countries like the USA, UK, Germany, Japan, Singapore, Malaysia, China, and South Korea, among others, have demonstrated that the performance of human resources does not only depend on the abundance of other resources like land, capital, and natural resources but also on the exhibition of appropriate leadership styles.

Appropriate leadership styles can make or break an organization and are fundamental to the development and sustainability of an organization; this is particularly prominent in managing human resources. Therefore, the leader's mastery of creating a cooperative working climate and their ability to lead a team are critical in any organization (Contu, 2020).

The challenge of managing human resource performance specifically in the immigration division has been reported to exist in both developed and developing countries, thus leading to unexpected delays and failures to meet the desired objectives, such as processing alien business licenses, residence and work permits, and identification cards, among others. For example, between 2011 and 2017, the United States of America (USA) was reported to have experienced an 18% annual redundancy problem in business permit applications (Diaz-Carrion et al., 2019).In Europe, a redundancy problem of 30 to 40 percent per annum is estimated because of the experience of immigration from countries in conflict with granting residence and work permits, specifically in countries like Germany, France, Poland, and Italy (Khalid & Nawab, 2018; Hom et al., 2019; and Desmet & Fokkinga, 2020).

Managing the performance of human resources underlies a lot of economic, professional, technical, and social activities. In an organization as diverse as a public entity like the immigration department, human resources drive public activities. Managing the performance of human resources in Pakistan, New Zealand, Australia, Malaysia, and Singapore—where redundancies and corruption problems in granting public services in the immigration division are paramount among Asian countries—is seen as a process of making decisions and operationalizing certain leadership strategies and tactics to bring the performance of human resources to success (Khalid & Nawab, 2018; and Mkulu, 2018).

According to the Labor Institute (URT, 2019), human resources are the organization's key players in engaging all other resources due to the ability of possessors to think, behave, generate new ideas, and make decisions. In that case, their management cannot be addressed within the normal operations of the organization.

Organizations with labor-intensive activities have dominated the subject of human resources management; however, human resources management is no longer just a tool for operation management. It is a form of management that is employed in a broad range of services, including education institutions, health institutions, financial institutions, and security forces, among others. The main difference between human resources management in the immigration and security forces departments is that the output of services is not necessarily a tangible product (Mosley et al., 2015; and Senad et al., 2018).

The immigration department constitutes a substantial and relevant proportion of the public activities in most of the developing countries, but amidst this fact lie various challenges as far as human resource performance is concerned. These challenges limit the benefits and impede the public sector from achieving the strategic goals of efficiency and effectiveness; thus, this calls for a critical look at leadership and human resource performance. In addition, such challenges impeded the public organizations from meeting their schedules and exceeded the budget, which caused problems of not meeting the desired standard expected from the immigration department and making the department prone to some failures in controlling and facilitating immigration issues in the country (Kumar et al., 2022).

African countries also experience the challenge of human resource performance in the immigration division. In West Africa, there are countries like Ghana, Nigeria, Gambia, and Cameroon (Tse et al., 2018; and Kumar et al., 2022). And when it comes to Central Africa, Muteswa and Ortlep (2019) reveal that Malawi and Zambia have significant challenges, as well as that South Africa is the leader in the southern part of the continent, where redundancies and corruption in providing public services for business permit applications are between 20 and 25 percent annually, and residential and work permit applications approach 35 percent annually, together with other challenges of corruption and system failures.

Immigration divisions in East Africa face a similar problem. In Uganda, it takes more than nine months for business permit applications to get the legal document, ranging from six to one year for international passports (Rwendeire, 2016). These challenges are attributed to failures in supervision, coordination, and system and staff support from administrators who are given leadership responsibilities (Kiplangat, 2017; Tse et al., 2018; and Sousa & Rocha, 2019).

The immigration department, a division of the Ministry of Home Affairs, was selected for this study because the government of the United Republic of Tanzania envisions the country's economy as a "middle-income" country by 2025. As such, there has been a massive increase in the number of services demanded and provided by the immigration division, like processing and granting residence and work permits, passports, business permits to alien immigrants, identity cards to citizens, checking for and dealing with fraud, facilitating trade and industry, planning and civil service establishment, etc. Most of these functions have faced human resource problems over the years,

and for these immigration activities to succeed and for the vision to be realized, there is an urgent need for the deployment of appropriate leadership styles.

Leadership can affect many work-related behaviors, notably employees' attitude, motivation, and performance, all of which can affect the outcome of organizations (Jada & Mukhopadhyay, 2019). Bass and Stogdill, as cited in Song et al. (2020), proposed two main styles of leadership, namely, transformational and transactional. Transactional leaders encourage followers to achieve a predictable degree of performance by teaching them to be familiar with their job duties, recognize goals, and build up self-reliance to meet the desired performance. Transformational leadership, on the other hand, affects positive change in those who follow it. They are mostly vigorous, keen, and ardent, and they pay attention to the success of every member of the group. Previous research indicates that better or worse human resource performance is related to an employee's attitude, work behavior, motivation, and performance, and that transformational and transactional leadership are related to all of these employee attributes in various organizations.

This research is about investigating the employees' perceptions of leadership styles to improve managing human resources performance in the immigration division of Tanzania. It incorporates leadership styles and human resources performance measures, specifically productivity, integrity, and commitment variables. The study provides guidelines by which human resources performance can be enhanced through the appropriate exhibition of leadership styles in the immigration division of Tanzania.

1.2 Statement of the Research Problem

Despite efforts by the government since 2015, specifically in the immigration department, to improve management of human resources for adequate performance, the situation is still poor. Since 2005, the government, through the Immigration Division, has introduced a series of changes, like establishing immigration staff training academies: Tanzania Regional Immigration Academy (Moshi, 2005): for staff capacity building, Chuo Cha Uhamiaji-Boma Kichaka Miba Tanga—Mkinga 2020 for new employee staffing and recruitment, and the implementation of a paramilitary system in administering the immigration division in 2015, which works in tandem with law enforcement within the department. Another change was made to the provision of services through electronic means by introducing electronic permits (E-Permits) and passports (E-Passports) processing, as well as online visa processing (E-VISA) and electronic border management control (E-BMC) in 2019. In 2020, the government proposed providing allowances to staff in remote areas and repositioning staff according to professions; these proposals have not yet been implemented. All these efforts were made as a result of experiencing challenges in human resource performance. Studies have shown that with transformational and transactional leadership styles, human resource management can be improved and performance can increase. The gap in this study is that there is limited information about employee perceptions of transformational and transactional leadership styles to improve performance at the immigration department. This study intends to bridge that gap with the case study of the Arusha immigration department.

1.3 Research Objectives

1.3.1 General Objective

The general objective of the study is to investigate the perceptions of employees on leadership styles to in managing human resources performance in Arusha region.

1.3.2 Specific Objectives

This research was conducted to achieve the following three specific objectives

i.   To examine the nature of leadership styles used to manage human resources performance in the immigration department of Arusha region.

ii.   To determine the extent of influence by existing leadership styles in managing human resource performance in the immigration department of Arusha region.

iii. To establish the relationship between the leadership styles and human resources performance in the immigration department of Arusha region.

1.4 Research Questions

This study was conducted to address the following three research questions

i.   What is the nature of leadership styles used to manage human resources performance in the immigration department of Arusha region?

ii.   To what extent does the existing leadership styles influence human resources performance in the immigration department of Arusha region?

iii.   What relationship exists between the existing leadership styles and human resources performance in the immigration department of Arusha region?

1.5 Scope of the Study

This study sought to examine the leadership styles and their influence on the human resources performance of the immigration department in the Arusha region as perceived by the employees. Specifically, the study sought to determine the kind of leadership styles used in the Immigration Department in the Arusha region. Moreover, to determine whether there is a relationship between the leadership styles and the human resources performance of the Immigration Department in the Arusha region. The variables are selected because of the frequent changes in leadership taking place in the public institutions from the ministerial level to the departmental level and because the key functions of providing business licenses, residential and work permits, and national identity cards (NIDA) are not effectively performed. The areas of Arusha district are significant in the sense that foreign activities involving the immigration services are conducted, as it is known that Arusha is a tourism hot spot.

1.6 Limitations of the Study

There are various constraints that the researcher encountered, such as the unavailability of some respondents at the required time. Some respondents were occupied at the time the researcher wanted them to fill out and return the questionnaire. In addition to that, some other respondents were not ready to provide full participation and cooperation to the researcher due to their tight schedules. Hence, this could affect the process of collecting data. Further, the respondents were

withholding information for fear of disclosure of vital information, particularly during the questionnaire filling.

The researcher encountered limitations by working extra hours and requesting leave at the work station, and some respondents were accessed during weekends, while prompting respondents for cooperation in the data collection exercise guaranteed them confidentiality and information protection in an ethical manner.

1.7 Significance of the Study

Human resources management as a discipline has gained much attention globally in recent years. This is in view of the fact that human resources drive public services, and for any organization to remain competitive, there is an urgent need to infuse the leadership styles required for effective human resources performance in the organization. The role of leadership in managing human resources cannot be written off, particularly in the immigration department. Therefore, the proposed title is well-aimed and has significance in the Tanzanian context.

This study was of great importance not only to the Immigration Department of Arusha but also to other organizations in various sectors in Tanzania and outside Tanzania. The outcome of this research is future resource material. The results of this study also contributed to the knowledge and skills in the field of leadership. The findings of this study aid the individual players in the field of leadership and management to administer and execute leadership styles and policies that promote productivity, integrity, and commitment to employees.

Every aspect of life that fails to reckon with the relevance of leadership is a failure in the pursuit of championing a viable cause. The inability to assess the style of leadership has a serious negative repercussion on public services consumer behavior and general service rendering in any meaningful organization; thus, this research helps policy makers and human resources managers, particularly in Tanzania, be more conscious of the administrative, professional, and leadership needs and expectations that contribute significantly to the productivity, commitment, and integrity performance of any public institution, particularly in the immigration division.

This research contributes to the theoretical development of leadership styles and human resources management as an academic discipline and broadly sheds more light on the leadership aspect of managing human resources in the immigration division of Tanzania.

1.8 Organization of the Study

This research is divided into five chapters, namely: Chapter one covers the background information and purpose of the study. It presents the research problem, research objectives, and research questions. The research significance is also noted, and a graphic view of how all the sections of the dissertation were put together has been presented.

The second chapter provides a thorough review of the relevant literature as well as the theoretical underpinnings of the study in the theoretical and conceptual frameworks.Some of the notable theories discussed include the path-goal theory, the full-range leadership theory, and the trait and contingency theories. The chapter discusses the relationship between transformational and transactional leadership styles and human resources management as it exists in literature. It delves into issues relating to human resource management and the application of leadership styles in public

organizations, which are highly labor-intensive sectors of the economy, and concludes with an empirical literature review, a research gap, and a conclusion.

Chapter three describes the research methodology. It introduces the chapter, and then it describes the study area, research design, research approach, targeted population, sampling strategies, data collection methods, data analysis methods, and the pilot study. Also, the chapter presents validity and reliability, which include credibility, transferability, dependability, and conformability. It also presents ethical considerations and limitations that influenced the research methodology and conclusion.

Chapter ourf gives a detailed presentation of the results and discussions. It also discusses the study sample characteristics, descriptive analysis, and major findings of the study. SPSS software was used for the assessment of the questionnaire feedback and gives the validity and reliability of all the data collection instruments. The same tool is used for the analysis of data according to the objectives of this study.

Last but not least, chapter five summarizes the entire dissertation and presents the conclusions and recommendations. This is followed by the references, acknowledgements, and the relevant attached appendices.

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CHAPTER TWO

LITERATURE REVIEW

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2.0 Introduction

The second chapter provides a detailed review of the related literature as well as the theoretical underpinnings of the study in the theoretical and conceptual frameworks. Some of the notable theories discussed include the path-goal theory, the full-range leadership theory, and the trait and contingency theories. The chapter discusses the relationship between transformational and transactional leadership styles and human resources management as it exists in literature. It delves into issues relating to human resource management and the application of leadership styles in public organizations, which are highly labor intensive sectors of the economy, and concludes with an empirical literature review, a research gap, and a conclusion.

2.1 Theoretical Literature Review

2.1.1 Definitions of Key Terms and Concepts

(i) Idealized influence - Idealized influence encompasses behaviors that instill pride in followers for being associated with the leader often connoted or synonymous to charisma.

(ii) Individual consideration - It describes the extent to which a leader attends to each follower's needs and is a mentor, coach, or guide to the follower

(iii) Inspirational motivation - Inspirational motivation refers to the leader's ability to inspire confidence, motivation and a sense of purpose in his followers.

(iv) Intellectual Simulation - Refers to make decisions or conclusions through intellectual analysis or rationale to ignore the emotional or psychological significance of the action. to seek or consider the rational content or form of analyze

(v) Leadership practices - They are actions and strategies leaders will take and implement to consistently help their team better them and attain growth.

(vi) Organizational performance - Refers to the degree to which the organization, with some informational, financial, and human resources, positions itself effectively on the business market.

2.1.2 Theories Adopted in the Study

Over the years, many leadership theories have evolved, and each attempts to explain a particular leadership style and to bring to the fore the characteristics that a leader must have in order to be effective, efficient, and successful in achieving the vision, mission, goals, and objectives of an organization. Different theories are examined to gain an understanding of leadership and its styles. Some of these include Social Exchange Theory (SET) and Leader-Member Exchange Theory (LMX). The use of multi-level theory in this study is in line with the deductive approach to research. This also serves as a defense for the proposed model and a step in gaining deeper insight into leadership. It is also in line with the request by some scholars to situate a work relating to human behavior in diverse theoretical frameworks. The following part of this research discusses some of the leadership theories in the literature of leadership that are relevant to this study.

(i) Leader-Member Exchange Theory (LMX)

An interesting approach to analyzing the relationship between leadership styles and organizational performance has been developed by Graen and Haga since the 1970s. The LMX is a relationship-based theory that entails three domains, namely, the leader, the follower, and the relationship that exists between them. Graen and Haga developed the theory of "vertical dysad linkage," later known as the Leader-Member Exchange Theory (LMX).This theory became popular because, prior to its existence, the focus of leadership was on the traits or behavior of the leader without much emphasis on the relationship that exists between the leader and the followers.

There are different relationships that exist between the leader and the follower in every organizational unit. Based on the work types, this relationship can have both emotional and physical dimensions and can be of high or low quality. A high-quality relationship includes a high-quality exchange, trust, communication, mutual respect, and honor. That is, there would be limited mutual respect, communication, and exchanges between the leader and the follower.

It is more of a one-directional interaction between the leader and the follower. Research has indicated that there is a relationship between leader-member exchange and organizational performance. In principle, the underlying ideas behind this theory are that different relationships exist between the leader and the follower, and this relationship is perceived differently. Where there is a high level of relationship between the leader and the follower, the follower reciprocates by doing their best to meet organizational goals. The leader also rewards the follower when the follower meets organizational goals. It must be emphasized that transformational and transactional leadership styles have some relationship with this theory in that they also emphasize that a good relationship

between the leader and the follower could inure to rewards and the achievement of organizational goals, hence the use of LMX as a foundational theory for this study.

(ii) Social Exchange Theory (SET)

Social Exchange Theory (SET) began in the late 1950s and early 1960s. Many scholars have contributed to this renowned theory, and these include George Homans, John Thibaut, Harold Kelley, and Peter Blau. Also, disciplines like psychology, sociology, and economics, among others, have contributed to its development. This theory is one of the most widely used and researched in organizational behavior and other disciplines.

It is basically about the social exchanges and interactions that generate obligations within the relationship. It involves interdependent interactions where the actions and reactions of one person depend on those of another. The basic ideas are based on (a) rules and norms of exchange, (b) resources exchanged, and (c) relationships that emerge. Most management studies focus on rules and norms of exchange and resources. In the words of Homans, "social exchange theory" depicts "an influential paradigm in the examination of any exchange relationship and posits that human relationships are formed by the use of a subjective cost-benefit analysis."

In practical terms, the theory posits that where an action has been rewarded in the past, followers think that when such an action is repeated, there is a higher possibility for one to receive a reward, and for that matter, they would like to repeat actions that will attract rewards based on the rules of engagement. SET is applicable in diverse areas, including leadership and management. It must be emphasized that the Leader-Member Exchange Theory, the transformational and transactional

leadership styles, have elements inherent in the Social Exchange Theory, thus the use of SET as part of the foundational theories in leadership and in this study.

(iii) The Traits Model of Leadership

Various researchers have discovered that effective leaders share the following characteristics: intelligence, emotional maturity, achievement-drivenness, honesty and integrity, self-confidence, motivation, problem-solving skills, energy, taking initiative, high communication skills, and knowledge. Even though the traits model was well known in the late 1940s, the following are some of the reasons why it was found to be inadequate: To begin with, there is no consistent pattern between the specific traits and leadership effectiveness, and it differs from one organization to another and from a situation to another. Again, leadership is a complex phenomenon that cannot be measured by the traits and characteristics of a person alone; similarly, the judgment of successful traits or a leader is subjective.

Also, the trait model could not list unified key traits that could be accepted and agreed upon by everyone. Further, the identification of the traits that differentiate leaders from non-leaders (followers) does not guarantee the success of the organization or leadership, and last but not least, the trait theory ignores the importance of the situational and environmental factors in determining leadership, since the varying situations dictate different sets of traits.

(iv) The Behavioral Model of Leadership

The inability to define effective leadership based only on traits led to the development of the behavioral model of leadership. As the name suggests, the behavioral model focuses on the

behaviors of the leader and how they can contribute to success or failure in leadership. Any leader can adopt the correct behavior with appropriate training. There are two basic leadership behaviors that have been identified. These are task-oriented behavior and people-oriented behavior.

The following are some of the studies and research conducted in the field of leadership behaviors. In the 1940s, Stogdill, as cited in Kumar et al. (2022), had conducted and examined 120 traits studied by scholars, and he found out that there was no consistent, unified, conclusive pattern or list of effective leadership traits that are common in successful leaders. According to Fielder, there is more to effective leadership than the personality or characteristics of a person, and leadership effectiveness largely depends on the skills that the leader brings to the job and also on the situation in which the leader functions.

McGregor developed two opposing management theories linked to the leader's behaviors, namely, theory X and theory Y. In theory X, the manager assumes that his subordinates are so lazy that they are unwilling to do their work or be responsible but are only interested in the pay. Followers of this caliber need to be supervised and motivated in order to accomplish their tasks. On the contrary, theory Y stipulates that the workers are highly motivated to perform their job, they enjoy doing it, and they are willing to contribute positively and innovatively to the organization if they were given the chance.

The Ohio State University in Bhargavi and Yaseen (2016) surveyed leaders to study hundreds of dimensions of leader behavior, and they identified two major behaviors, namely, consideration and initiating structures. Consideration falls in the category of people-oriented behavior and the extent

to which the leader is mindful of subordinates, respects their ideas and feelings, and establishes mutual trust.

Considerate leaders are friendly, provide open communication, develop teamwork, and are focused on the welfare of their subordinates. Initiating structure has to do with establishing a task-oriented relationship with employees and focusing on the accomplishment of task quality and quantity by providing a structure for the work activities. The importance of the Ohio studies was to put on record that effective leadership is not necessarily an inborn trait and could be taught and learned. Even though other studies and research have confirmed the results of the Ohio State University study on leadership, their two main findings could not distinguish successful leaders from unsuccessful ones since both effective and ineffective leaders can be considerate and structure-oriented.

(v) Leadership Contingency Theory

The Contingency Theory is a model of leadership that describes the relationship between leadership styles and specific organizational situations. The contingency approaches include the leadership model developed by Fiedler and his associates, the situational theory of Hersey and Blanchard, the path-goal theory presented by Evans and House, and the substitute-for-leadership concept. Fiedler's Contingency Theory: The idea behind Fiedler's contingency theory of leadership is that there is a need to match the leader's style with the situation most favorable for his or her success by identifying the leadership style and the organizational situation and then arranging the correct fit. Fiedler postulates that the effectiveness of a leader depends on the interactions of two main factors:

Leadership style and the favorableness of the situation determine whether the situation is suitable for the leader to influence the group. According to Fiedler, the favorableness of the situation depends

on three factors, namely: the leader-member relationship, task structure, and positional power of the leader. According to this model, there are two types of leadership styles: relationship motivation and task motivation, and Fiedler argued that when the situations are very favorable (of high control) or very unfavorable (of low control), a task-motivated leader is the most suitable, but if the situation is moderately favorable (of moderate control), a relationship-motivated style is most appropriate.

The leader's effectiveness is determined by the interaction of the leader's style of behavior and the favorableness of the situational characteristics. The most favorable situation is when leader-member relations are good, the task is highly structured, and the leader has strong positional power. Research on the contingency model has shown that task-oriented leaders are more effective in highly favorable and highly unfavorable situations, whereas relationship-oriented leaders are more effective in situations of intermediate favorableness. Fiedler also suggested that leaders may act differently in different situations. Relationship-oriented leaders generally display task-oriented behaviors under highly favorable situations and display relationship-oriented behaviors under unfavorable or intermediately favorable situations. Similarly, task-oriented leaders frequently display task-oriented behaviors in unfavorable or intermediately favorable situations but display relationship-oriented behaviors in favorable situations.

(vi) Hersey and Blanchard's situational theory

The Situation theory of leadership is an interesting extension of the behavioral theories. Hersey and Blanchard's approach focuses a great deal of attention on the characteristics of employees in determining appropriate leadership behavior. The point of Hersey and Blanchard is that subordinates vary in readiness level. People low in task readiness, because of little ability or training,

or insecurity, need a different leadership style than those who are high in readiness and have good ability, skills, confidence and willingness to work. The essence of Hersey and Blanchard's situational theory is to select a leader style that is appropriate for the readiness level of subordinates - their degree of education and skills, experience, self-confidence, and work attitudes. Followers may be at low, moderate, high, or very high levels of readiness.

Low Readiness Level: A telling style is appropriate when followers are at low readiness level because of poor ability and skills, Little experience, insecurity, or unwillingness to take responsibility for their own task behaviors.

Moderate Readiness Level: A selling style works best for followers with moderate levels of readiness. These subordinates, for example, might lack some education and experience for the job, but they demonstrate high confidence, ability, interest and willingness to learn.

High readiness level: when subordinates demonstrate a high readiness level, a participating style is effective. These subordinates might have the necessary education, experience and skills but might be insecure in their abilities and need guidance from the leader.

Very High Readiness Level: when followers have very high levels of education, experience and readiness to accept responsibility for their own task behavior, the delegating style can be effective.

In summary, the telling style is best suited for subordinates who demonstrate very low levels of readiness to take responsibility for their own task behavior, the selling and participating styles work for subordinates with moderate-to-high readiness and the delegating style is appropriate for employees with very high readiness.

(vii) Path-Goal theory of leadership

The theory was developed by Robert House in 1970 and has its roots in the expectancy theory of motivation. The theory is based on the premise that an. employee's perception of expectance between his effort and performance is greatly affected by a leader's behavior. The leaders help group members in attaining rewards by clarifying the paths to goals and removing obstacles to performance. They do so by providing the information, support, and other resources which are required by employees to complete the task House's theory advocates servant leadership. As per servant leadership theory, leadership is not viewed as a position of power rather, leaders act as coaches and facilitators to their subordinates. According to Hose's path goal theory, a leader's effectiveness depends on several employee and environmental contingent factors and certain leadership styles.

According to the path- goal theory, the leader's responsibility is to increase subordinat4 motivation to attain personal and organizational goals. The leader increase their motivation by clarifying the subordinate's path to the rewards that are available or increasing the rewards that the subordinates value and desire. Path clarification means that the leader works with subordinates to help them identify and learn the behaviors that will lead to successful task accomplishment and organizational rewards. The diagram that follows describes the various situations, leadership behaviors and the impact on follower outcome (See table 2.2). In that table, a supportive leader behavior is necessary in situations where followers lack self-confidence, the behavior is needed to increase confidence of human resources to achieve work outcome, directive leadership operates in situations which human resources face ambiguities in executing duties and its main purpose is to clarify path to reward.

Furthermore, achievement-oriented leadership behavior is highly needed in situations where the human resources do not face job challenges; therefore leaders will set high goals to human resources. Lastly, participative leadership style works in situation where in organizations incorrect rewards prevails and its purpose is to clarify followers' needs and change rewards as demonstrated in table 2.1

Table 2.1 Path-Goal Preferred Leader Behaviors and Outcomes

Leader Behavior	Outcome
Supportive Leadership	More effort, improved satisfaction and productivity and commitment
Directive Leadership	More effort, improved satisfaction and productivity and integrity performance
Achievement-Oriented Leadership	More effort, improved satisfaction and productivity and integrity performance
Participative Leadership	More effort, improved satisfaction and commitment and productivity

Source: Developed by Researcher and adopted from (Kolzow, 2014; and Mirumbe, 2020)

The theory has been subjected to empirical testing in several studies and has received considerable research support. This theory consistently reminds the leaders that their main role as a leader is to assist the subordinates in defining their goals and then to assist them in accomplishing those goals in the most efficient and effective manner. This theory gives a guide map to the leaders about how to increase subordinates' satisfaction and performance level.

2.1.3 Theoretical Literature General Review

From the revisited theories, it has been observed that leadership is the ability to influence people toward the attainment of organizational goals. Leadership is reciprocal, occurring among people. According to Blanchard (2008), leadership is defined in many ways; however, all definitions have the following in common: the fact that leadership is a process that influences individuals and groups, concerns itself with facilitating the performance of tasks in organizations, and focuses on setting and achieving goals (Bhargavi and Yaseen, 2016).

Leadership is dynamic and entails the use of power to accomplish or complete tasks (Khan & Adnan, 2014; and Khumalo, 2015).Leadership is essential because the success or failure of an organization depends on it. One of the greatest challenges of the 21st century is the exhibition of appropriate leadership in public institutions, industry, and academia in both economic and political settings.

Two basic leadership behaviors that have been identified as important for effective leadership in a variety of situations are task-oriented behavior and people-oriented behavior. Human resources are one of the most important resources in any organization for achieving its goals; however, the realization of these goals is dependent on the leader's demonstration of appropriate behaviors.In other words, within this pool of human resources, leadership is crucial to making the best out of every situation. These leaders have unique characteristics such as intelligence, physical stamina, self-confidence, integrity, sociability, tenacity, diplomacy, tact, and the desire to achieve, among others, that are worth studying. The theories reviewed support the following personal characteristics of effective leaders (see Table 2.2).

Table 2.2 Characteristics of Effective Leaders

Feature	Description
Physical Characteristics	Energy, physical stamina
Intelligence and Ability	Intelligence, cognitive ability, knowledge judgement, decisiveness
Personality	Self-confident, honesty and integrity, enthusiasm, desire to lead Independent
Social Characteristics	Sociability, interpersonal skills, cooperativeness, diplomacy
Work-related	Achievement drive, desire to excel, conscientiousness in pursuit
Characteristics:	of goals, persistent against obstacles, tenacity.
Social Background:	Education, mobility

Source: Tamor, (2019)

Kuchynkova, (2016) have written about the impact of a leader's leadership style on organizational performance. In the words of Kuchynkova (2016), "the literature on organizational performance factors has largely ignored the impact of the organizational role of leaders and his or her leadership style in managing human resources performance." This could be because most studies polled institutional leaders for their thoughts, and respondents failed to recognize their own impact on human resource performance. Or, it may be because the studies have not measured the impact of the institutional leaders and, thus, have not recorded it. Or, it may be because the institution's leader has no impact. However, that last conclusion is in direct contrast to the general management

literature, which postulates that the leadership style and competence of the leadership have a direct and measurable impact on the performance of an organization or business.

Thus, the author has been commissioned by a higher learning institute to investigate whether management leadership style influences human resource performance and whether different styles are appropriate for different types of performance dimensions in organizations.

Mwombeki (2017), Robbins & Judge (2017), and Sitorus (2017) asserted that a competent leader in an organization is frequently regarded as having an impact on overall organization performance. Researchers have also shown that effective management of people ensures human resources productivity, integrity, and commitment outcomes that cover more than technical variables (Robbins & Judge, 2017).

According to research carried out by Kuchynkova (2016), transformational leadership has a direct link to human resources performance. According to Mwakajila and Nyello (2021), transformational leadership is directly linked to human resource performance through proactive visions, changing organizational culture by implementing new ideas, higher ideals, and moral models, and motivating followers by encouraging them to put group interests first (Gachingiri, 2015; Hossain & Saleh, 2016). Transactional leadership, according to Berg and Karlsen (2016), arouses the team's productivity spirit and commitment, while "enthusiasm and optimism are displayed to result in responsive workers, rewards and punishment, and an appeal to own self-interest."It could then be deduced that there is a high relationship between transformational and transactional leadership and human resources performance (Hossain & Saleh, 2016; Kuchynkova, 2016; and Mwakajila & Nyello, 2021).

2.2 Empirical Literature Review

2.2.1 Nature of leadership styles in Managing Human Resources Performance

Berg & Karlsen, (2016) made a study assessing human resources performance strategies in Germany for leadership styles and organizational performance. A total of 17 case study public entities, and 450 respondents participated in the study. Stratified and purposive sampling procedures were used to obtain the sample for the study. Data collection was done using structured questionnaire. Correlation design statistics were used to analyze data. The findings of the study revealed that characteristics of transformational leadership styles such as supportive, directive and achievement-oriented leadership behaviors rated the best strategy of solving and averting failures as it contribute to share productivity growth of organizations. The study recommended that it could help managers to increase confidence and clarify path to reward for employees in the human resource management process.

Murad (2016) in his study on the influence of leadership styles on institutional human resources performance of public sectors universities in Pakistan, indicated that certain characters of transformational leadership like charismatic leadership, visionary leadership and trustworthy leadership had a positive influence on the institution's performance, therefore leaders in institutional sectors can choose any between the styles or use them interchangeably.

Moreover, Arshad & Zain (2016) in their study of transformational leadership style and business financial performance in Malaysia, argue that the transformational leadership style significantly and positively influence human resources performance of techno-based SME's in Malaysia. However, Hartog & Belshack (2012) attest that, transformational leadership style to human resources only

promotes improved financial performance in the dynamic atmosphere where as in the context of little dynamism this type of leadership style is not appropriate. This is to say that transformational leadership is good but not applicable in every situation.

Furthermore, Saowalux & Peng (2007) in their study of the impact of leadership style on organizational performance in Thailand explain transactional leadership as an ordinary leadership style which focuses on followers' compliance and expected rewards. Due to this fact, transactional leadership style only considers the monetary relationship between the employer and employee hence, not suitable for business financial performance. Similarly, Hag & Kunchinke, (2016) argued that transactional leadership style in Pakistan had significant positive influence on business financial performance and is not likely to generate enthusiasm. Therefore, transactional leadership style may negatively influence business financial performance.

Beakana (2017) in his study on the effects of leadership styles on employees' performance of organizations in Ghana suggested that, the most prevalent leadership style having a favorable impact on organizational human resource performance were both transformational and transactional leadership. Organizations can use a variety of leadership styles, according to the study, because leadership is situational and circumstantial. Therefore, there is no single leadership style in all situations.

Khumalo (2015) reported that, in South Africa, democratic and transformational leadership styles have a positive and practical impact on organizations, because they foster healthy relationships between top management and management employees, resulting in a link between leadership and organizational commitment. Hence, democratic and transformational leadership style if combined

together results to improved financial performance. Moreover, Dzomonda, (2017) argued in his study carried out in South Africa that When a business meets new problems, effective leadership conduct improves performance of all kinds. Weak leaders may not be able to attain the specified role of leadership behavior on organizational performance in general. This is to say that, any for any business to achieve its objectives it requires a strong leader.

A study made in Kenya on the impact of leadership styles to organizational performance argued that, Transactional leadership style has a good impact on corporate financial performance than human resources performance; yet, in today's competitive business environment, when creativity and innovation are critical, transactional leadership style may not have a favorable impact on financial performance (Diaz-Carrion et al, 2019). This is to say that, transactional leadership style is not conducive in improving human resource performance.

A report by Khamis (2013) in Zanzibar revealed that, because of its dimensions, transactional leadership style had a significant relationship with organizational human resources performance. Transactional leadership style is more important in the soft drinks industry, because it is required for effective organization management, performance identification, standards, and classification of job expectations. Therefore, transactional leadership is not suitable in all organizations, it best fits industrial organizations. Rose and Mamabolo, (2019) claimed in their study that, transformational leadership has a substantial impact on the success of private small and medium businesses in emerging markets, because transformational leadership helps the organization achieve its existing goals more effectively. Hence transformational leadership style positively influences human resources performance.

Moreover, Mwombeki (2017) conducted a study and revealed that, the adoption of laissez-faire and authoritarian leadership styles, for example, had a negative impact on business success. However, from a contingency standpoint, there is no one-size-fits-all leadership. Small and medium-sized business leaders can use a variety of leadership styles within the same organization (Mwombeki, 2017). This is to say that; transactional leadership style ensures best result in the organization through compliance to the given standards while transformational leadership style enhances employee commitment to the performance of goals. Therefore, the combined transactional and transformational leadership styles positively influence business financial performance.

2.2.2 Extent of Influence of Leadership Style on Human Resources Performance

In 2017, Megheirkouni studied the extent of transformational and leadership styles in influencing human resources performance in the United Kingdom. The researcher revealed evidence of goal setting, interpersonal communication, and role clarification that are exhibited when a transformational leadership style is applied. The reason indicated is that a transformational leadership style inspires the employees to widen the scope and think outside the box to achieve organizational objectives.

In the United States, Gyensare et al. (2016) conducted a study on the extent of transformational leadership style on employees' turnover intention and observed that the directive, charismatic, and participative characteristics of transformational leadership style have a high extent in determining turnover. According to the researchers, transformational leadership creates an enabling environment in which human resources can collaborate, communicate, and synergize efforts to

achieve organizational goals. In other words, transformational leadership is required to build a team spirit and work towards organizational success.

Murad (2016), in his study on the influence of leadership styles on the institutional human resources performance of public sector universities in Pakistan, indicated that certain characters of transformational leadership, like charismatic leadership, visionary leadership, and trustworthy leadership, had a greater extent in influencing an institution's performance; therefore, leaders in institutional sectors can choose any of the styles or use them interchangeably. Greater capabilities are in the use of appropriate communication channels, tools, and techniques to determine information within the organization.

Furthermore, in their study of transformational leadership style and business financial performance in Malaysia, Arshad and Zain (2016) argue that transformational leadership significantly and positively influences the human resource performance of Malaysian techno-based SMEs, thereby having a greater influence on their financial performance.

Furthermore, Saowalux & Peng (2007), in their study of the impact of leadership style on organizational performance in Thailand, explain transactional leadership as an ordinary leadership style that focuses on followers' compliance and expected rewards. Due to this fact, transactional leadership only considers the monetary relationship between the employer and employee; it is therefore not suitable for business financial performance. Similarly, Hag & Kunchinke (2016) argued that transactional leadership styles in Pakistan had significant positives but less influence on human resource performance and were less likely to generate enthusiasm and teamwork spirit.

In the study of Mogre et al. (2019) in Ghana on the extent to which transactional leadership influences human resources performance, the researcher observed that the leadership style produces stronger contingent rewards and makes management by exception more active. Similar studies were conducted in Nigeria, South Africa, and Zimbabwe. The authors opine in their empirical works that transactional leaders give followers material and psychological rewards based on the achievement of tasks as stated in the contract between the leader and the follower. It is also argued that the leader's provision of some rewards induces some kind of commitment and loyalty in the follower to perform the assigned task as expected in order to achieve organizational goals.

In Kenya, Rousell and Daniel (2017) conducted a study on the influence of transformational leadership styles on human resources performance and observed that 52.2% of the variation in employee performance was explained by the directive dimension of transformational leadership style, to a lesser extent than other dimensions like idealized influence, inspirational motivation, and intellectual stimulation.

For Tanzanian studies, Mwombeki (2017) considers dimensions of transformational leadership to have a high extent in influencing employee performance in the public sector, and Matiko & Mbuti (2021) observe that commitment has strong democratic and autocratic dimensions that have a strong influence on the commitment of employees in organizations.

2.2.3 Relationship between Leadership Styles and Human Resources Performance

Globally, public organizations are under increasing pressure to improve human resource performance management and implementation.Various scholars believe that the quality of public entities should be judged by their leadership styles in order to translate strategic leadership vision

into real performance by overcoming strategic leadership barriers (Redmond, 2016; Mwombeki, 2017; Mirumbe, 2020; and Mwakajila & Nyello 2021).Transformational and transactional leadership styles have become necessary strategic leadership styles for improving the management of human resources performance.

Practiced leadership dimensions such as supportive, directive, achievement-oriented and participative leadership styles which comes from transformational and transactional leadership are crucial and most important factors that predict the improvement in managing human resources performance to the extent that many scholars have argued that leadership failures have resulted to decrease in confidence to achieve work related outcomes, failure to clarify path to reward and enhancement in setting high goals to be achieved, clarify and address employee needs, and work upon employee rewards (Mwombeki, 2017; and Mirumbe, 2020). The studies on the way employees perceive the leadership style for improving human resources performance in East African countries, particularly Tanzania, are scant. Previous research indicates that employee perceptions of leadership styles in improving human resource management performance in developing countries are not adequately explored in a coherent, comprehensive, and integrated manner in the existing literature, particularly in the Tanzanian immigration division. This has created a substantial knowledge gap that demands to be filled.

Berg & Karlsen (2016) conducted a study assessing human resources performance strategies in Germany for leadership styles and organizational performance. A total of 17 public entities and 450 respondents participated in the study. Stratified and purposive sampling procedures were used to obtain the sample for the study. Using more social exchange theory, their research revealed a strong

relationship between transactional leadership styles in the areas of reward, clarifying goals and activities, and communications between leaders and followers.

Torlak & Kuzey (2019) studied the relationship between leadership styles and organizational performance using primary data for private education institutes in Pakistan. The sample size comprised four institutions with, in this approach, 187 employees, and their research revealed a stronger and more positive relationship between dimensions of transactional leadership style and human resources performance than transformational dimensions. The researchers also observed marked intra-institutional variations in the strength of the link between leadership styles and human resources performance.

Pawirosumarto et al. (2017) investigated the factors influencing employee performance in Indonesia using a basic behavioral model that included both transformational and transactional leadership styles as variables. The researchers used a cross-sectional and correlational study design with a sample size of 238 respondents. On the relationship between leadership styles, most of the dimensions relating to transformational leadership style did not have significance in association with human resources productivity, commitment, or integrity. Such dimensions of transformational leadership styles are directive, achievement-oriented, and participative.

In the study of Mogre et al, (2019) in Ghana on the relationship between transactional leadership and human resources performance the researcher observed that the leadership style produces stronger contingent rewards, and make management by exception more active. Similar studies were conducted in Nigeria, South Africa, and Zimbabwe. The authors opine in their empirical works that transactional leaders give followers material and psychological rewards based on the achievement

of tasks as stated in the contract between the leader and the follower. It is also argued that the leader's provision of some rewards induces some kind of commitment and loyalty in the follower to perform the assigned task as expected in order to achieve organizational goals.

In Tanzania, studies by Mwombeki (2017) and Mwakajila & Nyillo (2021) put forward a case for transformational leadership, where the two organizational mindsets (managerial and visionary) co-exist but with the visionary being more influential than the managerial, and argue that an organization will be more viable in the long run and better able to maintain its human resource performance in the short term if transformational leadership is prevalent in the organization. Transformational leaders are identified as a synergistic combination of a managerial leader (who never stops to dream) and a visionary (who only dreams) in that they dream and do something about their dreams, and the author argues that a strategic leader would probably create more wealth than a combination of a visionary leader and a managerial leader because the synergistic combination enhances the long-term human resources performance.

2.3 Conceptual Framework

According to Dickson (2018), the conceptual framework explains the way of doing research and grounds it firmly in theoretical constructs. The conceptual framework aims to make research findings more meaningful and acceptable to the research field. The conceptual framework for the relationship between the variables in the study on leadership style and human resources performance at the immigration department can be constructed as shown in figure 2.1. In the figure, leadership style practices are a form of leadership system that is hypothesized to determine the human resources performance of organizations in Tanzania. The operational constructs of transformational leadership

and transactional leadership styles are defined in the operational constructs of leadership style practice, with the goal of improving human resource performance. The constructs of transformational leadership styles used here are supportive leadership, directive leadership, achievement-oriented leadership, and participative leadership styles. For transactional leadership, the constructs are leadership involvement, team-based decisions, motivations, and a reward system. On the other hand, human resources performance in the immigration department is modeled in terms of four constructs: changes in worker productivity, change in attitude towards work integrity, preference for retention, and change in job commitment.

Figure 2.1: Conceptual Framework

Independent Variables		Dependent Variables
The nature of leadership styles -Transformational Leadership style -Transactional leadership style		**Human resource performance** -Productivity Performance -Integrity Performance -Commitment performance
The extent of influence of leadership style -Transformational leadership style -Transactional leadership style		
Relationship of leadership styles on -Transformational leadership styles -Transactional leadership styles		

Source: Developed by the author based on (Song et al, 2018; & Anirban, 2019).

Leaders and managers of an organization's system are widely recognized as the central mechanism for supporting, monitoring, leading, and observing the performance of employees in the immigration department and protecting the interests of customers, and are thus regarded as an important component for the organization's internal success. For a good leadership system, the managers and supervisors are expected to be directly involved in overseeing and leading the operational activities of the organization's processing system, among others, thereby influencing human resources

performance. A lack of transformational and transactional leadership styles would result in low support, directives, low involvement, poor participation, a lack of achievement-oriented performance, a lack of teamwork, low motivation, fraud, a lack of transparency, and hence poor human resources performance.

2.4 Research Gap

Over the years, the literature on human resources management has been skewed towards job satisfaction and employee engagement performance in both public and private organizations, to the extent that when management of human resources is mentioned, people tend to think of only satisfaction and engagement among others. Human resource performance is now measured in broader terms such as productivity, commitment, and integrity (Bhargavi & Yaseen, 2016; Berg & Karlsen, 2016; Cabral, 2019).However, the knowledge and application of the leadership inputs on human resources management are limited in the immigration division of Tanzania, particularly in the Arusha region; hence, there is an urgent need to argue for the application of the best leadership styles to ensure improved performance of human resources in delivering public services in the immigration department.

The definition of what constitutes "leadership styles" is a matter of controversy among various scholars. Each scholar has his or her own definition. Again, diverse leadership theories have been explored as having a relationship with human resources performance, among others. Other scholars also asserted that transformational and transactional leadership styles are different and each work in different situations, claiming that they have different characteristics, while others think they can operate simultaneously and do share similar characteristics, as cited by Bhargavi & Yaseen (2016)

and Berg & Karlsen (2016). This study made a case for both leadership styles and added to the existing debate about which aspects of the styles influence human resource performance.

Last but not least, the literature has covered studies on leadership styles and the human resources performance of countries to some extent (Igbaekemen, 2014; Hossain & Saleh, 2016; and Haq & Kuchinke, 2016). However, the studies focus on improving the relationships between leaders and employees, with very little attention given to Africa and East Africa in particular. The absence of adequate studies in the East Africa geographical region, specifically Tanzania, creates a substantial research gap that demands attention and is worth filling. The current study therefore attempts to cover the gap by investigating the influence of leadership styles in managing the human resources performance of the immigration department of the Arusha region.

CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Chapter Overview

This chapter elucidates the methodological aspects to be used in the study. The methods include research design, research approach, location of the study, study population, sample size and sampling techniques, data collection methods, data analysis methods, validity and reliability of the study, and research ethics.

3.1 Study Area

This study was conducted at the Immigration Department in the Arusha Region. The reason for conducting the study in this area is that it borders Kenya, through which a large number of people and activities move, necessitating immigration services. Frequent changes in senior officials in the immigration department are said to improve the performance of labor-intensive immigration services (Udovita, 2020).Concisely, the area is selected for the reason that it has the characteristics that demand investigation in the leadership setting of the immigration department and is similar to other regions in the country.

The immigration department has been selected for the current study because the government of Tanzania envisions the country becoming a middle-income country with an open economy by 2025 by welcoming foreign direct investors, diplomats, business people, and tourists, while also increasing country citizens' participation in political and socio-economic activities abroad. As such, the country embraces the attainment of creativity, innovativeness, and high-level quality leadership to respond to the needs of human resource management and effectively compete regionally and

internationally. However, most Tanzanian immigration divisions face challenges in improving their human resources productivity, commitment, and integrityiddle-income country with an open economy by 2025 by welcoming foreign direct investors, diplomats, business people, and tourists, while also increasing country citizens' participation in political and socio-economic activities abroad. As such, the country embraces the attainment of creativity, innovativeness, and high-level quality leadership to respond to the needs of human resource management and effectively compete regionally and internationally. However, most Tanzanian immigration divisions face challenges in improving their human resources productivity, commitment, and integrity. For the immigration services to succeed and realize their vision, there is an urgent need to deploy active leadership styles that can overcome the challenges in the process. Thus, the influence of the leadership styles on managing the human resources performance in the Tanzanian immigration division is investigated. The study provides guidelines for improving human resources performance through leadership styles that engage workers in activities and, consequently, satisfy customers who are the public consumers of immigration services and the government regulators of quality practices in its institutions.

3.2 Research Design

The study used a descriptive-correlation research design. Because the data was collected through surveys in a natural setting rather than derived data, a descriptive-correlation study design is used to address research questions 1, 2, and 3 (Kumar, 2015). Because the research questions are explanatory, the goal of using a correlation study design is to analyze, offer explanations, and gain understanding of the common leadership styles used in the immigration division through a multiple

data source.A correlation study design is ideal for investigating research questions that are closely related to their context or situation, which is especially appealing in human resource performance management and leadership disciplines.

The correlation design deals with finding out the relationship between two or more variables (Fraenkel & Wallen, 2009; Creswell, 2012). These authors describe how a correlation design aims to determine the tendency or pattern for two (or more) variables or sets of data to vary consistently. The correlation design helps the researcher apply Pearson correlation to test the hypothesis of whether or not there is an influence of leadership styles on the human resources performance of the immigration division in the Arusha region (Kumar & Krishnaraj, 2018).

The design enables primary data to be collected at a single point in time, providing a snapshot of ideas, opinions, and information. Primary data was used to address all research questions. The correlation study design is also favorable because it is less expensive, which enables the researcher to cope with the few resources present (Kothari, 2007). Moreover, the design of the correlation study enables the researcher to conduct the study in the limited time available. Also, it allows the researcher to use one or more methods of data collection depending on the prevailing situation and the nature of the research topic.

3.3 Research Approach

The researcher used a quantitative research approach whereby quantitative information is applied. A quantitative approach to the study was considered on the basis that to understand the influence of leadership styles on managing human resources performance, we need the formulation of constructs that are organized into nominal, ordinal, interval, and ratio scales of measurement with

differences in their precision to make the best use of the level, direction, and strength of the constructs (Kumar, 2015). Questions on questionnaires were asked in such a way that they could be easily understood by the respondents and be appropriately quantified. For the scores on questions to reliably reflect the actual scores and induce a high confidence level, the multiple-item measurement scales will be used. The scales are grouped based on ratings (to assess a situation at a particular time period in a category) and attitudes (the participant's state of mind toward the phenomenon), as recommended by Kumari (2015).

3.5 Target Population

Given that the main purpose of this study is to investigate the nature, extent, and relationship to which leadership styles influence human resources performance, the target population is 109 employees in the immigration department of the Arusha region (for all employees excluding the regional immigration officer and the deputy regional immigration officer) and six district immigration officers (the DIO, Namanga border immigration in-charge, and deputy border immigration in-charge, and the human resource officer). The choice of the Arusha region (consisting of Karatu District, Ngorongoro-Loliondo, Arusha District, Longido, Monduli, and Arumeru) as a research site is prompted by the fact that it is a region with the majority of the operating foreign activities of the immigration division (Ministry of Foreign Affairs, 2020). Besides, the Arusha region is the unique region that serves as tourism administration and harbors the office of the ministry of tourism and natural resources in Tanzania, the EAC secretariat, and border activities that take up a big proportion of 25 to 30 percent of interstate movement across all Tanzanian political boundaries. In the wake of increased promotion of the tourism sector in Tanzania, the Royal Tour Film Initiative was

inaugurated in the United States of America by the current president of the United Republic of Tanzania. The film focuses on increasing the influx of foreigners and connecting the country's tourism hotspots and investment attractions to the rest of the world via a public marketing platform. Leadership styles that influence human resources performance are researchable since they are inherent in the public sector and are both measurable and observable. In this regard, survey research tools will be administered to participants and respondents to help them answer questions on the nature, extent, and relationship to which leadership styles influence the human resource performance of the immigration division. Furthermore, standardized human resource performance categories will be used as measures of productivity, commitment, and integrity performance, as well as leaders' and employees' experiences with and behaviors of leadership in various leadership styles.

3.6 sample Size

The sampling process involves selecting a small part of the identified population; the sample chosen must be representative of the population from which it is drawn. However, how representative a sample is can be determined by the sample size, the sampling framework, and the procedures used for the selection of the sample. The sample size is influenced by several factors, which include access, funding, the overall size of the population, and the number of variables (Kumar, 2015). In this respect, due to the small number of employees in the immigration department and taking into account all the factors for sampling mentioned, the study has used total population sampling (Wanjala & Malechwanzi, 2016; Ame, 2009; and Kumar, 2015), and therefore the sample size is 109. Employment numbers will be obtained from relevant register records in the human resources

office. These numbers are arranged in ascending order and then coded. The employees were issued the questionnaires to fill out and submit voluntarily.

3.6.1 Sampling Techniques

The sampling techniques are the methods to be used in selecting respondents (Kothari, 2007). Specifically, this study used non-probability sampling techniques that involve a total population sampling procedure. A properly sampled population is required for a well-designed research project (Gall, 2005; Xinrong, 2010).

3.6.2 Data Collection Methods

Information was collected from primary sources, where primary data were collected through questionnaires. For that case, one set of questionnaires was formulated for employees. The operating items in the questionnaire were extracted and modified from the National Survey of Organizational Performance (NSOP) and the Institutional Research on Leadership Practices (IRLP). The NSOP and IRLP instruments measure the degree to which leaders participate in organizational practices that prior research shows are linked to valued outcomes of institutions (Daisy, 2020). Specifically, the NSOP assesses organizations' experiences in areas such as employment activities and performance, amount of output generation, integrity behavior changes, and commitment behaviors. (IRLP) assesses the quality of leaders' relationships with their employees and other stakeholders and provides background information, among other aspects of institutional activities.

The questions in the questionnaire consist of structured and open-ended items that give respondents freedom of response. The questions are nominal, ordinal, and interval in nature. Nominal items seek demographic information, while interval questions require respondents to state the duration of time in hours per week they spend on certain activities. Many items are on an ordinal scale that uses a 4-point Likert scale, as indicated in Table 3.1. A 4-point Likert scale is the optimal number of alternatives. Likert scales with less than 4 points decrease reliability and validity, while those with more than 7 points scarcely increase the psychometric properties of the scale (Lee & Paek, 2014). Furthermore, an even scale (4, 6, etc.) forces respondents to go in one direction, thereby minimizing the effects of an odd scale (5, 7, etc.), where respondents who are not sure of what to answer prefer to sit in the middle of the scale (Revilla et al., 2013), as demonstrated here under with a 5-point Likert scale.

Table 3.1 Scoring Procedure for the Responses

Response	Positive Statement	Negative Statement
Strongly disagree/ very unsatisfied/ never/ poor	5	1
Disagree/Unsatisfied/ Sometimes/ average	4	2
Neutral/Indifferent/Undecided	3	3
Agree/satisfied/often/good	2	4
Strongly agree/very satisfied/very often/very good	1	5

3.6.3 Documentary Review

In quantitative research, documents are a source of secondary data. Xinrong (2010) and Gall (2005) state that there are three categories of documents, namely: personal documents prepared by individuals for private use; official documents arranged by institution employees for keeping records

and information dissemination; and popular documents, which are mainly for commercial, entertainment, persuasion, and enlightenment purposes (Gall, 2005; Zinrong 2010). This method involves visiting and seeking documents from relevant offices, then reading such different sources and analyzing the intended information so as to attain pertinent theoretical and empirical bases for the present study from other related works. The documents that the researcher has reviewed include official documents arranged by the institution and employees for keeping records and information dissemination.

3.7 Data Analysis Methods

For questionnaire data to identify the leadership styles and their influence in managing the human resources performance of organizations, quantitative data analysis used both descriptive and inferential statistics. Data analysis was done on a software program, namely IBM SPSS version 23. Frequencies, measurements of central tendencies (mean scores), and percentages were used to interpret the demographic characteristics of respondents. Correlation analysis was performed in IBM SPSS version 23 for hypothesis testing, and results were interpreted.

3.8 Validity and Reliability of the Study

3.8.1 Validity of the Data

This refers to the degree to which a research instrument is accurate, correct, true, meaningful, and correct.For the purpose of quality and to minimize bias, the study data collection instrument was

refined through comments from the research supervisor to the researcher to ensure that the instruments focused on the purpose of the study.

Validity is defined as the instrument's ability to measure exactly what concept it is supposed to measure (Cresswell, 2018). It also refers to the credibility or believability of the research. In order for the researcher to validate the data and instruments (questionnaires) to be used in the research, experts were asked to make recommendations on their representativeness and suitability. Besides, he allowed suggestions to be made to the structure of the questions, as argued by Saunders et al. (2017).

The validity of the instrument was insured by using the following strategies: the researcher computed the validity coefficient using the content validity index (CVI), which considers the items declared valid over the total number of items declared invalid. Theoretically, the minimum value of the validity measure should be 0.5. And the CVI index in the questionnaires was found to be far greater than the critical minimum value of 0.5, which confirms that the instrument is valid and excellent (Madondo, 2015). The validity coefficient values were obtained using the formula below:

$$V = \frac{CVI}{TI}$$

Where CVI = number of items declared valid

TI = total number of items

Two standardized research instruments were used in this research to collect data. These are The operating items in the questionnaire were extracted and modified from the National Survey of Organizational Performance (NSOP) and the Institutional Research on Leadership Practices (IRLP).

The NSOP and IRLP instruments measure the degree to which leaders participate in organizational practices that prior research shows are linked to valued outcomes of institutions (Daisy, 2020). Specifically, the NSOP assesses organizations' experiences in areas such as employment activities and performance, amount of output generation, integrity behavior changes, and commitment behaviors. (IRLP) assesses the quality of leaders' relationships with their employees and other stakeholders and provides background information, among other aspects of institutional activities. Such instruments were adopted because they are one of the most widely used survey instruments on organizational experience, developed by academic professionals and the leading researchers in the field of public administration and leadership (Dinwoodie et al. 2014).

The NSOP claims to have high content validity and instrument reliability, continually adjusted based on data collected over the years (Redmond, 2016). The advantage of the NSOP questionnaire over the other measuring tools is that it covers the full range of organizational experience from the perspective of leadership performance (Dinwoodie et al., 2014). On the other hand, IRLP instruments have been used in previous employee surveys with substantial validity and are easy to understand and use (Jung et al., 2003). According to Hitt et al. (2013), two studies were conducted in Hong Kong and New Zealand to examine various aspects of its reliability and validity. Initial supportive evidence of reliability and construct validity of Leadership Styles Scale scores was found.

The NSOP has 19 items measuring dimensions in three constructs of leadership. Out of the 19 items, 5 items were used to assess the supportive leadership behavior dimension, 3 items were used to assess the directive leadership dimension, and 4 items were used to measure the achievement-oriented leadership dimension. The IRLP, which is the second questionnaire that was

used to assess the human resources performance, has 11 items in total; however, five were found necessary for measuring human resources productivity, four were found necessary for measuring human resources integrity, and three were found necessary for measuring commitment performance in Tanzania.

The NSOP questionnaire, in combination with the IRLP items, is preferred and used in this research because it helps to investigate the environment and behavioral aspects of leadership styles and human resources performance. A Likert scale with less than 5 points decreases reliability and validity, while more than 7 points scarcely increases the psychometric properties of the scale (Arthur & Hurdy, 2014; Cresswell, 2018).

The questionnaire described above consists of general and specific questions and an attached letter. The letter describes the purpose of the survey. Both the letter and the questionnaire are subject to much effort to ask questions concerning the social-demographic information of the respondents, such as age, gender, education level, position or qualification, and experience. Specific questions were considered to investigate and examine the perceptions of respondents about research questions using the Likert scale. The complete set of questions and the order in which they appeared are attached to this research proposal (see Appendix 1).

3.8.2 Reliability of Data

This is the extent to which the results are consistent over time and an accurate representation of the total population. To ensure data reliability, the same and uniform research instruments will be administered to all respondents, as well as a pilot study.

The consistency of a research study or measuring test, as well as the repeatability of findings, are examples of reliability.If findings from research are replicated consistently, they are reliable. To ensure reliability, repetitive tests were used, and the results were observed for consistency. A correlation coefficient can be used to assess the degree of reliability. If a test is reliable, it should show a high positive correlation (Cresswell, 2018). In this study, a pilot study is carried out to test the interview guide and questionnaires in the respective study area for their reliability; afterwards, corrections are made in order to obtain reliable data for the research. Since the reliability of data goes with the accuracy or precision of a measuring instrument, in this research study, reliability was concerned with the questions' consistency of responses in repeated measurements (Saunders et al., 2017).

The results were coded into the SPSS program to establish Cronbach's alpha, which has the purpose of confirming the internal consistency of the questionnaire items. The findings were as depicted in Table 3.2 below.

Table 3.2 Reliability Statistics

Variables	Measures	Cronbach Alpha Coefficients
Supportive leadership style	Increase confidence to achieve work outcome	0.84
Directive leadership style	Clarify path to reward	0.75
Achievement-Oriented Leadership	Setting high goals to employees	0.80
Participative leadership	Clarify employees' needs	0.79
	Change rewards of employees	0.88
Productivity performance	Output in terms of number of applications served per annum	0.86
Integrity performance	OPRAS evaluation rewards	0.68
	Cohesion to rules abiding	0.86
Commitment performance	Job retention attitude	0.71

Source: Researcher' Computation (2022).

Since the computed Cronbach's alpha coefficients of all the variable measures were observed to be above the minimum level of 0.7, the instrument is said to be reliable and therefore acceptable for data collection.

3.8 Research Ethics

The American Psychological Association (2010) emphasized the ethical standards and principles that researchers should follow when conducting research (Kennedy & Muth, 2010).The long-standing principles are designed to achieve three goals: ensure the accuracy of scientific

knowledge; protect the rights and welfare of research respondents and participants; and protect intellectual property rights. In this regard, the following ethical principles were adopted by the researcher to ensure adherence to ethical and legal standards:

This study adheres to the principles of respecting the research site by getting a research permit and authorization from the IAA and immigration division, respectively. The study was conducted by ensuring voluntary participation, informed consent, and confidentiality. Oral informed consent was obtained from all key informants who participated in the study during the field work, and they were informed of their right to withdraw from the study at any time.

3.9 Conclusion

Chapter three describes the entire study procedure, including how participants are chosen and data is collected and analyzed.In a broader perspective, the quantitative research approach was employed. The descriptive-correlation design was fundamental to this study's achievement of the research objectives. The details of what was done, how it was done, where it was done, and of course, to whom it was done, have been outlined step by step. Generally, the methodological part of the study helps a researcher keep the study on track by guiding the research on key issues that have a significant impact on the validity and reliability of the data and the findings.

CHAPTER FOUR

PRESENTATION OF FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the results of the research analysis of the data gathered through questionnaires and then discusses the findings. The first section describes the basic information derived from the analysis of each variable, covering the demographic information through descriptive and statistical analysis of the collected data. It involves an analysis of the demographic data obtained from the field work of the Arusha Immigration Department. The second section presents the results derived from the analysis of data according to objectives, whereby correlation analysis was performed.

4.1 Data Preparation and Response Rate

This section describes the data collected on the gender, age, work experiences, educational level, and employment status of respondents. In sum, out of the 109 questionnaires distributed, 105 were returned, and after the data quality checks, 2 responses were found to be incomplete and not suitable for use in the analysis. Eventually, a total of 103 responses, or a response rate of 94.5%, were deemed good and usable; hence, the 103 responses were exported into SPSS version 23. According to Kumar (2015), a response rate of 94.5% (103/109)*100 is good and acceptable for data analysis.

Table 4.1: Questionnaire Response Rate

Item	Number	Percentage (%)
Questionnaire Distributed	109	100
No Response	04	3.7
Incomplete	02	1.8
Total Usable Response	103	94.5

4.2 Demographic Characteristics of the Respondents

There are 24.2 percent more male respondents in this survey than female respondents (see Table 4.1). The survey respondents are composed primarily of the youth age group between the ages of 22 and 45, which accounts for 58.6 percent of the respondents. This age group barely qualifies for the employment-seeking population and constitutes the Immigration Department's youngest subsection in terms of duty execution.

In terms of education, 19.9 percent of respondents have a master's degree, 47.6 percent are college degree graduates, and 32.5 percent are diploma graduates, respectively. More than half of the respondents have work experience of seven years or more (see Table 4.1), which indicates that these respondents are relatively experienced with leadership behavior and practices in the immigration division compared to the rest. Those who have nine or more years of working experience account for 24.6 percent of the sample population, and those who have five and six years of working experience account for 10.3 percent, respectively. Indeed, the sample population is well-educated and experienced, making them excellent potential prospects for the provision of adequate information about the research.

Moreover, the majority of the respondents recommend with "strongly agree" the Immigration Division to family members and colleagues, who account for 57 percent; 12 percent agree; 25 percent are neutral; and those who do not recommend with "disagree and "strongly disagree" are 3 percent and 3 percent, respectively, of the total sample population.

Table 4.2: Demographic Characteristics of Survey Participants

	Demographic characteristics		
	Category	Frequency	Percent
Gender	Male	58	56.3
	Female	45	43.7
Education level	Certificate	3	2.9
	Diploma	10	9.7
	Bachelor degree	60	58.2
	Masters Degree	29	28.2
Work experience	5-7 Years	15	14.6
	8-9 Years	40	38.8
	10-12 Years	34	33
	13-15 Years	8	7.8
	16 and above Years	6	5.8
Carrier Goal	Strongly Agree	45	44
	Agree	25	24
	Neutral	16	15.5
	Disagree	17	16.5
	Strongly Disagree	00	00

As mentioned earlier in the findings, since 103 (94.5%) responses were returned, this implies that the majority of the respondents assessed the leadership style of the Immigration Department. In general, the employees in the immigration division evaluated their leaders' leadership styles.

Furthermore, the vast experiences of the majority of respondents, as revealed in the results (see table 4.2), imply that there is substantial practical knowledge of employee performance in the study sample, and it is worthwhile to respond to the questions.

Table 4.3: The relationship Between Age of Respondents and the Importance of Respondents' carrier goals to Immigration Division

Age (Years old)	Carrier goals		
	Yes	No	Total
20-24	10 (8.8%)	3 (2.4%)	13 (12.6%)
25-34	29 (27.3%)	4 (3.9%)	33 (32%)
35-44	27 (22%)	1 (0.8%)	28 (27.2%)
45-54	19 (17.7%)	2 (1.9%)	21 (20.4%)
55- and above	7 (22%)	1 (0.8%)	8 (7.8%)

According to the survey made on 103 respondents, as illustrated in the age group (table 4.3), the relationship between the age of the respondents and their preference on whether to place the importance of the carrier goal in the Immigration Division is impressive. Respondents place a moderate value on advancing their career in the immigration division, which they can join at any age. This might imply moderate retention strategies operating at the immigration division, such as knowledge management, motivation strategies, and leadership strategies that reduce labor mobility and turnover.

4.2 Presentation of Results According to Objectives

4.2.1 To Examine the nature of leadership styles used in Managing Human Resources Performance in Immigration Department of Arusha region.

In a descriptive format, this section presents the means and standard deviations of the dimensions of the constructs of the two leadership styles used in explaining human resources performance in the study. The dimensions of the main constructs—transformational leadership style, transactional leadership style, and human resources performance—were analyzed to identify the items that largely contribute to the measurement constructs and are worth considering by the immigration department in executing the leadership role and by researchers who may be using them in the field of work or academia.

4.2.1.1 Transformational Leadership Style

The respondents were asked to rate the items within each of the specified dimensions of transformational leadership style as they applied to defining the main functions of the immigration department. The items were measured using a 5-point Likert scale. The respondents rated the leadership ability (LAB) as the most likely determinant of the human resource performance, which has the mean value of (M = 2.95, SD = 0.71), followed by supportive leadership (SLP) as the next likely determinant of the human resource performance, which has the mean value of (M = 4.81, SD = 0.59), followed by achievement-oriented function (AOL), which has the mean value of (M = 3.65, SD = 0.68), and directive leadership (DLP), which has the mean value of (M = 4.44, SD = 0.96). This includes all four dimensions defined by transformational leadership style, which are critical

determinants of human resource performance that top leadership must consider when using transformational leadership style to manage human resource performance (see Table 4.4).

Table 4.4: Transformational Leadership style

Transformational Leadership Style items	Mean	Std. Dev.
Leadership Motivating Abilities (LMA)	2.95	0.42
Supportive Leadership (SLP)	1.86	0.67
Directive Leadership (DLP)	4.44	0.96
Achievement-Oriented function (AOL)	3.65	0.68
Understanding of others Leadership (UOL)	1.85	0.98
Critical thinking ability (CTA)	1.62	0.64
Working to change organizational culture (WCC)	2.04	0.84
Higher ideals and moral values (HIM)	1.84	0.76

*Mean value of the democratic leadership style is 2.53, computed from the average of the total mean values of the individual items.

The majority of the respondents revealed that a transformational leadership style exists to a moderate degree in the immigration department operating in the Arusha region, as demonstrated by the mean value of 2.53. In terms of numbers, the four determinants (LMA, DLP, DGF, AOL, and WCC) were rated as agreeing by 49% of the respondents in the study sample, while only 27% rated themselves as neutral on the aforementioned items. 15% of the respondents disagreed that the items describing transformational leadership style are the determinants of human resources management, which exist in the immigration department, and 2% strongly disagreed that the items exist to a satisfactory degree in the department.

4.2.1.2 Transactional Leadership Style

In table 4.6, among the dimensions of transactional leadership style on human resource performance, the respondents rated employee engagement leadership (EEL) as highly likely to contribute largely to transactional leadership (M = 2.39, SD = 0.19). This was followed by employee motivation leadership (M = 2.34, SD = 0.79), which contributed less than the other two dimensions (M = 1.56, SD = 0.68). This means that the immigration division's leadership, which employs a transactional leadership style, should work on the active aspects of their leadership styles for improving the human resource performance of the department (see Table 4.5).

Table 4.5: Transactional Leadership style

Transactional Leadership Style items	Mean	Std. Dev.
Employee Engagement Leadership (EEL)	2.39	0.19
Employee Motivation Leadership (EML)	2.34	0.79
Leadership of Reward System (LRS)	1.15	0.90
Employee self-determination leadership (ESL)	1.40	0.67
Responsive Leadership (LLP)	1.56	0.68
Within organization culture working (WOL)	1.88	0.78

*Mean value of the transactional leadership style is 1.79, computed from the average of the total mean values of the individual items.

The respondents revealed that a transactional leadership style slightly exists in the immigration department operating in the Arusha region, as demonstrated by the mean value of 1.79. In terms of numbers, the two items (EEL and EML) were rated as strongly agreeable by 42% of the respondents

in the study sample, while only 34% rated the items as agreeable. 14 percent of the respondents were neutral about the items describing the transactional leadership style of the human resource management department existing in the Arusha region, and none of the respondents disagreed that the six items existed to a satisfactory degree as indicated in graphical figure 4.1.

Figure 4.1: Transaction leadership style

Source: Researcher Computation, 2022

4.2.1.3 Managing human resource Performance

"Managing human resources "Performance" as used here, refers to the company's utilization of employees' abilities in terms of their skills, experiences, efforts, and commitment and meeting the

demands of their effectiveness to accomplish their responsibilities. There are diverse measures of human resource performance when evaluating the practices of public organizations, and the notable ones in the literature include the specified changes in workers' productivity, the change in attitude towards work integrity, the preference for retention, and the change in job commitment as indicated in the definition of performance in this research. The items measuring human resource performance were rated from 1 (strongly disagree) to 5 (strongly agree). In this study, the respondents were asked to tick () one of the responses to determine the probability that the human resource performance in the organization that they have worked for within the last five years is a performance that can be explained by leadership style.

Among the items, the participants rated "employee's productivity in terms of accomplishing assigned duties per time by leadership" (M = 2.34, SD = 1.03), "integrity in terms of a systematic and organized way of advising employees by leadership" (M = 5.34, SD = 1.03), and "commitment of employees resulting from balancing employee and organization needs." (M = 4.72, SD = 1.84), "employee performance reports are used by its intended leaders" (M = 4.16, SD = 1.22), and "I'm satisfied with the human resource management process of this organization" (M = 3.88, SD = 1.09), as items that largely measured human resource performance. This is in agreement with existing literature that human resource performance is measured by elements like objectives, results, reports, and leader-employee engagement in decision-making, among others. The items "high commitment of employees" (M = 4.86, SD = 2.03), "human resource performance comes directly from an effective balance of organization and employee needs" (M = 3.15, SD = 2.33), and "results of the organization's productivity activities represent a definite improvement in service provision to

customers" (M = 3.28, SD = 1.44), were rated the most among the observable constructs explaining

human resource performance (see Table 4.6).
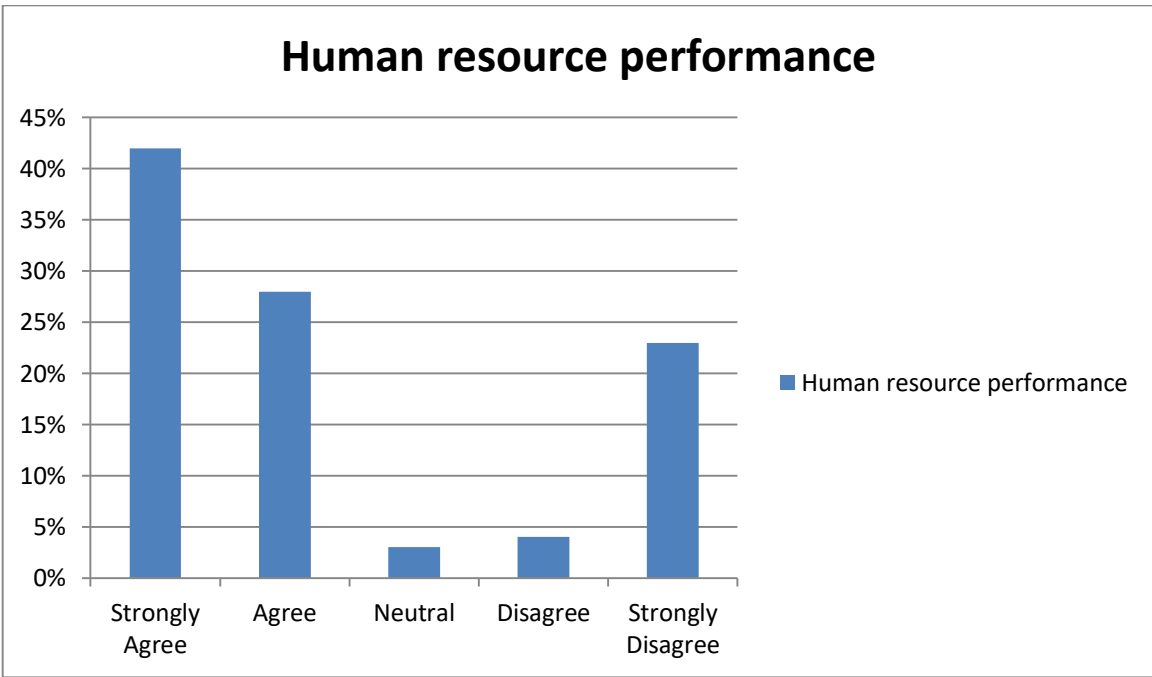
Table 4.6: Human Resources Performance

Human resource Performance items	Mean	Std. Dev.
Employee productivity comes from supportive role by the leadership	4.34	1.09
Leadership cherishes employee productivity by being role model	2.86	1.21
Employee productivity is consistently linked to the leadership	4.34	1.09
Leadership raises employee productivity by giving clear directives	2.86	1.21
Leadership raises employee productivity by giving clear targets	2.86	1.21
Leadership raises employee productivity through visionary ideas	3.88	1.07
The leadership uses efficiently the time employees use in job duties	1.29	2.06
Employee integrity comes from supportive role by the leadership	4.34	1.09
Employee integrity is consistently linked to the leadership	4.34	1.09
Leadership cherishes employee integrity by giving clear directives	2.86	1.21
Leadership cherishes employee integrity by being role model	2.86	1.21
Leadership raises employee integrity by giving clear targets	2.86	1.21
Leadership raises employee integrity through visionary ideas	3.88	1.07
The leadership uses efficiently the time employees use in job duties	1.29	2.06
Employee commitment comes from supportive role by the leadership	4.34	1.09
Employee commitment is consistently linked to the leadership	4.34	1.09
Leadership cherishes employee commitment by using retention strategies	2.86	1.21
Leadership cherishes employee commitment by being role model	2.86	1.21
Leadership raises employee commitment by giving clear targets	2.86	1.21
Leadership raises employee commitment through visionary ideas	3.88	1.07
The leadership uses efficiently the time employees use in job duties	1.29	2.06

*Mean value of the financial performance is 3.08, computed from the average of the total mean values of the individual items.

The majority of the respondents revealed that human resource performance exists to an average

and satisfactory degree in the immigration department operating in the Arusha region, as

demonstrated by the mean value of 2.08. In terms of numbers, five items whose results were rated

with mean values above 2.0 were also rated strongly agreeable by 42% of the respondents in the

study sample; only 28% rated agreeable on the aforementioned items. 23 percent of the respondents strongly disagreed that the five items related to human resource performance exist in the immigration department operating in the Arusha region, 3% were neutral, and only 4% agreed that the five items exist to a satisfactory degree, as indicated in graphical figure 4.2.

Figure 4.2: Respondents Ratings on Human Resource Performance in Arusha immigration department

Source: Researcher Computation, 2022

4.2.2 To What extent does the Existing Leadership Styles influence Human Resources Performance in Immigration Department of Arusha Region?

For this research, objective data were first analyzed descriptively into three measures of managing human resources performance, namely productivity change, integrity enhancement, and commitment and leadership on human resources-related decisions, as follows:

Table 4.7: Leadership for employment practices

Productivity Performance	N	Mean	Interpretation
The immigration department leadership have maximized the employee productivity	103	2.51	Neutral
The immigration leadership operate according to rules and procedures of managing human resources	103	1.92	Disagree
The immigration department leadership is administering human resources according to productivity achievement	103	2.26	Disagree
The immigration department is enhancing employee utilization of other resources	103	1.35	
Valid N (listwise)	103		
Integrity enhancement role	N	Mean	Interpretation
The immigration department leadership demand employee practices clear	103	1.05	Disagree
The immigration leadership operate according to rules and procedures of managing human resources	103	1.19	Disagree
I'm satisfied with the leadership practices and conducts on ethics The governance makes the goals and requirements of employees clear	103	2.35	Strongly Disagree
Commitment Management	N	Mean	Interpretation
I'm satisfied with the process by which the leadership engage in employee related issues	103	1.30	Disagree
The leadership provides the employee with assistance for performance activities	103	2.19	Agree
The leadership focuses attention on dealing with issues of retention of employees	103	1.35	Disagree
Valid N (listwise)	103		

The findings on the impact of leadership behavior on human resource performance are summarized in Table 4.7. According to the findings, the respondents strongly agree, agree, neutralize, disagree, or strongly disagree with the statements outlined. The mean scores and standard deviations were computed and tabulated as shown in table 4.8. The table reveals that respondents were in slight agreement on the view that leadership behavior shapes human resources performance, affecting more the area of productivity practices of human resources than integrity and commitment; the computed average mean values are (2.23, 1.53, and 1.61) respectively. Maximizing employee productivity and administering tasks were rated highest by the respondents, with average mean values of 2.51 and 2.26, respectively.

These findings conform to the studies of Muradi (2016) in Pakistani public institutions, Gyensare et al. (2016), and Megheirkouni (2017), who revealed in their empirical works that transformational leadership operating through visionary and charismatic leadership influences human resources performance to a greater extent. Furthermore, Saowalux and Peng (2007) in Thailand observed that transactional leadership influenced the human resource performance of organizations through compliance and expected rewards. This, however, contradicts Hag and Kunchinke's (2016) observation in Pakistan that organizational culture has a lesser influence on human resource performance.

The second part of the research objective two analysis was to use data correlation analysis. Using SPSS to compute the relationship between two leadership styles (transformational and transactional) and human resource performance, the results came up with targeted variables with labels for transformational and transactional leadership dimensions and the dimensions of human

resource performance. After that, the Pearson's correlation test was run to come up with the following results, shown under Table 4.8:

Table 4.8: Transformational Leadership Styles Influencing Human Resources Performance

		Transformational	Productivity	Integrity	Commitment
Transformational	Pearson Correlation	1	.784**	.521**	.415*
	Sig. (2-tailed)		.001	.004	.036
	N	103	103	103	103
Productivity	Pearson Correlation	.784**	1	.027	.318*
	Sig. (2-tailed)	.001		.839	.013
	N	103	103	103	103
Integrity	Pearson Correlation	.521**	.027	1	.289*
	Sig. (2-tailed)	.004	.839		.025
	N	103	103	103	103
Commitment	Pearson Correlation	.415*	.318*	.289*	1
	Sig. (2-tailed)	.036	.013	.025	
	N	103	103	103	103

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

With a Pearson correlation coefficient of 0.784 (sig. of 0.001), there is a strong and positive correlation between transformational leadership style and human resource performance in the aspect of maximizing productivity. Therefore, transformational leadership positively influences the human resource performance of the immigration department. Furthermore, with a Pearson Correlation of 0.521 (Sig. of 0.004), there is a moderately positive correlation between transformational leadership style and the human resource performance aspect of integrity

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enhancement in the immigration department. Lastly, with a Pearson Correlation of 0.415 (Sig. of.036), there is a weak yet positive correlation between transformational leadership style and the human resource performance of the immigration department in the aspect of enhancing commitment among employees in the immigration department. Therefore, transformational leadership style is an influencing factor for human resource performance.

Table 4.9: Transactional Leadership Styles influencing Human Resources Performance

		Transactional	Productivity	Integrity	Commitment
Transactional	Pearson Correlation	1	.561**	.525**	.385*
	Sig. (2-tailed)		.009	.012	.041
	N	103	103	103	103
Productivity	Pearson Correlation	.561**	1	.027	.318*
	Sig. (2-tailed)	.009		.839	.013
	N	103	103	103	103
Integrity	Pearson Correlation	.525**	.027	1	.289*
	Sig. (2-tailed)	.012	.839		.025
	N	103	103	103	103
Commitment	Pearson Correlation	.385*	.318*	.289*	1
	Sig. (2-tailed)	.041	.013	.025	
	N	103	103	103	103

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

With a Pearson correlation coefficient of 0.784 (sig. of 0.001), there is a strong and positive correlation between transformational leadership style and human resource performance in the aspect of maximizing productivity. Therefore, transformational leadership positively influences the

human resource performance of the immigration department. Furthermore, with a Pearson correlation of 0.521 (sig. of 0.004), there is a moderately positive correlation between transformational leadership style and the human resource performance aspect of integrity enhancement in the immigration department. Finally, there is a weak yet positive correlation between transformational leadership style and the human resource performance of the immigration department in terms of increasing commitment among immigration department employees, with a Pearson Correlation of 0.415 (Sig. of.036). Therefore, transformational leadership style is an influencing factor for human resource performance.

4.2.3 To Establish the Relationship Between the Leadership Styles and Human Resources Performance in the Immigration Department of Arusha Region.

The research question demanded establishing the relationship between the leadership styles and human resources performance in the immigration department of the Arusha region. To find out the relationship, the researcher began by seeking to understand the level of satisfaction with the leadership behavior type of the immigration department and how it influences employee job performance. The responses were as shown below.

Table 4.10: Level of Satisfaction with the Leadership Style

	Criteria	Frequency	Percent	valid percent
Valid	Partly satisfied	47	45.6%	45.6%
	Satisfied	18	17.5%	17.5%
	Not satisfied	18	17.5%	17.5%
	Others	14	13.6%	13.6%
	Do not know	6	5.8%	5.8%
	TOTAL	**103**	**100%**	**100%**

Table 4.10 summarizes the findings on levels of employee satisfaction with the leadership style of the immigration department. According to the findings, the majority of the respondents shared that they are partly satisfied with the leadership style of the immigration department. The table reveals that 18 (17.5%) of all respondents indicated that they were not satisfied with the leadership style.

For the relationship, the researcher again had to seek to understand the leadership behavior in following the rules and regulations in the immigration department and how it influences employee job performance; the responses were as shown below.

Figure 4.3: Leadership Behavior in following Rules and Regulations

Following rules and regulations

- Always
- Often
- Somwhow
- Not at all
- Do not know

5.80%   13.60%   17.50%   16.60%   46.50%
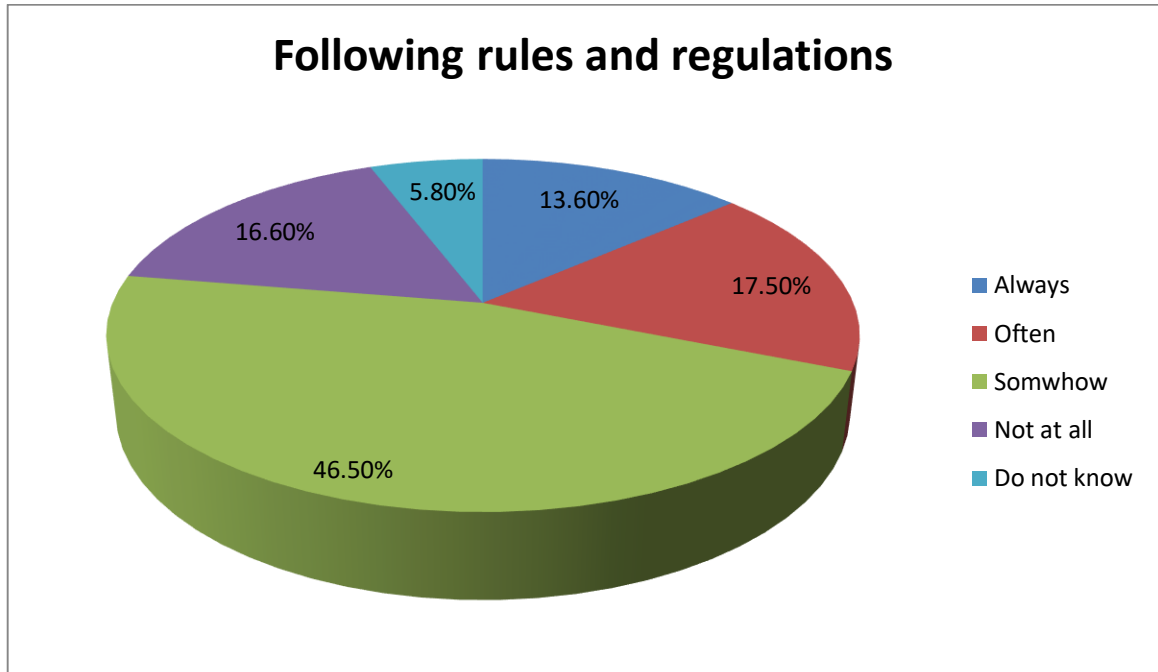
Source: Research Computation, 2022

Figure 4.4 summarizes the findings on employees' perceptions of leadership behavior in following rules and regulations in the immigration department. According to the findings, the majority of the respondents shared that the leadership behavior somehow follows the rules and regulations of the immigration department. The table reveals that 18 (17.5%) of all respondents indicated that they often perceive leadership behavior as following the rules and regulations. 17 (16.6%) of all respondents indicated that leadership behavior did not at all follow rules and regulations.

For the research, objective data were first analyzed to check the bivariate correlation matrix to show the intercorrelations among the broader factors or dimensions of transformational and transactional leadership styles, that is, supportive leadership (SLS), directive leadership (DLS), and achievement-oriented leadership (AOL) as transformational leadership dimensions. On the other hand, the

dimensions of participatory leadership (PLS), engagement of employees (EOE), reward systems (RSL), and motivation of employees (MOE) are transactional dimensions in explaining the model of leadership of the immigration department on human resources performance (MHP). The correlation matrix in table 4.9 shows that the immigration department's directive leadership was negatively associated with human resource performance (-0.553; p-value 0.01 as shown in table 4.9).

Table 4.12: Bivariate Correlation Matrix between the Major Construct Variables (N = 103)

	SLS	DLS	AOL	PLS	EOE	EOC	RSL	MOE	MHP
SLS	1								
DLS	-.535**	1							
AOL	.517**	.384**	1						
PLS	.464**	.372**	.456**	1					
EOE	.511**	.453**	.437**	.221**	1				
EOC	.212**	.229**	.426**	.339**	.326**	1			
RSL	.453**	.583**	.432**	.383**	.410**	.553**	1		
MOE	.448**	.554**	.365**	.486**	.224**	.343**	.343**	1	
MHP	.465**	.457**	.283**	.394**	.556**	.672**	.497**	.559**	1

Note: ** Correlation is significant at the 0.01 level (2-tailed).

Three variables in the estimated correlation matrix are for transformational leadership (SLS, DLS, and AOL) and are statistically significant. The finding conforms to the correlation analysis results, which revealed a strong relationship between the mentioned dimensions of leadership styles and human resource performance.

The resultant analysis has established that, taking SLS, DLS, AOL, PLS, EOE, RSL, and MOE, the change in human resource performance in the immigration department can be powerfully influenced

by transformational leadership. The findings presented also show that changes in the supportiveness of human resources lead to changes in productivity, integrity, and commitment. Indeed, the variables are significant at 10 and 5 percent. The presented findings also show that an increase in directive leadership of human resource performance results in negative changes in human resource performance. The findings are consistent with Mogre's (2020) findings, which state that the right transformational leadership dimensions demonstrated by management in organizations improve productivity performance. However, the finding on achievement-oriented leadership contradicts the results of Kaur et al. (2021), who observed a significant relationship between directive leadership of public sector institutions and human resource performance.

4.3 Summary of Findings

The descriptive results for the study (shown in Table 4.1-3) were within acceptable limits, thus supporting the previous findings. Moreover, the correlation coefficients were positive except for one dimension of transformational leadership styles (directive behavior of leadership), and so is the correlation matrix between dependent and independent variables. The majority of the square multiple correlations were well below 0.5; for example, the coefficient of supportive behavior changes on employee human resource performance is 0.492. Furthermore, the dimension of achievement-oriented leadership behavior was powerful in explaining the variability in employee performance in the immigration department (0.698) in terms of productivity and results.

Based on this overview, previous studies are limited in that they do not provide a comprehensive overview of the dimensions of human resource management changes that the immigration division can use to promote employee performance and do not explain which determinants of leadership are

important.As a result, many aspects of immigration performance and practice have gone uninvestigated.

This research, therefore, contributes to a deeper understanding of the relationship between leadership style practices that involve employees and their job performance.

Although leadership is regarded as an effective tool for promoting and managing human resource performance, it still contains a package of dimensions whose implementation by a particular institution cannot be determined at once. There are dimensions that influence employee job performance, which calls for the leadership of the immigration division to spend a substantial amount of effort to keep up with the global migration and emigration developments.

Since 2015, changes in the organization structure and human resource management have slightly increased confidence in human resource performance, with leaders identifying and utilizing various resource capabilities for development in public sector-based institutions such as the immigration division. There is also a growing impetus for setting clear performance objectives and operating according to approved rules and regulations in dealing with immigration services. The demand for such changes is revealed throughout the study.

4.4 Discussion of Findings

The aim of this study is to investigate the role of leadership styles in managing the human resource performance of the immigration division in Tanzania. Pertinent literature has been reviewed to ascertain the research gaps and outline the research objectives and questions. Consequently, a conceptual framework has been developed for further examination. The findings of this research

have both theoretical and practical implications for leadership and human resource performance, particularly within the discipline of immigration services.

In the words of Berg & Karlsen (2016), human resource management is context-specific and centered on leadership styles. Due to the fact that there are numerous leadership styles and each one is appropriate within a particular organizational environment, The leadership styles used for analysis were chosen using descriptive and correlational analysis.The literature revealed two relevant leadership styles in this study, which are transformational and transactional leadership styles.

This result is supported by a study by Pawirosumarto et al. (2016) in Indonesia, who found that transformational dimensions were the highest contributors to employee performance. It must be emphasized that there are other useful leadership styles used; however, the goal of this analysis is to identify the most powerful determinants in the two leadership styles and design an appropriate model for influencing employee performance. The study has come up with three determinants, which are highly ranked leadership styles using the ability to meet organizational activities related to employee productivity, integrity, and commitment.

The examined correlation matrix gives a deduction that all the dimensions of leadership styles are within acceptable ranges and indicates that the data is good enough to carry out any further advanced statistical analysis; the data also fitted the model very well, as revealed in the correlation analysis. Two of the dimensions of transformational leadership, namely, directives and achievement-oriented behaviors, have a significant effect on human resource performance. The findings in this research agree with some of the results of Redmond, 2016; Torlak & Kuzey, 2019; and Mogre et al., 2019. This shows that the immigration division of Tanzania should pay more

attention to the leadership styles or dimensions with weak statistical significance like supportive behavior, employee engagement, and motivating employees to improve human resource performance.

4.5 Chapter Summary

The chapter presents the data collection process, descriptive statistics, and inferential statistics to address the research objectives and answer research questions. Correlation analysis using the Pearson Correlation Matrix is used to analyze the relationship between the variables under study; the relevant determinants of leadership styles were identified. This was followed by another analysis to determine the relevant dimensions of the identified determinants of leadership styles, as the correlation results summary demonstrated.

CHAPTER FIVE
CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter consists of the conclusion, recommendations, and future research directions. It highlights the major findings of the study, which were obtained from the data analysis. It also presents academic, leadership, and policy recommendations. There are some questions and objectives that this study addresses. The achievement of those objectives culminated in the policy implications that have been presented. The study makes some recommendations to guide future work in this subject area.

5.1 Conclusion

This research made use of the descriptive-correlation design based on transformational and transactional leadership styles to choose the determinants of leadership behaviors and assessed the influence of these behaviors on human resource performance in the immigration division, specifically in the context of the Arusha region immigration department. The determinants were selected using a combination of descriptive analysis and correlation analysis. Based on literature, references were gathered from books, publications in relevant international journals, and the internet. The data analysis and result revealed that transformational leadership has a significant positive influence on human resource performance, except for directive behavior, which has a negative relationship. Also, it is realized that the influence of leadership styles on human resource performance can be improved when dealing with leadership styles in supportive, engagement, and motivation behaviors.

Contrary to many of the earlier studies, transformational leadership has a more powerful positive effect on the productivity of human resources in the immigration department; however, the influence is only statistically significant on the directive and achievement-oriented dimensions, even though all dimensions have a positive influence on human resource performance. This implies that where immigration leaders are making use of a transformational leadership style, the focus should be on supportiveness, engagement, and motivations in the organization so that the probability of success in the human resource performance score will be improved.

The study reviewed fundamental theories like social exchange, leader-member follower relationships, path-goal theories, and traits and behavioral theories of leadership and their application in a Tanzanian context. The study added to the literature on human resource management and leadership in public organizations by developing an integrated conceptual model based on the influence of transformational and transactional leadership on human resource performance.

Empirically, the influence of each dimension of transformational and transactional leadership styles on human resource performance has not been adequately studied within the Tanzanian context, such as the immigration department; thus, this research examined the influence of each dimension of transformational and transactional leadership styles on human resource performance, adding original knowledge to existing literature on the contributions of each dimension of leadership styles. The results from the descriptive and correlational analyses add to the existing knowledge on leadership and management of human resources as it applies to public sector organizations. The connectedness and influence of the constructs and their dimensions on human resource

performance were shown. There is strong empirical evidence on the influence of leadership style on the human resource performance of the immigration division.

5.2 Recommendations

Based on the study's findings, the researcher makes the following recommendations regarding employee perceptions of leadership styles in managing human resource performance in the Arusha region's immigration department:

Since the employee activities of the immigration department are more dominated by transformational and transactional leadership styles, there is a need to encourage leadership and management of employee activities to pay more attention to the nature of the needs, requirements, and expectations of the employees that they are working with and the environment in which they operate, and switch between transformational and transactional leadership styles where necessary to ensure success on productivity, integrity, and commitment. Besides, the immigration department should create an environment where transactional leadership training in particular would be given to management so that this type of leadership style would spread across the structure of the immigration division in the country.

The study did not deeply investigate the relationship between demographic information like education, age, and gender and human resource performance within the immigration division; hence, future research can explore whether the demographic information has any influence on human resource performance. Again, it is possible that additional dimensions not identified in this research as effective on human resource performance may potentially develop in the future as the scope of the immigration division and leadership styles develop. In addition, while there is historical

data pertaining to assessment and evaluation specifically of public organizations in every institution, there is a lack of data and consistent measures of leadership practices. The development of measures to assess the performance of employees and leaders is a topic for future research.

The complexity of the topic for the employees was evident by the variety of conditions within the immigration department. These conditions created barriers for the research. For example, there is widespread, inconsistent use of achievement-oriented practices and rewarding systems throughout public sector institutions, ensuring comprehensive employer-employee human resource practices in organizations. Furthermore, during the seminar on filling out the questionnaire instruments, employees expressed a need for further guidance with regards to relating a specific leadership determinant to a particular activity of the immigration division.

Furthermore, future research can explore the leadership style that is appropriate within each public sector organization and immigration department within Tanzania or other countries using a mixed method rather than a quantitative approach alone. Finally, due to time constraints, only cross-sectional data were used in the study, and the influence estimates from the correlation analysis were based on the respondents' ratings and opinions. Such results are subject to biases due to a lack of quantifiable measures that may have influenced our analysis. The regression model analysis can be used in future research to strengthen the findings.

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APPENDICES

APPENDIX I: QUESTIONNAIRE TO EMPLOYEES

A QUESTIONNAIRE TO ASSESS THE PERCEPTION OF EMPLOYEES ON LEADERSHIP

STYLES IN IMPROVING MANAGING HUMAN RESOURCES PERFORMANCE

1. INTRODUCTION

The student (Arbogast Peter John) has been commissioned by the Institute of Accountancy Arusha to conduct Study on the employees' perception of leadership styles in improving managing human resources performance of immigration department. The overall goal of the project is to investigate the perceptions of employees on leadership styles to improve managing human resources performance in Arusha region along with a set of clear and feasible recommendations for practice to be put in place for a more improvement of human resources performance in Tanzania.

Confidentiality
Before you begin, I want to let you know that any information or examples we gather during this survey will not be attributed to you personally. Your privacy will be protected; your name or any information in our reports that would make it possible to identify you without your consent will not be included.

Right to Ask Questions and Report Concerns
You have the right to ask questions about this study and to have those questions answered by the researcher before, during or after the filling the questionnaire.

If you have any further questions about the study at a later stage, feel free to send them to Mr. Arbogasty John Peter through E-mail to: jarbogast@yahoo.com or via cell phone number +255 713843030

2.0   GENERAL INFORMATION

2.1   Information about the respondent completing the questionnaire and status of AMCOS

2.1.1   What is your age? (Please tick)

20 - 24 years	25 – 34 years	35 – 44 years	45 – 54 years	Over 55 years

2.1.2   What is your gender? (Please tick)

Male	Female

2.1.3   What is the highest education level you completed? (Please tick)

Informal education	Primary level	Secondary level	Diploma	Bachelor's degree	Master's degree	Doctorate	Other

If other please specify …………………………..

2.1.4   Name of the section of immigration department you belong......................................

2.1.5   Name of the district location of your work or working station......................................

2.1.6   How is promotion conducted in respect to Open Performance Review and Evaluation System in your organization........................?

Use of OPRAS freely and fairly	Determined with partially use of OPRAS	Dot not use OPRAS at all

If other please specify ………………………………..

2.1.6   How is promotion conducted in respect to professionalism in your organization........................?

Follows professionalism	Partially follows professionalism	Do not follow professionalism

If other please specify ………………………………..

2.1.7   How do you feel with the leadership behaviours in starting and finishing assigned duties per time?

- o   I am highly satisfied by the leadership style
- o   I am partly satisfied by the leadership style
- o   I am not satisfied by the leadership style
- o   Other (Please specify)
- o   Don't Know

2.1.8   Does the leadership of this immigration department follow the rules and procedures in managing human resources performance?

- o Never
- o Somehow
- o Often
- o Very Much
- o Other (Please specify)
- o Don't Know

2.1.9   Are you involved in the decision making of issues which require your involvement in this immigration department?

- o Never
- o Somehow
- o Often
- o Very much
- o Other (Please specify)
- o Don't Know

2.1.10 In assessing the leadership role what is the current relationship with employees situation?

Please chose one

Weak relation	Strong relation	Very strong relation	Other

If other please specify ………………………………..

2.2 Information about nature of leadership styles in the immigration department
2.2.1 The type of experience you have with the leadership of immigration in five years since 2017-2021 in the area of respective activities (Please tick all that apply)

To what degree are the following behaviours of the leadership style describes the current operating structure of immigration department?

Leadership behaviors	No Operating	Minor Operating	Moderate Operating	Major Operating	Very Strong operating	Don't Know
i) Leaders support me in doing my tasks						
ii) Leaders instil new ideas in me to perform tasks and achieve immigration department goals						
iii) Leaders display higher ideals and moral values						
iv) Leaders balance considerations to employee needs and organization needs						
v) Leaders concentrate their attention to dealing with mistakes, complaints and failures						
vi) Leaders discuss with employees on the responsibilities and targets						
vii) Leaders deal with employees rewards through objective achievement						
viii) Leaders are ready to interfere for corrections on deviating situations						
ix) Leaders express optimism about the future						
x) Leaders have compelling vision about the immigration department vision of the future						

2.3 Information about Extent of Influence of Leadership Styles in Managing Human Resources

2.3.1 The type of experience you have with the leadership of the immigration department in five years since 2017-2021 in the area of respective activities (Please tick all that apply)

Leadership behaviors	*Not at all*	*Somehow*	*Often*	*Very Much*	*Don't Know*
i) Leadership helps employees to finish assigned duties per time					
ii)Leaders serves the needs of employee and meet the average expectations					
iii)Leaders enable employees to cherish creativity					
iv) Leaders are consistently reliable ready to solve employee' challenge					
v) Leaders are systematic and organized in advising employees					
vi) Leaders seek different views in solving problems					
vii) Leaders keeps track of all mistakes					
viii) Leaders gives clear directions to employees					
ix) Leaders helps employees to solve difficult situations					
x) Leaders always give constructive criticism					

2.4 Information about the relationship between Leadership styles and improving managing human resources performance

2.4.1 To what degree are the following behaviours of the leadership style describes the current operating structure of immigration department?

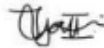| *Leadership behaviors*	*Not at all*	*Somehow*	*Often*	Very much	*Don't Know*
i) Leadership helps employees to finish assigned duties per time					
ii)Leaders serve the needs of employee and meet the average expectations					
iii)Leaders enable employees to cherish creativity in duties					
iii) Leaders are consistently close to employees productivity					
iv) Leaders are systematic and organized in motivating employees to work					
v) Leaders are better in clarifying goals for employee to follow					
vi) Leaders gives and follow directions through effective communication					
vii) Leaders address and solve employees challenges in tasks					
viii) Leaders always give constructive criticism on performing duties					
ix) Leaders practice balanced judgment in assessing tasks performed					
x) Leadership seems the best for me to achieve outcomes					

Thank you for your cooperation

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ARUSHA.
06th December, 2022.

To whom it may concern,

EVIDENCE FOR ENGLISH LANGUAGE EDITING

This is to provide evidence that I have proofread and edited a dissertation of Mr. John Peter Arbogasty, titled *"Investigating the Employee Perception on Leadership Styles in Managing Human Resource Performance: A Case of Immigration Department in Arusha."* This was meant to ensure language accuracy before it is passed for the award of the said degree. In editing, I have addressed issues that could arise about spelling, tenses, cohesion, coherence, and the general organization of the dissertation. I hereby recommend that the candidate submit the dissertation document for further scrutiny and determination for the award of the degree of Master of Leadership and Management as per the jurisdiction and discretion of the concerned board of examiners and the Institute of Accountancy Arusha.

Yours faithfully,

Jackline Edson.

INVESTIGATING THE EMPLOYEES' PERCEPTION ON LEADERSHIP STYLES IN MANAGINGHUMAN RESOURCE PERFORMANCE: A CASE OF IMMIGRATION DEPARTMENT IN ARUSHA REGION