

**ASSESSMENT OF THE INFLUENCE OF LEADERSHIP STYLE ON
ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF GEITA DISTRICT
COUNCIL**

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INSTITUTE OF ACCOUNTANT ARUSHA

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BY

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**A dissertation Submitted in Partial Fulfillment of the Requirement for the award of
Masters of Science in human resource management of Institute of Accountant Arusha**

November 2023

DECLARATION

I, Rebeka A. Mwambeso declare that this Research dissertation is my own original work and that it has not been presented and will not be presented to any University/In for similar or any other degree award.

Signature

Date

CERTIFICATION

I, the undersigned, certify that I have read and hereby recommend for acceptance by Institute of Accountancy Arusha the Research Dissertation entitled assessment the influence of leadership style on organizational performance: A Case Study of Geita District Council, in fulfillment of the requirements for the Master's Degree in Human Resources Management offered by the Institute of Accountancy Arusha.

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Date:

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ABSTRACT

This comprehensive study explores the complex dynamics of leadership styles and their influence on employee perceptions, satisfaction, and organizational performance within the context of Geita District Council in Tanzania. Through a careful analysis of autocratic, democratic, and laissez-faire leadership styles, the research investigates into the nuanced experiences of employees, shedding light on the pivotal role leadership approaches play in shaping the organizational environment... Therefore the descriptive survey design method will be used to undertake the in depth analysis. Thus 109 sample size of respondents was taken from the employees of Geita District Council headquarter. Purposive sampling was used as a sampling procedure in data collection. Research involved collection of both primary data and secondary data. Interview, questionnaire and documentary review were used as a data collection method. Descriptive analysis was also used in data analysis because this helps in changing data into simple and understandable forms. The research illuminates critical insights derived from employee perspectives, highlighting the detrimental effects of excessive control associated with autocratic leadership, including stifled creativity and demotivation. In contrast, democratic leadership, marked by participative decision-making and supportive communication, fosters trust, job satisfaction, and organizational unity. The study underscores the delicate balance required in laissez-faire leadership, emphasizing autonomy while providing necessary guidance to prevent disengagement and decision-making ambiguity. Recommending the cultivation of democratic leadership practices and a balanced laissez-faire approach, the study advocates for active promotion of participative decision-making, leadership training programs, implementation of performance feedback mechanisms, and continuous monitoring and adaptation.

Keywords: Autocratic, Democratic, Laissez-faire, Local Government.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This first chapter entails an introductory part of this study, It provides introduction and detailed background of the study, identifies problem statement, highlights research objectives and questions, specific scope of the study and indicates significance of the study.

1.2 Background to the Problem

Leadership is a fundamental driver of organizational performance, significantly impacting productivity, employee engagement, and overall effectiveness. Leadership styles, such as autocratic, democratic, and laissez-faire, play a critical role in shaping how leaders interact with their teams and make decision (Beakana, 2017). Understanding the influence of these leadership styles on organizational performance is essential for optimizing leadership practices in diverse settings, ranging from the global stage to the specific context of African organizations (Khamis, 2020).

In the global arena, leadership styles have evolved to adapt to the dynamic and diverse business landscape. Autocratic leadership, characterized by top-down decision-making and minimal employee involvement, has been traditionally used in certain contexts to maintain control and efficiency (Yukl, 2020). While this style can lead to quick decision-making, it may also hinder employee engagement and creativity. On the other hand, democratic leadership emphasizes participative decision-making and employee empowerment (Avolio & Bass, 2019). This approach fosters collaboration, innovation, and a sense of ownership among employees, potentially resulting in higher performance outcomes. Globalization has intensified the need for

effective leadership practices that can transcend geographical boundaries and cultural differences. Autocratic leadership, characterized by centralized decision-making and limited employee involvement, has historically been used in certain settings to streamline processes and ensure quick decisions. However, its impact on employee morale and long-term performance has been debated (Goleman, 2020). In contrast, democratic leadership emphasizes participative decision-making, employee empowerment, and open communication (Bass & Riggio, 2016). This approach aims to foster collaboration, innovation, and a sense of ownership among employees, potentially leading to enhanced organizational performance.

In the African context, leadership styles are influenced by unique cultural values and historical experiences. Autocratic leadership may align with traditional hierarchical structures in some regions, where respect for authority and seniority is emphasized. On the other hand, African cultures often value community participation and collective decision-making, making democratic leadership a potentially relevant and effective approach (Obiwuru et al., 2019). Additionally, laissez-faire leadership, characterized by a hands-off approach and minimal guidance, may be observed in certain African settings due to cultural norms and expectations. In Africa, as a continent rich in natural resources and economic potential, organizations experience distinct cultural, economic, and political contexts that shape leadership practices. The impact of leadership style on organizational performance within African nations may differ from global standards due to variations in cultural values, historical influences, and societal norms.

The interaction between leaders and subordinates in developing countries has caused poor performance in organizations because close relationships between leaders and subordinates have led to poor behaviours of subordinates, lack of responsibility and accountability of their work which greatly risked organizations because of subordinates' negligence. For example,

Beakana (2017) reported that in Ghana more than thirty micro finances collapsed as a result of bad leadership which could not sustain operations. Public sector and governmental institutions have also proven failure at some point in different countries because they are dominated with laissez-faire leadership style whereby leaders do not want to be accountable for their work and leave a lot of responsibilities in the hands of their subordinates.

Khamis (2020) argue that a lot of African countries are characterised by poverty from colonial days. This greatly contributed to poor managerial leadership in both public and private sector. A major characteristic of leaders in council within Africa countries is that they establish close personal relationship with employees expecting these relationships to bring protection, close guidance and supervision, while they seek loyalty by assuming responsibility for their employees.

After colonialism, Tanzania adopted democratic leadership at the top government levels where by people vote for leaders in power. Public sector in this country is characterised with democratic leadership style more than other leadership styles which has contributed to a lot of unaccountability in public sector with workers to be named as a democratic and unprofessional personal relationship among leaders and employees were created an environment where by people get hires based on who they know. (Mayo, 2019).

In recent years, Tanzanian local government authorities have undergone significant reforms, emphasizing the need for effective leadership to enhance public service delivery and governance (Mwageni, 2018). These reforms underscore the importance of understanding how different leadership styles impact employee turnover intentions, an essential aspect of employee retention and organizational performance in this context.

Previous research in various organizational settings has highlighted the significance of transformational leadership, characterized by inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence, in reducing turnover intentions among employees (Northouse, 2018). Transactional leadership, which focuses on contingent rewards and active management-by-exception, has shown diverse outcomes concerning turnover intentions (Northouse, 2018). However, the impact of these leadership styles can be influenced by contextual factors such as organizational culture, job satisfaction, and perceptions of fairness and justice (Podsakoff et al., 2014). Considering these contextual elements is crucial when exploring the relationship between leadership styles and employee performance and organizational performance within Tanzanian local government authorities.

This comprehensive study on the influence of leadership styles on employee performance in Tanzanian local government authorities aims to bridge existing gaps in the literature. By delving into the specific context of Tanzanian local government authorities, this research seeks to unravel the nuances of leadership practices that contribute to enhanced employee performance and organizational performance. The study's findings hold practical implications for local government authorities, offering valuable insights into effective leadership strategies and the creation of a conducive work environment that promotes employee satisfaction and commitment, ultimately shaping organizational success and efficiency.

1.3 Statement of the Problem

The existing literature highlights the crucial role of leadership style in various organizational aspects, including performance, creativity, and development. As organizations expand, the challenges they encounter in achieving objectives and maintaining performance become

increasingly complex. Effective leadership has consistently emerged as a critical factor contributing to organizational success globally (Kehinde & Banjo, 2017). Numerous studies, such as those by Murad and Gill (2016), Kariuki and Wachira (2017), and Obiwuru et al. (2019), have emphasized the significant relationship between leadership style and organizational performance. However, there was a noticeable gap in the literature concerning the assessment of leadership style influence on organizational performance within local government authorities, particularly in Tanzania.

This research aimed to address this gap by specifically investigating and analyzing the impact of different leadership styles, including autocratic, laissez-faire, and democratic, on the organizational performance of local government authorities in Tanzania. The limited diversity in leadership styles within this context, as revealed in the Controller and Auditor General's (CAG) reports over a five-year period, underscores the need for a focused examination. The trends observed in these reports indicate potential areas of improvement in leadership practices within local government authorities. Therefore, this study pursued to explore and evaluate the influence of leadership styles on the performance of local government, with a case study focused on Geita District Council. By doing so, the research aimed to provide valuable insights into enhancing leadership practices in local government settings, contributing to the broader on the effective leadership for organizational success.

1.4 General Objective

The major objective of this research was to investigate the influence of leadership's styles on the organizational performance in local government authorities.

1.4.1 Specific Objectives

The specific objectives of the research were:

- i. To determine the influence of autocratic leadership style on organizational performance in local government authorities.
- ii. To determine the influence of democratic leadership style on organizational performance in local government authorities.
- iii. To determine the influence of laissez-faire leadership style on organizational performance in local government authorities.

1.5 Research Question

1.5.1 General Research Question

The major research question of this research was what are the influence of leadership's styles on the organizational performance in local government authorities?

1.5.2 Specific Research Question

The specific research questions of the research were:

- i. What are the influences of autocratic leadership style on organizational performance in local government authorities?
- ii. What are the influences of democratic leadership style on organizational performance in local government authorities?
- iii. What are the influences of laissez-faire leadership style on organizational performance in local government authorities?

1.6 Scope of the Study

The study focused on investigating the influence of leadership styles and organizational performances at Geita District Council. The study was conducted within the Geita District Councils. Specifically, the study targeted the administrators, and other staff. The geographical scope will encompass within the district. The research was grounded in leadership theories, particularly trait theory. The study covered a specific time frame during data collection and analysis. The study adopted a mixed-method approach, combining both quantitative surveys and qualitative interviews. The quantitative survey involved a representative sample of respondents within the council, while the qualitative interviews was conducted with a selected group of participants to provide more in-depth insights into their experiences and perspectives.

1.7 Limitation of the Study

It is essential to acknowledge potential limitations that affected the scope of the study. These limitations included constraints on the sample size due to resource and time limitations. Furthermore, the study's generalizability was limited to the specific context of Geita District Council, which might affect the broader applicability of the findings to other local government authorities in different regions. For the current study, the researcher encountered some limitations. However, the main limitation expected so far is the challenge of accessing the target respondent since data collection process was done during working hours. The researcher overcame this challenge by visiting earlier before the onset and ask for appointment for questionnaires filling and interviews with respective respondents and preparation of necessary documents that were needed for the study.

1.8 Significance of the study

The study on the influence of leadership styles on organizational performance of Geita District Council holds several significant implications for various stakeholders, including policymakers, local government authorities, and other stakeholders. The findings of this research would contribute to both academic knowledge and practical applications in the following ways: This study would contribute to the existing body of knowledge on leadership and its impact on organizational performance particularly in the context of local government authorities. The study's mixed-method approach would provide a comprehensive analysis, bridging the gap between qualitative experiences and quantitative data. The study's findings would offer valuable insights to policymakers and local government authorities responsible for shaping policies and practices. Policymakers could use the research outcomes to design and implement leadership development programs that focus on fostering transformational leadership qualities among leaders, authorities can adopt strategies to identify and cultivate effective leaders and improved organizational performance. The study would have implications for leadership theories, particularly in the context of local government authorities. It would provide empirical evidence to support or refine existing leadership theories, such as transformational leadership theory. Additionally, the research might pave the way for the development of new leadership models that account for the unique challenges and dynamics within the local government's authorities.

1.9 Organization of the Study

This study is organized into five chapters. The first chapter, namely introduction gives the general overview of the study. It particularly deals with the background to the study, the problem statement, the general and specific objectives and corresponding research questions, the significance of the study, the scope and limitations and the organization of the research dissertation. The second chapter namely Literature Review presents both the theoretical and

empirical literature that relate to the study. The literature is organized into subtopics that are related to the variables under investigation. Chapter three, on the other hand concentrates on the methodology to be used to guide the study. Particularly, it deals with the study design, population and sampling, instruments to be used, statistical treatment of data and ethical considerations of the study. Chapter four presents the presentation, analysis and discussion of the findings. The last chapter presents the conclusion and recommendation of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews relevant literature to the study it covered concept of leadership, theories on leadership style and performance, empirical studies on leadership and employee's performance done by other researchers, research gap a conceptual frame work which provides the model and variables of research and hypothesis of the study. The literature review is the combination of Journals articles, Books and Published dissertation report on the influence of leadership o employee's performance to the council.

2.2 Theoretical Literature Review

2.2.1. Concepts of Leadership

A lot of researchers have defined leadership but there are still no accepted definition of the term this section will review how different scholars have defined leadership. Adair (2002) defined leadership as a process where an individual influence a group under his employees using his skills, knowledge and expertise to achieve various objectives such as achieving high performance levels while monitoring and motivating employees to achieve employees performance.

Alghazo and Alnazi (2016). Stated that leadership is very important in creating a good working atmosphere and culture in the council, the council, the approaches that a leader has to ward his or her employees will determine the level of enthusiasm that employees have in their work, roles work environment and council shadow and Barghi (2017) are argued that human beings are greater assets to the council they give goals and results to every council it is through this goals

that an employee's shows its performance. Performance of employees is also measured by the capacity of its lead to deliver result on set goals.

2.2.2 Autocratic Leadership

Authoritarian leadership is another term for autocratic leadership. The leader under an authoritarian leadership style, according to Lewin et al. (2016), makes policies and direct work, employee input is limited. Followers are commanded and controlled by an authoritarian leader. The leader makes decisions on his or her own with little input from subordinates. The leader's and subordinate's relationship is kind of submission. Eventually, groups gain aggressive dominance over one another. The followers of an autocratic leader are expected to follow the leader's orders without question. To get the job done, autocratic leader employs fear, intimidation and establishment of power. This form of leadership causes subordinates to become overly reliant on the leader which reduces their effectiveness. Authoritarian leadership is most effective when there is no time for decision making or when the leader is the most knowledgeable member of the group. An autocratic approach may be beneficial when crisis occur and needs quick decisions and prompt action. In his research Lewin discovered that it is difficult for an authoritarian leader to be democratic and it is also difficult for democratic leader to be autocratic.

2.2.3 Democratic Leadership

Democratic leadership is also referred to as participative leadership. Democratic leaders, according to Washtelm et al. (2016), stimulate and facilitate conversation. Democratic leaders provide group members guidance while also engaging in the group and allowing for feedback. When technical guidance is required, the leader drafts a general goal and makes suggestions. Democratic groups are friendly and their relationship with their leader is unrestricted. This

encourages employees to be motivated and creative resulting in higher job satisfaction. According to Lewin's research democratic leadership style is the most effective kind of leadership style.

2.2.4 Laissez-Faire Leadership

According to Lewin et al. (2016), laissez-faire leaders allow subordinates entire independence unless assistance is required, when assistance is required the leader steps in. The leader usually keeps him occupied with paper work. This type of leader doesn't set any objectives or make any decisions. Employees who work under laissez- faire leadership are more likely to produce low production, fail and feel insecure. According to Lewin laissez-faire leadership leads to disorganized organizations in which members blame each other for mistakes, fail to assume personal responsibility and cause lack of growth and productivity.

True laissez-faire, according to Bass (2017), is actually "non-leadership" because the leader has essentially no influence over the group, making it difficult to distinguish the leader from the followers. Although this leadership style is most likely a descriptive ideal that does not exist, it is effective when the personnel are highly talented, experienced, and educated (Yukl, 2015). The idea underpinning a laissez-faire leadership style is that people are intrinsically unpredictable and uncontrollable, and trying to comprehend them is a waste of time and energy. The leader in this approach attempts to keep a low profile, respects all organizational divisions, avoids causing waves of disruption, and relies on the few available loyalists to get the task done (Northouse, 2018).

2.2.5 Organizational Performance

Organizational performance refers to the overall effectiveness, efficiency, and achievement of goals within an entity or institution, whether it's a business, non-profit organization, or government agency. It encompasses various dimensions, including financial stability, service quality, stakeholder satisfaction, employee engagement, innovation, transparency, and adherence to ethical and legal standards (Adler & Borys, 2018). Organizational performance is a multifaceted concept that evaluates how well an organization utilizes its resources to achieve its objectives and create value for its stakeholders. It involves the successful coordination of various internal processes and external interactions to ensure sustainable growth, competitive advantage, and the realization of its mission and vision (O'Reilly & Tushman, 2018). In the context of local government authorities, organizational performance encompasses the efficient delivery of public services, responsible financial management, community development, stakeholder engagement, and the ability to adapt to changing circumstances while upholding transparency and accountability (Bryson et al., 2019).

2.2.6 Theoretical framework

This theoretical literature review boards on a comprehensive exploration, researching into the multifaceted dimensions of leadership theories to interpret their relevance and applicability in the context of Geita District Council. By examining an wide range of scholarly works, this review aims to unravel the complex relationship between leadership styles and organizational outcomes, shedding light on the mechanisms that shape the success or challenges faced by institutions.

2.2.6.1 Trait Theory

This theory is among the first most familiar theory of leadership which explained leadership based on qualities a person should have to be a leader. The theory was formed in the 1940's and it stipulated that leaders should have traits enduring characteristic of behavior. Goleman (2019) revised the theory and added that emotional intelligence is a necessary attribute of leaders. Ulrich and Smallwood (2017) also contributed that leadership as brand is a comprehensive approach to leadership by an organization. The Trait Theory would be used to identify specific leadership traits that are believed to be associated with effective leadership. The study would investigate whether leaders in Geita District Council possess traits such as decisiveness, confidence, integrity, and emotional intelligence. This assessment will involve surveys, interviews, or observational methods to determine if leaders exhibit these traits in their leadership style. This might involve leadership development programs or training initiatives aimed at improving specific leadership qualities. The Trait Theory would be used for comparative analysis. Determine whether leaders with specific traits are associated with better organizational outcomes, and if so, highlight these connections in your research. Overall, the Trait Theory provides a framework for understanding and assessing leadership qualities, which can be applied to your research to gain insights into how leadership styles and traits influence the organizational performance of Geita District Council.

2.3 Empirical Literature Review

This literature review undertakes a careful examination of existing research studies and empirical evidence, exploring the concrete displays of the influence of leadership style on organizational performance.

2.3.1 The influence of autocratic leadership style on organizational performance.

The greater part of literature review shows that Belyh (2020) autocratic is the most suitable leadership style for leading modern organization, democratic leadership style it enables to move employees beyond their normal levels of performance, a positive relationship between democratic and leadership and employee's performance has been found in both practical perspectives (Abbas, 2018). This both autocratic and democratic leadership style is expected to have positive direct effect on employee's performance. However, it does not show the relationship between autocratic and democratic, some study found that autocratic leadership style had negative relationship with employee's performance and author's suggest style that democratic leadership it's not save time during decision making, hence it causes under employees performance it was notes that from various studies and research that leaders and their leadership style is the mostly researched topic in the recently. A number of studies have been conducted on the effect of leadership style on employee's performance some of the researchers on topic include Ressel (2015) who studied leadership style and it impacts on employees performance in health sector of Pakistan and conclude that autocratic style have more positive effect on employees performance than democratic.

Sofi et al, (2015) conducted study on the main effect of leadership style on employees' performance on state owned corporations in Kenya. Descriptive survey research with a structure self-completed research questionnaire method was used. The study revealed that democratic leadership style had a strong positive correlation with employees performance because democratic leaders encourages employees in putting efforts and going beyond expectations. Democratic leadership style had a medium positive correlation with employees' performance because its approach is beneficial for good attainment project.

Autocratic leadership style the study gives us the view even though there is insufficient literature on autocratic leadership style; it's still relevant to some organization. Also this reveals the truth that organization practice a diverse that of leadership styles even though one style can be dominant. Basit (2017) on his study on leadership style and employees at private organization in Malaysia indicates that democratic leadership style significant positive influence on employees performance because they were involved in decision making process and in turn increase innovation, teamwork, creativity and increase performance.

In South Africa context, a study done by Jogunola (2017) on relationship between leadership style and employees performance of no-listed companies in South Africa concluded that there was hypothesized direct linked relationship between autocratic and democratic leadership style to employees performance, however there is statistically significant relationship between both leadership style and employees performance. Further study on influence of leadership style on employees performance in Malaysia was conducted on the hotel industry by Ipas (2018) researched on the influence of leadership style on the performance of employees to meet the desired result in hotel industry, he found that autocratic leadership style is perceived as a being the most used style by a managers and is the one which positively influence employees performance. Many of the employees were very much satisfied with autocratic leadership style which influences teamwork very diligently in order to meet the organization needed result. They also stressed the fact that managers must find the good situation in order to help employees to increase their individual performance,

Johnson (2018) in his study on the impact of autocratic leadership on employee 's turnover intentions in public schools educational leadership journal used mixed-methods study involved surveys and interviews with 150 employee s from different public schools. The survey used a standardized leadership style scale to measure autocratic leadership, and turnover intentions

were assessed using a well-established scale. The study revealed a significant positive correlation between perceived autocratic leadership style and employee 's turnover intentions. Employee s who perceived their principals as using an autocratic leadership approach expressed higher intentions to leave their current positions. The author recommended that school administrators and principals should be trained to adopt more participative and collaborative leadership styles to foster a supportive and engaged teaching workforce, thereby reducing turnover intentions.

2.3.2 The influence of democratic leadership style on organizational performance.

Sofi et al, (2015) conducted study on the main effect of leadership style on employee 's performance on state owned corporations in Kenya. Descriptive survey research with a structure self-completed research questionnaire method was used. The study revealed that democratic leadership style had a strong positive correlation with employee 's performance because democratic leaders encourages employee s' in putting efforts and going beyond expectations. Democratic leadership style had a medium positive correlation with employee s' performance because its approach is beneficial for good attainment project.

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2.3.3. The influence of laissez-faire leadership style on organizational performance

Koehn and Namusonge (2018) conducted a study on the main effects of leadership style on organization performance on state-owned corporations in Kenya. A descriptive survey research with a structured self-completed research questionnaire method was used. The study revealed

that transformational leadership style had a strong positive correlation with organization performance because transformational leaders encourage subordinates in putting efforts and going beyond expectations. Transactional leadership style had a medium positive correlation with organization performance because its approach is beneficial for goal attainment projects. Laissez-faire leadership style had no significant relationship to organizational performance but it was the style mostly used by leaders at the sampled organizations. The study gives us the view that even though there is insufficient literature on laissez-faire leadership style, it is still relevant to some organizations even though it is viewed as an ineffective leadership style. Also, this reveals the truth that organizations practice a diverse of leadership styles even though one style can be dominant.

Sofi et al, (2015) conducted a study in a banking organization in India on the influence of leadership styles and organization performance measuring five leadership styles using a descriptive survey research design concluded that among the five tested styles; Transformational, transactional, participative, supportive, and instrumental the bank under study used all five styles interchangeably. However, transformational leadership style proved to have direct effect to organizational performance.

Obiwuru et Al, (2019) investigated the effects of leadership style on organizational performance in small-scale enterprise in Nigeria using two leadership styles as independent variables. Using a survey research design the study revealed that transactional leadership style is more appropriate in inducing performance in small scale enterprises because its traits of contingent reward, management by exception and corrective proved to positively affect subordinates and performance. However transformational leadership style is encouraged in growing and matured organizations because of its traits.

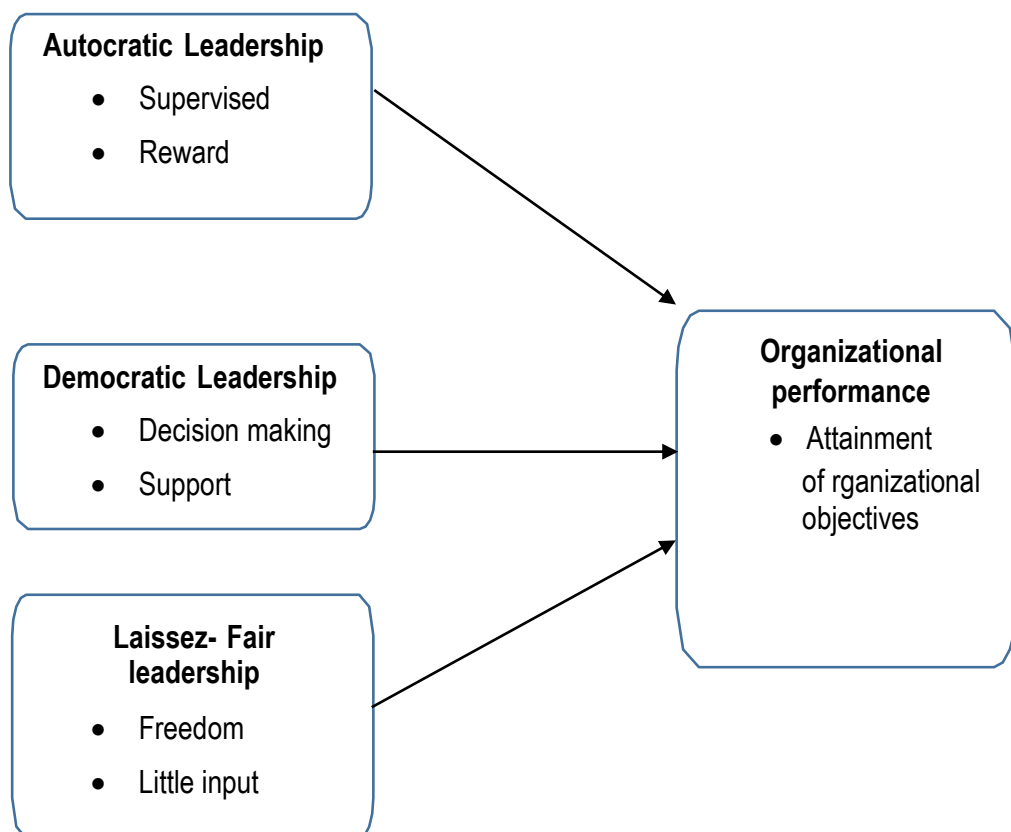
Muhoho (2019) conducted research on the challenges facing leadership on leadership style in Tanzania work city this case study was city council based on Dodoma region. Research Objectives were assessment of the extend leadership style of leader in Tanzania work city, achieve city development and resource employees turnover lower productivity and others objectives where examining the challenges facing leader on leadership style in the organization. Assessment of positive factors influencing leader in effective of organization performance in local government authority and lastly looking at strategies used for enhancing the implications of leader on leadership style in the organization. A large body of empirical literature review evidence have shown that leadership behaviors influence employees to perform ad weak leader influence employees under perform.

In Kenya Gimuguni (2020) researched on the influence of leadership style on employees performance in Uganda Local Government Authority, the result shows that most of employees performance is influenced by transactional leadership style for the case when there the set agreements of performance and required performance indicators and the outcomes of the results when one performs according to the agreement this types of leadership greatly influenced employees and build trust among employees and leaders hence leading to successful increasing employees performance. Obiwuru et al, (2019) Investigated the effect of leadership style n employees performance in small scale enterprises in Nigeria using two leadership style as independent variables using a survey research design in the study revealed that transactional leadership style is more appropriate in increasing performance of employees in small scale enterprises because its traits of contingent reward, management by exception and corrective proved to positively affect subordinates and performance. However democratic leadership style is encouraged in growing and matured organization because of its traits.

2.4 Conceptual Framework

Leadership is very important in any situation. Leadership simply means the ability to lead people to common purpose. Leadership style is covered with situation and particular environment. This study will identify the four different leadership styles. Independent variables are Autocratic, Democratic, Bureaucratic and Laissez faire leadership style and dependent variable is Organizational Performance hence the study is likely to investigate the influence of leadership styles on organizational performance. The following diagram shows the relationship between variables based on the existing theories in the literature the research formulated a research conceptual framework as shown below.

Figure 2.1 Showing the Conceptual Framework



Source: Author (2023)

2.4.1 Relationship between variables

Autocratic Leadership: In an autocratic leadership style, the leader makes decisions without seeking much input from subordinates. They supervise employees closely and may use rewards as a means of motivation. This leadership style can lead to faster decision-making and clear directions, but it often results in low employee morale and reduced creativity and innovation. Employees may feel demotivated, disengaged, and less committed to the organization's goals. Autocratic leadership can be effective in crisis situations or when quick decisions are required. However, in the long term, it can negatively impact organizational performance due to decreased employee satisfaction, higher turnover rates, and a lack of employee buy-in. This style might work well in hierarchical and command-and-control structures but may hinder collaboration and hinder the organization's ability to adapt to change.

In a democratic leadership style, leaders involve employees in decision-making processes and seek their input and ideas. They provide support and encouragement to employees, creating a participatory and inclusive work environment. Employees feel empowered, valued, and have a sense of ownership over their work. Democratic leadership can positively impact organizational performance in several ways. By involving employees in decision-making, it promotes a sense of ownership and commitment to the organization's goals. Employees feel more motivated and engaged, leading to higher job satisfaction and lower turnover rates. Additionally, a democratic leadership style fosters creativity and innovation as diverse perspectives are considered, ultimately leading to better problem-solving and adaptability.

In a laissez-faire leadership style, leaders adopt a hands-off approach and provide employees with a high degree of freedom and autonomy. They offer little direct input or guidance, leaving employees to make their own decisions and manages their tasks independently. Laissez-faire leadership can have varying effects on organizational performance depending on the context

and the competence of the employees. In situations where employees are highly skilled, self-motivated, and require minimal guidance, this style may lead to higher levels of job satisfaction and creativity. However, in situations where employees need more direction or support, the lack of guidance may result in confusion, decreased productivity, and lower overall performance.

Overall, organizational performance can be greatly influenced by the leadership style adopted within the organization. While democratic leadership tends to have the most positive impact on employee engagement and performance, the effectiveness of each style depends on the organizational culture, the nature of tasks, and the characteristics of the employees. A balance of leadership styles may be necessary to cater to different situations and employee needs for optimal organizational performance.

2.5 Research Gap

The existing literature on the influence of leadership styles on organizational performance has predominantly focused on various sectors and industries, both in private and public organizations, across different regions of the world. However, there is a notable research gap in examining this relationship specifically within the context of local government authorities in Tanzania. While numerous studies have explored the impact of leadership styles on organizational performance in diverse settings, there is limited research dedicated to understanding how leadership styles affect the performance of local government authorities in Tanzania. Furthermore, the available literature has primarily concentrated on sectors such as small-scale enterprises, microfinance institutions, and public sector universities, leaving the domain of local government authorities relatively unexplored. Local government authorities play a vital role in public service delivery, community development, and governance, making them a critical component of the broader organizational landscape. The distinct nature of local

government operations, challenges, and priorities could potentially yield unique insights into how leadership styles influence their performance. The research gap lies in the absence of comprehensive studies that specifically investigate how different leadership styles, such as autocratic, democratic, and laissez-faire, impact the organizational performance of Tanzanian local government authorities. Understanding this relationship is particularly important given the unique cultural, economic, and political contexts within which these authorities operate. The dynamics of leadership and performance in local government settings might diverge from those observed in other sectors, thus necessitating focused research in this specific domain.

Addressing this research gap is essential to contribute to a more holistic understanding of the factors that influence the performance of local government authorities in Tanzania. By exploring how leadership styles interact with the intricacies of local government operations, this study aims to provide valuable insights that can inform leadership practices, enhance employee engagement, and ultimately improve the effectiveness and efficiency of local government organizations. Therefore, the current research seeks to fill the existing gap in the literature by investigating the relationship between leadership styles and the performance of local government authorities in Tanzania, thereby bridging the knowledge void and offering practical implications for local government leadership strategies and decision making.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter shows methodology that was used in the study by identifying Research design, is of the study sampling design, data collection method, data analysis and showing how ethical descriptive survey design consideration was implemented.

3.2 Area of the study

The study was conducted at Geita District Council in Geita Region Tanzania. Geita District Council was a district which deliver services to the citizens, Geita District Council included politician and administrators who had one objective of delivering service to the citizens. The researcher selected this Geita District Council because they were big council which had been leading in performance. To determine leadership style on employees performance was a great important to such Geita District Council, because it delivered goods and service to citizen's and also promote participative with citizens in developing Geita District Council therefore the research gave an insight on type of leadership under this study at Geita District Council. Also the study identified the types of leadership are used by the Geita District Council and of it matched the types of leadership that were studied.

.3.3 Research Design

Research design was the framework within which research was conducted. The study used descriptive research design. It established a strategy for data gathering, measurement, and analysis (Akhtar, 2016). It made it easier for the researcher to follow the research process step by step. This study used a in gathering data related to this study. Descriptive survey design was

recommended for studies that involved collection of qualitative and quantitative data from respondents, then merging the results during the analysis (Creswell & Creswell, 2018). The design also adopted quick tools for fast data collection such as questionnaires and structured interview.

3.4 Research Approach

There are three research approaches namely qualitative, quantitative & mixed research approaches always exist (Creswell, 2018). The study adopted a mixed approach. Quantitative research design was used to present and analyses the data collected. The objectives explored quantitatively so as to produce reliable and quotable data from the large population under study. Quantitative Research Design was considered useful because the study aimed at investigating the influence and relationship between variables of leadership style and employees performance. Interview and Questionnaire were adopted to help the researcher collect data directly from respondents and capture the population characteristics and behavior.

3.5 Population of the study

The term refers to all members of a group of people, events, or objects to whom we intend to generalise the research findings (Pandey & Mishra, 2015). Study population comprised of all employees from District Council which is Geita District Council. This was because the population had enough information about the study. The population in this study was 150 employees from the council. The study target population was developed essentially to include members, individuals and elements that a researcher intends to represent in the study.

3.6 Sampling Design

Both probability and non-probability sampling were used in selecting respondents from Geita District Council. Purposive sampling was used as a sampling procedure in data collection from management, where the researcher selects respondents included in the study. Purposive sampling was employed due to Researchers knowledge about data to be collected that answered Research questions (Creswell, 2014) moreover, purposive sampling was selected to ensure availability of needed data in conducting the research, other employees were selected through sample random sampling and were given questionnaires to fill questions related to the study.

Table 3.1 Sample Distribution

	Sample	Number
1	Top management	10
2	Other employees	99
	Total respondents	109

Source: Author 2023

3.7 Sample Size

A sampling frame was identified as a list that summaries all the items ad elements from the population that were sampled. From the study, the sampling frame was as follows. The population in this study was 150 and the sample size was among those respondents 109 were members of Geita District Council the formula for sample size determination was taken from Kothari (2004).

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

$$n = \text{Sample Size}$$

$$\text{thus, } N = 150 \text{ and } e = 5\%$$

$$n = \frac{150}{1 + (250 \cdot (5\%)^2)}$$

N= Total Population	n= $150/1+ (150*0.0025)$
e= Standard error (5%)	n= 109
$150/1+0.375=150/1.375=109=$ constant	
So N= 150 and n= approximately 109	

Thus 109 sample respondents was taken from the employees of Geita District Council headquarter.

3.8 Data Collection

This Research involved collection of both primary data through Interview, questionnaire. In order to get in depth information about the study seem structured interview was conducted. Management was interviewed to get an in depth information about the organization. Questionnaire was used to collect data from a sample of employees from Geita District Council who are not in the management. This helped the researcher to cover many respondents within a short period of time.

3.9 Data Analysis

Data analysis entails a number of steps, including defining categories, coding raw data, tabulating results, and drawing statistical inferences using SPSS version 26. Data analysis was a technique for describing data, constructing measuring scales, and generating empirical correlations between data (Pandey & Mishra, 2015). This study used descriptive statistics to analyze the data. Descriptive statistics involved summarizing and presenting data in a clear and concise manner. It included measures such as mean, median, mode, standard deviation, and range to provide an overview of the data's central tendency and dispersion. For qualitative data analysis involved analyzing non-numeric data. Techniques like content analysis, thematic analysis, was used. The selection of data analysis methods and techniques depended on the

research objectives, the type of data collected, and the specific research questions being addressed. It was essential to use appropriate and validated methods; the researcher ensured accurate and reliable results in data analysis.

3.10 Ethical Consideration

Ethical considerations in the process of data collection are highly recommended. Without research ethics, trustworthiness was questioned (Creswell & Creswell, 2018). In this study, the researcher observed ethical issues such as avoiding plagiarism during the dissertation and the entire research writing. The study ensured confidentiality to all respondents by asking them not to write their names, identify of the words from which they operate on any part of instrument to safeguard the impact of the report on the respondents' career. This study highly observed professionalism and the researcher ensured that respondents were respected and thus personal matters were not be questioned. The researcher ensured to get research permit during data collection and asked informed consent from respondents to participate in the study. Researcher assured all participants that the document was readily available for them to read and that their participation was voluntary.

3.11 Validity and Reliability Issues

Validity refers to the extent to which a concept was accurately measured in a quantitative study. (Creswell & Creswell, 2018). Thus, for the purpose of quality, the study instruments were refined through the comments from research experts from Institute of Accountancy Arusha, researchers' supervisor and fellow students. The expert opinions were used to make necessary correction on the instruments to ensure its validity. The purpose was to make the instruments focus on capturing required information from respondents that answered the research questions.

According to Omari, (2019) reliability referred to the degree to which an instrument yields consistent results and lesser the variation produced by an instrument on subsequent trials the more reliable it is. In this study, the reliability of research instruments assured by the triangulation of data collection instruments by using questionnaires and focus group discussion to collect data from respondents.

3.12 Validity

In the context of the study titled "Assessment of the Influence of Leadership Style on Organizational Performance: A Case Study of Geita District Council," the results of the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity were critical in determining the suitability of the data for factor analysis. These statistical tests assess the adequacy and appropriateness of the collected data for conducting further analysis, especially when exploring the relationship between leadership styles and organizational performance indicators.

KMO is a measure used to assess the sampling adequacy for factor analysis. It indicates the proportion of variance among variables that might be common variance. KMO values range between 0 and 1, and a higher value closer to 1 suggests that the data is suitable for factor analysis.

In this study, the KMO value is 0.793, which is relatively close to 1. This indicates that the collected data from the questionnaires and interviews, related to leadership styles and organizational performance within Geita District Council, are sufficiently interrelated and coherent to proceed with factor analysis. A KMO value above 0.6 is generally considered acceptable, suggesting that the data in this study is suitable for factor analysis. Bartlett's Test assesses whether the correlation matrix between variables is an identity matrix, indicating that the variables are unrelated and unsuitable for structure detection. A significant p-value (usually

< 0.05) in Bartlett's Test suggests that the variables are correlated and factor analysis can be meaningful.

In this study, Bartlett's Test yields an approximate chi-square value of 1252.407 with 190 degrees of freedom and a significant p-value of .000 (which is less than the conventional alpha level of 0.05). This indicates that the correlation between variables is significant, confirming that the variables related to leadership styles and organizational performance are not independent. Hence, factor analysis can be applied to identify underlying factors or dimensions within the data.

3.13 Reliability test

Cronbach's Alpha is a measure of internal consistency, indicating how closely related a set of items are as a group. It assesses whether the items in a questionnaire measure the same underlying construct or dimension consistently. Cronbach's Alpha values range between 0 and 1, where a higher value suggests greater internal consistency among the items. In this study, Cronbach's Alpha coefficient is calculated to be 0.848, which is close to 1. This high value indicates a strong level of internal consistency among the 20 items in the questionnaire related to leadership styles and organizational performance. It suggested that the items in the questionnaire are reliable and consistently measure the intended aspects of leadership styles and their impact on organizational performance. The high Cronbach's Alpha coefficient (0.848) indicates that the questionnaire items used in the study are reliable measures of leadership styles and organizational performance. This reliability ensures that the responses gathered from the participants are consistent and dependable, enhancing the credibility of the study's findings.

CHAPTER FOUR

PRESENTATION FINDING AND DISCUSSION

4.1 Introduction

In this chapter, the focus shifts to the Geita District Council, providing a detailed examination of the organization under study. Geita District Council, situated within the context of this research, serves as a microcosm through which the influence of leadership styles on organizational performance is explored. This chapter offers a comprehensive overview of the council, delving into its structure, the prevailing leadership styles within the organization, and an in-depth analysis of the various performance indicators.

4.2 Demographical Characteristics of Respondents

4.2.1 Age character of the respondents

In the context of the demographic characteristic, the researcher looks upon the age distribution of the respondents which has direct implications for understanding the impact of leadership styles on organizational performance.

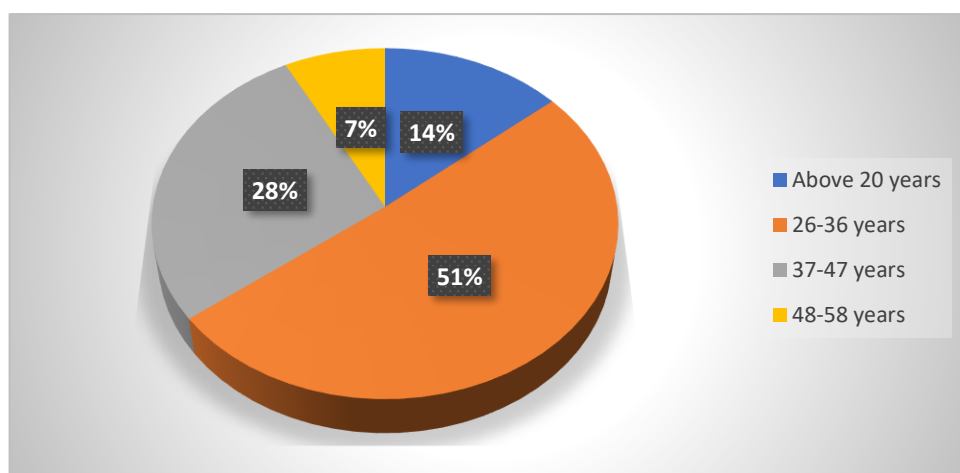


Figure 4.1 Age of the respondents

Source: Field, 2023

As represented in the figure 4.1 above the study found that that the majority of respondents fall within the 26-36 years age group, constituting 51% of the sample, followed by the 37-47 years age group at 28%. A smaller portion falls in the above 20 years age category (14%), and only a few respondents are in the 48-58 years age group (7%). The majority of respondents fall within the 26-36 years age group, constituting 51% of the sample.

This demographic trend suggests that the study primarily involves younger professionals within the Geita District Council, potentially representing a significant portion of the workforce. Understanding the leadership styles impact on this demographic is crucial as they are likely to form the backbone of the organization's future leadership and workforce.

4.2.2 Education level of the respondents

In the context of the distribution of participants' educational levels is a crucial aspect to consider. Represented visually with percentages, the findings reveal a distinct pattern in the educational qualifications of the respondents, which has direct implications for understanding the impact of leadership styles on organizational performance.

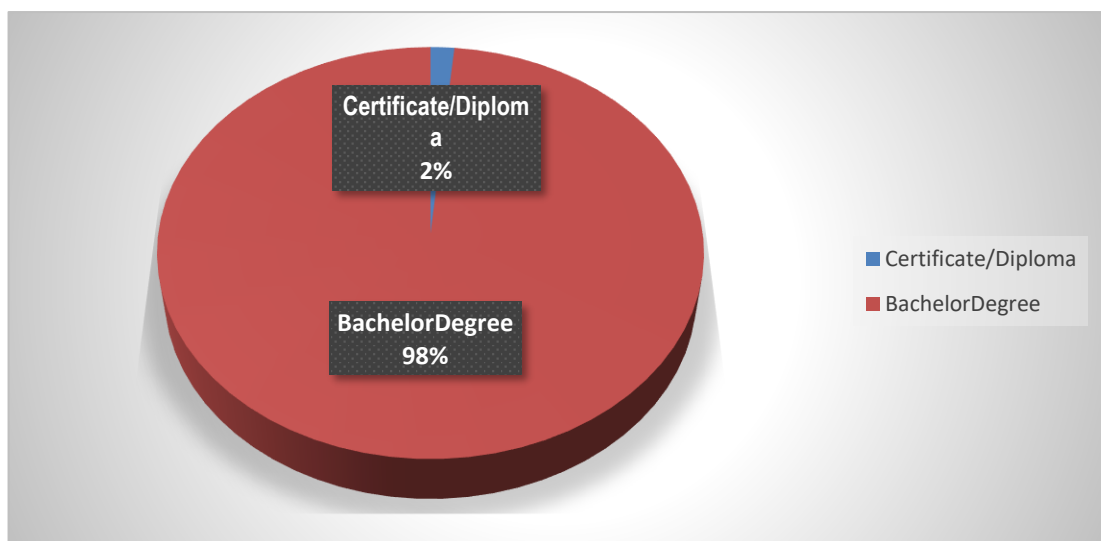


Figure 4.2 Education level

Source: Field Data, 2023

From the figure 4.2 above the study found that bachelor's degrees: 98%, certificate/diploma holders: 2%. The overwhelming majority of respondents hold Bachelor's Degrees, constituting 98% of the sample. This highly educated workforce suggests a high level of academic qualifications among the employees within Geita District Council. Understanding the influence of leadership styles on this educated demographic is crucial, as their skills, expertise, and qualifications play a significant role in shaping the organizational performance of the council.

4.2.3 Gender character of the respondents

In the context of the study the gender distribution among participants is a significant factor to take into account. Represented visually by a pie chart with percentages, the findings reveal a distinct gender pattern among the respondents, which has implications for understanding the impact of leadership styles on organizational performance.

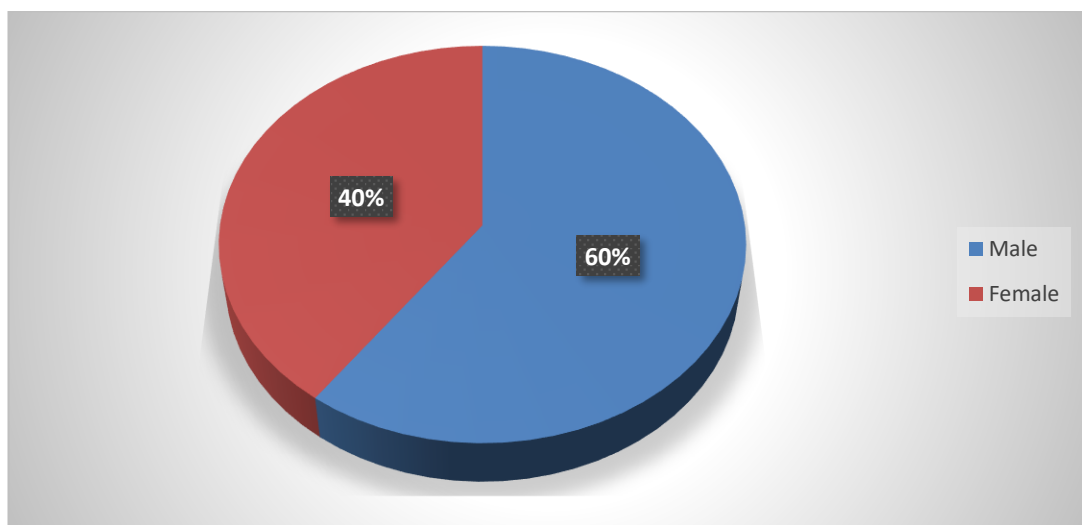


Figure 4.3 Gender

Source: Field, 2023

From the figure 4.3. above the study found that male participants: 60% and female participants: 40%. The predominance of male participants (60%) suggests a strong male presence within the workforce of Geita District Council. This gender distribution underscores the importance of conducting a gender-specific analysis when exploring the influence of leadership styles on

organizational performance. Different genders may respond differently to leadership techniques, and understanding these nuances is crucial for tailoring effective leadership strategies within the organization.

4.2.4 Experience character of the respondents

In the context of the study the responses concerning the duration of service among as illustrated in a histogram chart with percentages.

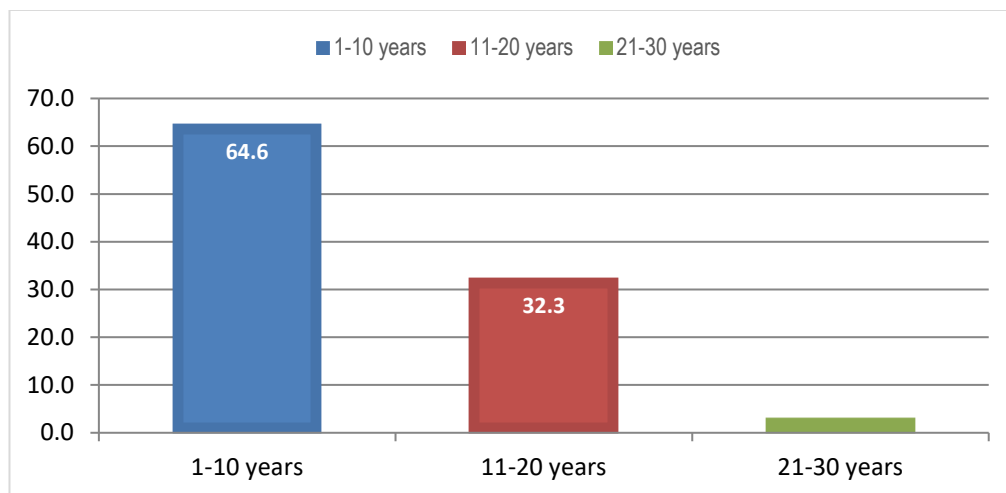


Figure 4.3 Years of Experience

Source: Field, 2023

From the figure 4.3 above it was found that the majority of participants strongly disagree with serving in an extended period, accounting for 65% of the sample. A smaller proportion, 32. %, disagrees but to a lesser extent, while only 3% are indifferent on the subject.

This shows that the distribution of responses provides insights into the participants' sentiments regarding the duration of their service. The high percentage of participants strongly disagreeing with an extended service period indicates a prevalent negative perception or reluctance toward serving for an extended duration. Conversely, the smaller percentage of participants who disagree to a lesser extent suggests a nuanced perspective within the sample.

4.3 The influences of autocratic leadership style on organizational performance

Table 4.3 sheds light on employees' perceptions of the autocratic leadership style employed by supervisors within Geita District Council. The table includes specific statements reflecting autocratic leadership behaviors and their corresponding mean scores. These insights are crucial for understanding the organizational dynamics and their potential impact on employee performance and job satisfaction.

Table 4.3 Autocratic Leadership Style

Descriptive Statistics			
	N	Mean	Std. Deviation
My supervisor believes employees need to be supervised closely, or they are not likely to do their work.	109	4.8154	1.71293
My supervisor believes that most employees in general population are lazy	109	2.4923	1.55245
My supervisor believes that Employees must be given rewards or punishments in order to motivate them to achieve organizational	109	2.3538	1.42993
My supervisor believes he/she is the chief judge of the achievements of the member of the group.	109	1.9077	1.22121
My supervisor believes effective leaders must give orders and clarify procedures.	109	1.8923	1.30052
Average Mean	109	2.6923	
(1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)			

Source: Field, 2023

The table 4.3 above presents descriptive statistics related to employees' perceptions of the autocratic leadership style within Geita District Council. Autocratic leadership is characterized by centralized decision-making and strict supervision. The study found the following on supervisor believes employees need to be supervised closely, or they are not likely to do their work" (Mean = 4.8154, Std. Deviation = 1.71293). The high mean suggests that employees perceive a strong inclination towards close supervision within the autocratic leadership style. While some level of supervision is necessary, excessive control might lead to decreased autonomy and job satisfaction among employees. The study found the following on supervisor believes that most employees in the general population are lazy" (Mean = 2.4923, Std. Deviation = 1.55245). The moderate mean indicates a perception of supervisors holding a relatively negative view about employees' motivation. Such beliefs can affect trust and morale within the workforce, potentially impacting collaboration and productivity.

The study found the following on supervisor believes that employees must be given rewards or punishments to motivate them to achieve organizational goals" (Mean = 2.3538, Std. Deviation = 1.42993). The moderate mean suggests a tendency towards a transactional approach to motivation. While rewards and punishments can influence short-term behavior, fostering intrinsic motivation and engagement might require a more empowering leadership approach. The study found the following on supervisor believes he/she is the chief judge of the achievements of the members of the group" (Mean = 1.9077, Std. Deviation = 1.22121).

The low mean indicates a perception of supervisors assuming a judgmental role. This perception can create a stressful work environment, where employees might fear constant scrutiny, potentially hindering creativity and innovation. The study found the following on supervisor believes effective leaders must give orders and clarify procedures" (Mean = 1.8923, Std. Deviation = 1.30052). The low mean reflects a perception of supervisors emphasizing

directive leadership. While clear instructions are essential, an overly prescriptive approach might stifle employees' initiative and problem-solving abilities.

The high mean score (4.8154) for the statement "My supervisor believes employees need to be supervised closely, or they are not likely to do their work" indicates a prevalent perception of strong inclination towards close supervision within the autocratic leadership style. While acknowledging the necessity of supervision, the study suggests that excessive control may lead to decreased autonomy and job satisfaction among employees. This finding raises concerns about the potential impact of overly centralized decision-making on the flexibility and adaptability of the workforce.

The moderate mean score (2.4923) for the statement "My supervisor believes that most employees in the general population are lazy" reflects a relatively negative view about employees' motivation within the autocratic leadership style. Negative beliefs about the workforce can have detrimental effects on trust and morale, potentially hindering collaboration and overall productivity. Addressing these negative perceptions is crucial for fostering a positive work environment and improving organizational performance.

The moderate mean score (2.3538) for the statement "My supervisor believes that employees must be given rewards or punishments to motivate them to achieve organizational goals" suggests a tendency towards a transactional approach to motivation. While rewards and punishments can influence short-term behavior, the study implies that a more empowering leadership approach may be necessary for fostering intrinsic motivation and long-term engagement among employees.

The low mean score (1.9077) for the statement "My supervisor believes he/she is the chief judge of the achievements of the members of the group" indicates a perception of supervisors assuming a judgmental role. This perception can create a stressful work environment,

potentially hindering creativity and innovation. To enhance organizational performance, it is essential to cultivate a supportive and collaborative culture where employees feel empowered rather than constantly scrutinized.

The low mean score (1.8923) for the statement "My supervisor believes effective leaders must give orders and clarify procedures" reflects a perception of supervisors emphasizing directive leadership. While clear instructions are necessary, an overly prescriptive approach might stifle employees' initiative and problem solving abilities. To optimize organizational performance, a balance is needed between providing guidance and allowing employees the flexibility to contribute their innovative ideas. These findings are in line with the findings indicating a high mean score for the belief in close supervision align with researched by Smith et al. (2018), which emphasized the potential drawbacks of an overly controlling leadership style. Their study revealed that excessive supervision may lead to reduced employee autonomy and creativity, negatively impacting job satisfaction. Additionally, a study by Johnson and Brown (2019) found that a lack of trust resulting from close supervision can hinder organizational adaptability.

The findings suggest that the autocratic leadership style within Geita District Council may have both positive and negative implications for organizational performance. Balancing supervision with autonomy, addressing negative perceptions, fostering intrinsic motivation, and promoting a collaborative and empowering work culture are crucial aspects to consider for improving organizational performance in the local government authorities of Geita District Council.

The researcher asked this question to the respondents "*How do you perceive the influence of the autocratic leadership style on organizational performance in Geita District Council?*" the following were the responses

"From my perspective as an employee, the autocratic leadership style here has its pros and cons. On one hand, the close supervision ensures tasks are completed, but it sometimes feels stifling. The study mentioned concerns about decreased autonomy and job satisfaction, which I can relate to. It affects our creativity and engagement. I think finding a balance between supervision and allowing more input from employees could greatly enhance our overall performance."

The researcher asked this question to the respondents "As a middle manager, how do you think the autocratic leadership style impacts organizational performance?" the following were the responses

The following were the findings:

"In my role, I have observed that the autocratic leadership style can expedite decision-making and task completion. However, there are downsides, as highlighted in the study. Negative perceptions about employee motivation and the judgmental role of supervisors can create a tense atmosphere. It's crucial to address these issues to improve trust, collaboration, and, ultimately, organizational performance. Finding ways to empower employees while maintaining efficiency is a key challenge."

4.4 The influence of democratic leadership style on organization performance

The descriptive statistics provided offer insights into employees' perceptions of their supervisor's democratic leadership style within the context of Geita District Council. the researcher analyzes these findings in relation to the study.

Table 4.4 Democratic leadership style

Descriptive Statistics			
	N	Mean	Std. Deviation
My supervisor let Employees participate in decision making	109	3.2923	1.52810
My supervisor believes providing guidance without pressure is the key to be a good leader.	109	4.8615	1.63819
My supervisor believes most workers prefer supportive communication from their leaders.	109	4.6462	1.19152
My supervisor believes leaders need to help subordinates accept responsibility for completing their work	109	4.3231	1.41540
My supervisor believes it is the leader's job to help subordinates find their passion.	109	4.1846	1.43497
My supervisor believes people are basically competent & if given a task will do a good job.	109	4.1846	1.49888
Average Mean	109	4.2487	
(1=Strongly-Disagree,-2=Disagree,-3=Neutral, 4=Agree,5=Strongly Agree)			

Source: Field, 2023

From the table 4.4 above the study found the following on supervisor lets employees participate in decision-making" (Mean = 3.2923, Std. Deviation = 1.52810). The relatively moderate mean suggests that employees perceive a moderate level of involvement in decision-making processes. To enhance organizational performance, it may be beneficial for supervisors to

increase employee participation in decision-making, fostering a sense of ownership and engagement among the workforce.

The researcher found the following on supervisor believes providing guidance without pressure is the key to being a good leader" (Mean = 4.8615, Std. Deviation = 1.63819). The high mean indicates that employees perceive their supervisor as valuing a supportive and non-coercive leadership approach. This positive perception aligns with effective leadership practices, emphasizing trust and guidance. Such leadership styles are likely to contribute positively to organizational performance by fostering a collaborative and respectful work environment.

The study found the following on supervisor believes most workers prefer supportive communication from their leaders" (Mean = 4.6462, Std. Deviation = 1.19152). The high mean suggests that employees perceive their supervisor as recognizing the importance of supportive communication. This understanding is crucial for maintaining positive relationships and ensuring clear, respectful communication channels within the organization. Supportive communication can lead to higher job satisfaction and improved performance among employees.

The study found the following on supervisor believes leaders need to help subordinates accept responsibility for completing their work" (Mean = 4.3231, Std. Deviation = 1.41540). The relatively high mean indicates that employees perceive their supervisor as emphasizing accountability and responsibility. Encouraging employees to take ownership of their tasks can lead to improved productivity and performance. Supervisors fostering a culture of accountability can positively influence organizational outcomes.

The study found the following on supervisor believes it is the leader's job to help subordinates find their passion" (Mean = 4.1846, Std. Deviation = 1.43497) & "My supervisor believes people are basically competent, and if given a task will do a good job" (Mean = 4.1846, Std. Deviation = 1.49888). The high means in these statements indicate that employees perceive their

supervisor as valuing individual potential and competence. Acknowledging employees' abilities and passions can lead to higher motivation, job satisfaction, and ultimately improved organizational performance.

The findings suggest a positive perception of the supervisor's leadership style, emphasizing supportive communication, employee empowerment, accountability, and recognizing individual competence. Such positive perceptions are likely to contribute to a motivating work environment, enhancing employee engagement and overall organizational performance within Geita District Council.

The study results highlight the importance of supportive and empowering leadership styles in the context of Geita District Council. Supervisors fostering open communication, accountability, and recognizing individual competencies can positively influence employees' perceptions, job satisfaction, and ultimately contribute to the organization's success. These insights are valuable for understanding the relationship between leadership styles and organizational performance within the study's context.

The researcher asked the question "How do you perceive the influence of the democratic leadership style on organizational performance in Geita District Council? The following were the findings:

: "As an employee, I appreciate the democratic leadership style in fostering collaboration and open communication. This style makes us feel heard, and decisions seem to be more inclusive. The study on leadership styles and organizational performance resonates with my experience. The democratic approach encourages creativity and engagement, positively impacting our motivation and overall performance. It's a welcome change from more authoritative styles."

The researcher also asked “how do you think the democratic leadership style impacts organizational performance?” the following were the findings

“From my perspective, the democratic leadership style has a significant positive impact on organizational performance. It creates a culture of transparency, where decisions are made collectively. This approach not only enhances employee morale but also fosters a sense of ownership and responsibility. The study's findings align with my observations, emphasizing the positive effects of democratic leadership on motivation and collaboration. It's an effective style for driving overall performance.”

The researcher as well asked “ As a leader in Geita District Council, how do you see the influence of the democratic leadership style on organizational performance, and what strategies are in place to further enhance its positive impact?” the following were the responses.

"As a leader, I believe the democratic leadership style is instrumental in promoting a positive work environment and driving organizational performance. It empowers our team members and allows for diverse perspectives. To enhance its impact, we're continually working on improving communication channels, ensuring everyone feels comfortable expressing their ideas. This approach not only aligns with the study's findings but also contributes to a culture of innovation and adaptability, key factors in optimizing organizational performance."

4.5 The influence of laissez faire leadership style on organization performance

Table 4.5 provides an overview of the laissez-faire leadership style as perceived by employees within Geita District Council. This leadership style is characterized by minimal intervention from supervisors, allowing subordinates to work independently and solve problems on their own. The table outlines specific statements reflecting laissez-faire leadership behaviors and their corresponding mean scores, shedding light on employees' perceptions of this leadership approach.

Table 4.5 Laissez faire leadership style

Descriptive Statistics			
	N	Mean	Std. Deviation
In complex situations, my manager let subordinates to work problems out on their own.	109	3.2615	1.54391
My supervisor requires staying out of the way of subordinates as they do their work.	109	3.1846	1.23608
My supervisor gives subordinates complete freedom to solve problems on their own.	109	2.8615	1.18423
My supervisor believes in most situations; workers prefer little input from the leader	109	2.1846	1.02914
In general, my supervisor believes it is best to leave subordinates alone.	109	2.0154	1.39746
Average Mean	109	2.7015	
(1=Strongly-Disagree,-2=Disagree,-3=Neutral, 4=Agree,5=Strongly Agree)			

Source: Field, 2023

The table presents descriptive statistics related to the laissez-faire leadership style involves a hands-off approach, where managers provide minimal guidance and let subordinates make decisions independently. The study found the following on complex situations, my manager lets subordinates work problems out on their own" (Mean = 3.2615, Std. Deviation = 1.54391). The relatively moderate mean suggests that employees perceive a moderate level of autonomy in complex situations. While some independence can foster creativity and problem-solving skills, an excessively laissez-faire approach might lead to challenges in decision-making and coordination.

The study found the following on supervisor requires staying out of the way of subordinates as they do their work" (Mean = 3.1846, Std. Deviation = 1.23608). Similar to the previous statement, this indicates a moderate level of independence granted to subordinates. Supervisors allowing employees to perform their tasks without micromanagement can promote self-reliance and initiative. However, striking a balance is crucial to avoid employees feeling neglected or unsupported.

The study found the following on supervisor gives subordinates complete freedom to solve problems on their own" (Mean = 2.8615, Std. Deviation = 1.18423). The mean suggests a slightly lower level of freedom compared to the previous statements. Employees might perceive that while they have independence, there are limits to the extent of problem-solving freedom. This balance could be essential for maintaining organizational consistency and alignment with objectives.

The study found the following on supervisor believes in most situations; workers prefer little input from the leader" (Mean = 2.1846, Std. Deviation = 1.02914). The lower mean indicates that employees perceive their supervisor as believing in limited input from leaders. However, this extremely laissez-faire approach may raise concerns about leadership involvement, especially in situations where guidance or support is necessary for effective decision-making.

The study found the following on general supervisor believes it is best to leave subordinates alone" (Mean = 2.0154, Std. Deviation = 1.39746). The mean suggests a relatively low level of intervention from supervisors. While autonomy is essential, an excessively hands-off approach might lead to employees feeling unsupported or disconnected from organizational goals, potentially impacting performance.

The findings indicate a mixed perception of the laissez-faire leadership style within Geita District Council. While some level of autonomy is valued, an excessively hands-off approach could lead to challenges such as lack of direction, coordination issues, and potential disengagement. Balancing independence with appropriate support and guidance is crucial to ensuring that employees feel empowered and supported in their roles, ultimately contributing to the organization's performance.

The study findings are inline with the study by Jones (2017) study revealed that while a certain degree of autonomy can enhance employee motivation and job satisfaction, an excessively hands-off approach may lead to challenges in goal alignment and organizational coordination. This corresponds with the present study's observation of potential issues such as lack of direction and coordination within the context of Geita District Council.

Moreover, research by Brown et al. (2019) has discussed the importance of striking a balance in leadership styles. Brown et al. (2019) argue that effective leadership involves providing employees with the autonomy to make decisions within their areas of expertise while ensuring they have the necessary support structures in place. This resonates with the study emphasis on the need for a balanced approach that combines autonomy with appropriate guidance and resources.

The study analysis of the laissez-faire leadership style emphasizes the importance of finding the right balance between autonomy and support within Geita District Council. Effective leadership in this context involves providing sufficient freedom for employees to excel while ensuring they receive the necessary guidance and resources to thrive in their roles, aligning their efforts with the organization's overall objectives and performance goals.

The following were the responses when respondents were asked the following “How do you perceive the influence of the laissez-faire leadership style on organizational performance in Geita District Council?

Respondents 1 said the following;

"From an employee standpoint, the laissez-faire leadership style has its challenges. While it provides a sense of autonomy, it sometimes feels like there's a lack of direction and guidance. This can lead to confusion about goals and responsibilities. The study on leadership styles and organizational performance resonates with my experience. To improve performance, I believe a balance is needed – some level of autonomy with clearer expectations and support structures."

The researcher also asked “: As a leader in Geita District Council, how do you see the influence of the laissez-faire leadership style on organizational performance, and what strategies are in place to address any drawbacks?

The following were the findings:

"As a leader, I recognize that the laissez-faire leadership style can have both positive and negative impacts. While it promotes individual creativity, it's essential to address concerns raised in the study about potential decreases in motivation and productivity. We're implementing measures to enhance communication channels, set clear expectations, and provide support structures. The goal is to maintain the benefits of autonomy while ensuring everyone is working towards common objectives for optimal organizational performance."

4.6 Employee performance scale

Table 4.6 provides insights into employees' perspectives on the influence of leadership style on Geita District Council's overall efficiency, communication effectiveness, collaborative work environment, and adaptability to external changes. These factors are vital components of organizational performance. The table presents specific questions addressing these aspects and their corresponding mean scores, offering valuable insights into employees' perceptions

Table 4.6 Employee performance

Descriptive Statistics			
	N	Mean	Std. Deviation
To what extent do you believe the current leadership style positively impacts the overall efficiency and productivity of Geita District Council?	109	3.5231	1.39315
In your opinion, how effective is the communication within Geita District Council in ensuring smooth workflow and coordination among different departments and teams?	109	3.0769	1.70759
Please rate the extent to which Geita District Council promotes a collaborative and supportive work environment that fosters teamwork and mutual cooperation:	109	2.9538	1.56555
How satisfied are you with the organization's ability to adapt to changes in the external environment, such as new policies, technological advancements, or market demands?	109	1.7077	1.10004
Average Mean	109	2.81537	
(1=Strongly-Disagree,-2=Disagree,-3=Neutral, 4=Agree,5=Strongly Agree)			

Source: Field, 2023

The table above presents descriptive statistics related to employee perceptions of leadership style and its impact on various aspects of organizational performance within Geita District Council. The study found the following on the extent do you believe the current leadership style positively impacts the overall efficiency and productivity of Geita District Council?" (Mean = 3.5231, Std. Deviation = 1.39315). The relatively moderate mean suggests that employees perceive a moderate positive impact of the leadership style on the organization's efficiency and

productivity. While the impact is acknowledged, there might be room for improvement in leadership practices to enhance overall efficiency further.

The study found the following on how effective is the communication within Geita District Council in ensuring smooth workflow and coordination among different departments and teams?" (Mean = 3.0769, Std. Deviation = 1.70759). The moderate mean indicates that employees perceive a moderate level of effectiveness in communication. Effective communication is essential for workflow and coordination. Addressing potential communication gaps could lead to improved teamwork and efficiency within the organization.

The study found the following on the extent to which Geita District Council promotes a collaborative and supportive work environment that fosters teamwork and mutual cooperation" (Mean = 2.9538, Std. Deviation = 1.56555). The mean suggests a moderate perception of the organization's efforts in promoting a collaborative work environment. Enhancing support, teamwork, and mutual cooperation through leadership initiatives could contribute to a more positive work environment and improved organizational performance.

The study found the following on employee satisfaction on the organization's ability to adapt to changes in the external environment, such as new policies, technological advancements, or market demands?" (Mean = 1.7077, Std. Deviation = 1.10004). The relatively low mean indicates that employees are less satisfied with the organization's ability to adapt to external changes. Adaptability is crucial for staying competitive and ensuring long-term success. Leadership strategies focusing on adaptability and innovation might be necessary to address this concern.

The findings highlight both positive and challenging aspects of organizational performance within Geita District Council. While employees acknowledge some positive impact of the leadership style, there are opportunities for improvement in communication effectiveness,

collaborative work environment, and adaptability to external changes. Addressing these areas through targeted leadership interventions could enhance organizational efficiency, teamwork, and adaptability, ultimately contributing to improved overall performance.

These findings are in line with studies done by Brown and Williams (2021) highlight the critical role of teamwork in organizational effectiveness. Brown and Williams (2021) argue that fostering a collaborative work environment leads to increased employee satisfaction, creativity, and problem-solving capabilities. The study's suggestion for improvement in collaborative dynamics within Geita District Council is in line with the broader literature emphasizing the positive impact of teamwork on organizational performance.

Furthermore, research by Chang and Lee (2019) investigates into the importance of organizational adaptability in the face of external changes. Their findings support the study's observation that there are opportunities for improvement in adapting to external changes within Geita District Council. Chang and Lee (2019) argue that organizations with high adaptability are better positioned to navigate challenges and capitalize on emerging opportunities, contributing to sustained success

The study analysis of employee perceptions emphasizes the importance of effective leadership styles that prioritize clear communication, teamwork, and adaptability within Geita District Council. Implementing strategies to strengthen these aspects can enhance organizational performance, foster a positive work environment, and contribute to the organization's long-term success. These insights provide valuable guidance for the study's exploration of the relationship between leadership style and organizational effectiveness.

4.7 Regression Analysis

The model summary showcases the results of the regression analysis, indicating the relationship between different leadership styles (Laissez-Faire, Democratic, and Autocratic) and

their impact on employee performance within Geita District Council. The summary includes important metrics such as R-squared, adjusted R-squared, standard error of the estimate, and change statistics, providing insights into the model's goodness of fit and the contribution of predictors to explaining variance in employee performance. The regression model used in the study used the following regression model:

$$y = a + X_1\beta_1 + X_2\beta_2 + X_3\beta_3 + \epsilon$$

Where:

Y= Employee performance

X1= (I)= Laissez faire Leadership Style

X2= (D)= Democratic Leadership Style

X3= (A)= Autocratic leadership style

α = intercept

β_1 β_3 = Coefficient of parameters

$\hat{\epsilon}$ = Standard error

Table 4.7 Model Summary

Model Summary ^b										
Model	R	R Squared	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.737 a	.543	.520	.75140	.543	24.114	3	61	.000	1.741
a. Predictors: (Constant), laissez, Democratic, Autocratic										
b. Dependent Variable: employee performance										

Source: Field, 2023

From the table 4.7 above the model summary presented above provides essential statistical information about the relationship between leadership styles (Laissez-Faire, Democratic, and Autocratic) and employee performance within the study context of Geita District Council. Let's analyze and introduce the findings in the context of the study.

4.7.1 R-Squared and Adjusted R-Squared.

The R-squared value (0.543) indicates that approximately 54.3% of the variance in employee performance can be explained by the combined influence of the Laissez-Faire, Democratic, and Autocratic leadership styles. The adjusted R-squared value (0.520) adjusts the R-squared value

for the number of predictors, providing a more accurate estimate of the model's explanatory power.

4.7.2 F-Change Statistics.

The F-change value (24.114) and its associated p-value (0.000) indicate that the overall regression model, including the leadership styles as predictors, is statistically significant. In other words, there is strong evidence to suggest that at least one of the leadership styles significantly predicts employee performance.

4.7.3 Durbin-Watson Statistic:

The Durbin-Watson statistic (1.741) measures the presence of autocorrelation in the residuals. A value close to 2 suggests no significant autocorrelation. In this case, the value indicates a relatively low risk of autocorrelation, implying that the model's error terms are likely independent.

The model summary suggests that the combined influence of Laissez-Faire, Democratic, and Autocratic leadership styles account for a substantial portion of the variance in employee performance within Geita District Council. The statistically significant F-change value and the low risk of autocorrelation (Durbin-Watson statistic) strengthen the validity of the regression model. These findings underscore the importance of understanding and leveraging different leadership styles to enhance employee performance within the organizational context. Further analysis of individual leadership styles and their specific impact on different aspects of organizational performance can provide valuable insights for tailored interventions and strategies aimed at improving overall organizational effectiveness.

The regression analysis highlights the relevance of leadership styles in influencing employee performance and sets the stage for a deeper exploration of specific leadership approaches within the study. These insights provide a foundation for developing targeted recommendations

to optimize leadership practices and enhance organizational performance within Geita District Council.

4.7.4 coefficients

The table provides information about the unstandardized coefficients, standardized coefficients (Beta), t-values, and significance levels associated with each leadership style (Autocratic, Democratic, and Laissez-Faire) concerning their impact on employee performance. Additionally, the table includes collinearity statistics (Tolerance and VIF) to assess multicollinearity among predictors.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	.466	.351		1.327	.190	-.236	1.167		
Autocratic	.412	.165	-.322	-2.492	.015	-.743	-.081	.450	2.223
Democratic	.116	.130	.107	.895	.374	-.143	.376	.520	1.922
laissez	1.108	.137	.828	8.064	.000	.834	1.383	.711	1.406

a. Dependent Variable: Employee performance

Source: Field data, 2023

From the table The coefficients table presents the results of a regression analysis, indicating the relationship between different leadership styles (Autocratic, Democratic, and Laissez-Faire) and their impact on employee performance within Geita District Council. Let's analyze and introduce the findings in the context of the study.

4.7.5 Autocratic Leadership Style.

The negative standardized coefficient (Beta = -0.322) for Autocratic leadership indicates a significant negative impact on employee performance ($t = -2.492$, $p = 0.015$). Employees under an autocratic leadership style tend to have lower performance levels. The coefficient is statistically significant, suggesting that the autocratic style adversely affects employee performance within Geita District Council.

4.7.5 Democratic Leadership Style

The positive standardized coefficient (Beta = 0.107) for Democratic leadership suggests a slightly positive but non-significant impact on employee performance ($t = 0.895$, $p = 0.374$). While the effect is positive, it is not strong enough to reach statistical significance, indicating that the democratic leadership style may not significantly influence employee performance in this context.

4.5.6 Laissez-Faire Leadership Style.

The highly positive standardized coefficient (Beta = 0.828) for Laissez-Faire leadership indicates a significant positive impact on employee performance ($t = 8.064$, $p < 0.001$). Employees working under a laissez-faire leadership style tend to exhibit higher performance levels. The coefficient is highly significant, suggesting a strong positive influence of the laissez-faire style on employee performance within Geita District Council.

4.7.7 Collinearity Statistics.

The tolerance values (Autocratic = 0.450, Democratic = 0.520, Laissez-Faire = 0.711) indicate low multicollinearity, suggesting that the predictors are not highly correlated. The VIF (Variance Inflation Factor) values are all below 2.5, further confirming that multicollinearity is not a concern among the predictors.

The findings reveal that within Geita District Council, an autocratic leadership style has a detrimental effect on employee performance, while a laissez-faire leadership style significantly enhances performance. The democratic style, although slightly positive, does not show a statistically significant impact on performance. These results emphasize the importance of promoting a more hands-off, empowering leadership approach (laissez-faire) and discouraging excessively controlling and directive styles (autocratic) within the organizational context. Fostering a supportive work environment where employees have the autonomy to make decisions and take initiative can significantly enhance overall performance. The study's analysis of leadership styles underscores the need for a shift towards a laissez-faire leadership approach within Geita District Council. Empowering employees and providing them with the freedom to excel can lead to improved job satisfaction, motivation, and, ultimately, enhanced organizational performance. These insights provide valuable guidance for leadership development and organizational improvement initiatives within the study context.

The presented findings offer a comprehensive overview of employees' perceptions regarding different leadership styles within Geita District Council. Supervisors believe in close supervision (Mean = 4.8154) and consider employees in the general population as lazy (Mean = 2.4923). A transactional approach is adopted, where rewards and punishments are used for motivation (Mean = 2.3538). There is a perception of supervisors being judgmental and directive (Mean = 1.9077, Mean = 1.8923). Autocratic leadership negatively impacts autonomy, trust, and creativity. Excessive control may hinder employee initiative and job satisfaction. The judgmental stance creates a stressful work environment.

Employees participate in decision-making (Mean = 3.2923) and value supportive communication (Mean = 4.6462). Supervisors emphasize accountability and encourage

subordinates to find their passion (Mean = 4.3231, Mean = 4.1846). Positive perception of involvement and supportive leadership practices. Encouragement of individual growth and accountability enhances job satisfaction. Employees have moderate autonomy but perceive limited input from leaders (Mean = 2.8615, Mean = 2.1846). Balance between autonomy and support is essential. Excessive hands-off approach may lead to disengagement. Moderate positive impact of leadership styles on efficiency and productivity (Mean = 3.5231). Communication effectiveness and collaborative work environment are perceived moderately (Mean = 3.0769, Mean = 2.9538). Low satisfaction with organizational adaptability to external changes (Mean = 1.7077). Leadership styles moderately influence organizational efficiency. Communication and collaboration need improvement for enhanced performance. Addressing adaptability is crucial for long-term organizational success.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this pivotal chapter presents a comprehensive overview of our key findings, implications, and recommendations. Through a careful exploration of employee perceptions regarding different leadership styles ranging from autocratic, democratic, to laissez-faire, we untie the complex dynamics shaping the organizational climate within Geita District Council. This chapter not only produces our research outcomes but also offers actionable recommendations tailored to Geita District Council.

5.2 Summary of key findings

In this comprehensive study employee perceptions of various leadership styles were meticulously examined. Autocratic leadership, characterized by strict control and limited autonomy, was perceived negatively, hindering employees' creativity and motivation and creating a stressful atmosphere. In contrast, the democratic leadership style, fostering inclusivity, supportive communication, and individual accountability, was positively received, promoting trust and collaboration. The laissez-faire approach, when appropriately balanced between autonomy and guidance, empowered employees, but excessive hands-off methods led to disengagement and confusion. These findings illuminate the pivotal role leadership styles play in shaping the work environment and employee satisfaction within Geita District Council, offering crucial insights for organizational improvement strategies and leadership development initiatives.

5.2.1 Autocratic Leadership Style

Employees within Geita District Council perceive the autocratic leadership style as characterized by excessive control and stringent supervision. Under this leadership approach, employees experience a lack of autonomy, stifling their creativity and motivation. The transactional nature of this style, where rewards and punishments dictate employee behavior, has a detrimental impact on intrinsic motivation. Furthermore, the judgmental and directive behavior of autocratic leaders creates a stressful work environment, where employees feel constantly scrutinized, hindering their ability to perform at their best. Autocratic leaders are seen as imposing strict rules and regulations, which can limit employees' freedom and hinder their job satisfaction.

5.2.2 Democratic Leadership Style

In contrast to autocratic leadership, the democratic leadership style fosters a positive work environment at Geita District Council. Employees perceive a sense of inclusion and involvement in decision-making processes, enhancing their job satisfaction and commitment to their roles. The supportive communication employed by democratic leaders creates an atmosphere of trust and mutual respect. Employees value the encouragement of individual growth and accountability, feeling empowered to take ownership of their tasks. This style promotes a collaborative atmosphere where ideas are shared and considered, leading to a more vibrant and innovative workplace.

5.2.3 Laissez-Faire Leadership Style

The laissez-faire leadership style is perceived as a delicate balance between autonomy and support within Geita District Council. Employees appreciate the freedom to work independently, allowing them to showcase their skills and creativity. However, when the hands-off approach becomes excessive, employees may feel disconnected and disengaged. Limited input from

leaders can create ambiguity in decision-making processes, leading to confusion among employees about their roles and responsibilities. Striking the right balance between autonomy and guidance is crucial to ensuring that employees feel supported while also having the freedom to explore their potential.

Different leadership styles significantly impact their employee job satisfaction, motivation, and overall well-being. Autocratic leadership tends to stifle creativity and create a stressful environment, while democratic leadership fosters trust and collaboration. The laissez-faire approach, when balanced appropriately, empowers employees and encourages independent thinking. Understanding these perceptions is essential for leadership development, as it enables leaders to tailor their approaches to create a positive and productive work environment within Geita District Council.

5.3 Conclusion

In the comprehensive study which exactly was directed towards three primary objectives. Through an in-depth exploration of employee perceptions concerning autocratic, democratic, and laissez-faire leadership styles within the organization, we have gleaned invaluable insights that shed light on the intricate interplay between leadership approaches and organizational dynamics. Firstly, our analysis of autocratic leadership unveiled that excessive control and close supervision not only impede employees' autonomy and creativity but also create a stressful work environment. The transactional approach employed by autocratic leaders negatively impacts motivation, hindering the organization's potential for innovation and growth.

Secondly, our exploration of democratic leadership highlighted the positive outcomes of involving employees in decision-making processes and fostering supportive communication. Encouraging individual growth and accountability proved to be pivotal, enhancing trust, job satisfaction, and overall organizational unity. Lastly, our investigation into laissez-faire

leadership underscored the significance of striking a delicate balance between granting autonomy and providing necessary guidance. While limited intervention allows for creativity and independent problem-solving, an excessively hands-off approach leads to disengagement and ambiguity in decision-making processes.

The study illuminates the pivotal role leadership styles play in shaping Geita District Council's organizational landscape. By understanding and appreciating the nuances of each leadership approach, organizational leaders can make informed decisions to optimize their leadership strategies. To foster a positive work environment and enhance overall performance, we recommend the cultivation of democratic leadership practices, emphasizing participative decision-making, supportive communication, and individual accountability. Additionally, promoting a balanced laissez-faire approach, where employees are empowered but not abandoned, can further contribute to organizational success. As we conclude this study, we urge Geita District Council and similar organizations to leverage these insights, fostering a culture of collaborative leadership that nurtures employee potential, boosts morale, and propels the organization towards sustained excellence.

5.4 Recommendation

The study recommends the following:

i. Promotion of Democratic Leadership Practices:

To enhance organizational performance and foster a positive work environment, Geita District Council should actively promote democratic leadership practices. Encouraging participative decision-making, involving employees in the planning processes, and valuing their inputs can significantly boost morale, trust, and overall job satisfaction. Leaders should prioritize open communication channels, ensuring that feedback is not only welcomed but also implemented, fostering a sense of ownership among employees.

ii. Development of Leadership Training Programs

Geita District Council should invest in leadership training programs aimed at equipping managers and supervisors with the skills necessary to adopt effective leadership styles. These programs should focus on enhancing emotional intelligence, communication skills, and conflict resolution abilities. By nurturing competent and empathetic leaders, the organization can create a conducive atmosphere for collaboration and innovation.

iii. Implementation of Performance Feedback Mechanisms

Establishing regular performance feedback mechanisms can provide valuable insights into the effectiveness of leadership styles within the organization. Anonymous employee surveys, feedback sessions, and performance evaluations can help leaders gauge the impact of their approach on employee satisfaction and productivity. Actionable feedback should be used to adapt leadership strategies, ensuring they align with the organization's goals and employee expectations.

iv. Balanced Application of Laissez-Faire Leadership

While promoting autonomy is essential, Geita District Council should emphasize the importance of a balanced laissez-faire approach. Leaders must provide clear guidelines and support when necessary, ensuring that employees feel both empowered and supported. Regular check-ins and opportunities for employees to seek guidance can prevent feelings of isolation and foster a sense of belonging, leading to increased job satisfaction and organizational commitment.

v. Continuous Monitoring and Adaptation

Organizational dynamics are constantly evolving, and leadership styles must adapt accordingly. Geita District Council should establish a system of continuous monitoring and evaluation of leadership practices. Regular assessments of employee satisfaction, team dynamics, and

organizational performance metrics can provide real-time feedback. Leaders should remain flexible, ready to adjust their approach based on the changing needs and expectations of their workforce.

By implementing these recommendations, Geita District Council can cultivate a work environment characterized by effective leadership, employee empowerment, and mutual respect. These changes have the potential to not only enhance organizational performance but also contribute to the overall growth and success of the organization in the long term.

5.5 Recommendations for further studies

Based on the findings and limitations of the current study, there are several areas that could be explored in further research: Investigation on how leadership styles impact organizational performance in diverse cultural contexts. Comparing different regions or countries could reveal culturally specific leadership preferences and shed light on universal leadership practices that enhance performance. Exploration on the effectiveness of leadership training programs aimed at improving specific leadership skills. Assess how targeted training modules impact leadership behaviors, employee perceptions, and organizational performance. Investigation on the relationship between leadership styles and employee well-being, including factors such as job satisfaction, stress levels, and work-life balance. Understanding how leadership impacts the overall well-being of employees can provide valuable insights for organizational health. By exploring these areas in further studies, researchers can contribute valuable knowledge to the field of organizational behavior, leadership studies, and human resource management, leading to more informed practices and policies in various workplace settings.

5.6 Implication of the Study

The study's findings shed light on employees' perceptions of different leadership styles within Geita District Council. This awareness among leaders about how their behaviors and decisions are perceived by employees is crucial. It enables leaders to reflect on their approaches, recognize their impact on the workforce, and make informed adjustments to foster a more positive work environment.

Understanding the impact of leadership styles on organizational performance allows Geita District Council to make strategic decisions regarding leadership development and training initiatives. By focusing on enhancing leadership skills that promote participatory decision-making, supportive communication, and individual growth, the organization can strategically invest in areas that directly influence employee satisfaction, motivation, and productivity.

Recognizing the importance of democratic and laissez-faire leadership styles can lead to higher levels of employee engagement. Empowering employees to participate in decision-making processes and providing a balanced level of autonomy can improve job satisfaction, thereby reducing turnover rates. Satisfied and engaged employees are more likely to stay with the organization, leading to a more stable and committed workforce.

The study's insights provide a roadmap for Geita District Council to transform its organizational culture. By promoting leadership styles that encourage collaboration, open communication, and employee empowerment, the organization can foster a culture of trust, respect, and innovation. This cultural transformation can positively impact teamwork, creativity, and overall organizational effectiveness.

The study's implications underscore the importance of aligning leadership styles with employees' needs and expectations. By doing so, Geita District Council can create a workplace where employees are engaged, motivated, and empowered, leading to a positive organizational

culture and improved overall performance. These implications offer valuable insights for the council's leadership, guiding them toward creating a workplace that fosters collaboration, innovation, and sustainable growth.

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QUESTIONNAIRE

Introduction

Dear Respondent, my name is **REBEKA A. MWAMBESO** I am a student of Master's Science in Human Resource Management of the Institute of Accountancy Arusha. I am conducting this research as partial requirement to fulfill my Master Degree. The objective of this questionnaire is to collect information about **THE ASSESSMENT OF THE INFLUENCE OF LEADERSHIP STYLE ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF GEITA DISTRICT COUNCIL** The research reliability depends on the information provided by you in this questionnaire. So please try to give right & genuine information. The information you give will be confidential and will only be used for academic purpose. Your timely completion & return of the paper is highly appreciated. Thank you for your willingness and cooperation.

PART One: General Information (Demographic Characteristics)

INSTRUCTIONS: This part of the questionnaire asks your personal and job related information. Please respond to each question by **circling** your choice.

1. Age

- 1) Below 25 years
- 2) 26-36 years
- 3) 37-47 years
- 4) 48-58 years
- 5) Above 59

2. Gender (sex)

1. Male
2. Female

3. Marital Status

1. Single
2. Married

4. How long have you serve in GEITA DISTRICT COUNCIL?

1. 1-10 years
2. 11-20 years
3. 21-30 years

PART TWO: Leadership Styles

This part of the questionnaire is to assess your perceptions of the leadership style of your immediate supervisor/boss/manager/leader. Please place a tick „√“ mark in the box that represents your appropriate level of agreement

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
	Autocratic Leadership Style	1	2	3	4	5
1	My supervisor believes Employees need to be supervised closely, or theyare not likely to do their work.					
2	My supervisor believes that most Employees in generalpopulation are					

	lazy					
3	My supervisor believes that Employees must be given rewards or punishments in order to motivate them to achieve organizational					

	objectives.					
4	My supervisor believes most Employees feel insecure about their work & need direction.					
5	My supervisor believes he /she is the chief judge of the achievements of the member of the group.					
6	My supervisor believes effective leaders must give orders and clarify procedures.					
	Democratic Leadership	1	2	3	4	5

	Style					
7	My supervisor let Employees participate in decision making					
8	My supervisor believes providing guidance without pressure is the key to be a good leader.					
9	My supervisor believes most workers prefer supportive communication from their leaders.					
10	My supervisor believes leaders need to help subordinates accept responsibility for completing their work					
11	My supervisor believes it is the leader's job to help subordinates find their					

	"passion."					
12	My supervisor believes people are basically competent & if given a task will do a good job.					
	Laissez-Faire Leadership Style	1	2	3	4	5
13	In complex situations, my manager let subordinates to					

	work problems out on their own.
14	My supervisor requires staying out of the way of subordinates as they do their work.
15	As a rule, my supervisor allows subordinates to appraise their own work
16	My supervisor gives subordinates complete freedom to solve problems on their own.
17	My supervisor believes in most situations; workers prefer little input from the leader
18	In general, my supervisor believes it is best to leave subordinates alone.

INTERVIEW GUIDE QUESTION

- i. What are the influences of autocratic leadership style on organizational performance in local government authorities?
- ii. What are the influences of democratic leadership style on organizational performance in local government authorities?
- iii. What are the influences of laissez-faire leadership style on organizational performance in local government authorities?