

**ASSESSING THE INFLUENCE OF LEADERSHIP BEHAVIOR ON EMPLOYEES'  
PERFORMANCE: A CASE OF ESAMI IN ARUSHA, TANZANIA.**

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**Assessing the Influence of Leadership Behavior on Employees' Performance: A Case of  
ESAMI in Arusha, Tanzania.**

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**A Dissertation Submitted in Partial Fulfillment of the Requirement of the Award of the  
Degree of Masters of Business Administration in Leadership and Good Governance**

**(MBA LG) from the Institute of Accountancy Arusha**

**Declaration**

I, **Jokha Mathewa Msoffe**, declare that this research Dissertation is my own original work and has not been presented anywhere or are not expected to be presented to any other institution for any award.

Signature .....

Date.....

### Certification

I, undersigned certify that, I have read and hereby recommends for acceptance by the Institute of Accountancy Arusha the research dissertation entitled: *“Assessing the Influence of Leadership Behavior on Employees’ Performance: A Case of ESAMI in Arusha, Tanzania”* In partial fulfilment of the requirement for the degree of Master of Leadership and Good Governance of the Institute of Accountancy Arusha (IAA).

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Dr. David K. Wanani, PhD  
(Supervisor)

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Department

.....  
Date

## **Dedication**

This work is dedicated to my loving family as they provided every support I needed while undertaking this course and were there providing material and moral support in assuring that I reach the target. May the almighty God bless them all!

## **Acknowledgement**

I thank the almighty God who gives me strength, health and courage to move on every stage of school life, studying wasn't an easy task but He always lifted me up to pass through difficult times. When writing down the names of all who have assisted me in one way or the other, I note that I write one name heavier than others and with underlines for emphasis. I acknowledge my husband Allan A. Mapundi for giving me a helping hand in my studies whenever needed. I also express my debt thanks to my kids and family for the moral and material support during the whole period undertaking my studies. With lots of appreciation I am obliged to pay tribute to my supervisor, Dr. David K. Wanani, PhD; for the guidance and for the constructive thoughts in making sure I am giving the best out of my knowledge on developing this work.

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## Abstract

*The study aimed at assessing the influence of leadership behavior on employees' performance using East and Southern Management Institute (ESAMI) in Arusha, Tanzania as a case of reference. Literatures revealed the importance of leadership behavior on organizational performance in different sectors. The issues of leadership behavior on stimulating employees' performance was one of the quest that needed to be addressed critically. The study utilized the workers at ESAMI to provide insightful opinion leaders' behaviors that could influence in either way on employees' performance taking ESAMI as a sample organization while covering all areas of operation. Among other factors leadership can integrate employees' potential and professions effectively toward organizational performance. This study stands to be beneficial to various stakeholders including government, management, policy makers as well as scholars by revealing specific answers to reasons enhancing employees' performance in organizations. Thus it can be useful as a guiding tool for identifying and selection of effective management and leadership behaviors. While the concepts of leadership, leadership behavior and organizational performance were explicitly explored, the study used various theories that seemed to complement from one another. These were the Contingency Theory of Leadership; the Institutional Theory; the Social Cognitive Theory; the Behavioral Leadership Theory and the Organizational Performance Theory-Goal Path Theory. From the revision of these theories, it was proved that there is a relationship between social environment, institution setting, behavior and organization structure with the performance of an individual in a particular organization. Empirical literature reviews showed that there were some important leadership behavior that complement employee's performance and appropriate leadership behaviors on employees' performance. Most empirical literature has shown a concern on leadership styles as the influence toward employees' performance, but leadership behavior seem to be neglected specifically on the impact on organizational performance. A descriptive research design focuses on systematically obtaining information that described a situation, phenomena or population was used and applied mixed research approach. The population was all the workers of ESAMI and a sample of 73 chosen by Yomane formula. The study used simple random sampling that involved single random selection and required little knowledge of the population and questionnaires and in-depth interviews were employed. Both thematic and SPSS system were used for data analysis. Cronbach Alpha formula was used to test reliability of the study where the reliability was .97 which means there is consistent in results and that they are less influenced by external factors. The appropriate behaviors were the influence of communication on employee's performance, the influence of participation in decision making on employee performance and last the influence of delegation and succession plan on employee performance. Thus, the study was able to identify important leadership behaviors that influence employee's performance. The research suggested that the government must be close in maintaining organization leadership so as promote individual development and productivity.*



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### **List of Abbreviations**

ESAMI- the East and Southern Management Institute

IAA- Institute of Accountancy Arusha

MLG- Master of Leadership and Good Governance

SCT- Social Cognitive Theory

SLT - Social Learning Theory

SPSS - Statistical Package for Social Science

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1. Chapter Overview**

This chapter is setting for the discovery of the proposed title on assessing the influence of leadership behavior on employees' performance: a case of ESAMI in Arusha, Tanzania. For easy following and understanding the chapter has been split into sections and sometimes into sub-sections. These sections include the background to the problem; statement of the problem; and the objectives of the study. Also, the chapter include the scope of the study; significant of the study; limitations and delimitations; and the organization of the proposal.

#### **1.2. Background to the Study**

In today's world it has been largely noticed that leadership skills have impacted on raising productivity of employees (Tewari et al, 2019; Kimberlee, 2018; Marcel, 2016). The technical, conceptual and interpersonal skills as well as emotional and social intelligence have proved some impact on employee performance improvement (Haq, 2011; Katz, 2009). Then, leadership is an indispensable requisite for the success of any organization (Lewis & Gilman, 2013). In recent years, leadership has engaged as a new effective approach for managing the employees and organization at large (Kalembe, 2018). This gives importance to the strategic integration of leadership into effective management of employees and to improve the employee productivity (Debara, 2022). This means that the relationship between leadership and organizational performance or rather employees' performance has been practically interwoven. For example, Win (2016) declares that effective leader can enhance the individual employee performance through proper leadership style and retain high performance and talent employees within the company because he knows that high

performance employees are unique resources of the organization. Need for leadership is the moderating variable between leadership itself and the employees' performance on the other hand (Bodla & Hussain, 2010). In the same study (ibid) the followers' need for leadership is determined and based on particular leadership style as adopted, which results in required performance by the employees.

Equally, employee motivation is one factor that influences the performance of the employees (Chowdhury & Mohammed, 2000). Thus, according to Chowdhury and Mohammed (2000) the greater the extent to which positive achievement motivation behavior of the leader is perceived to exist in the organization, the greater the job satisfaction and extrinsic motivation. Likewise, the greater the extent to which arbitrary and punitive behavior is perceived to exist in the organization, the greater the job dissatisfaction and de-motivation of the employees (Chowdhury & Mohammed, 2000). Studies done in Malaysia found that ethical leadership behavior was positively associated with employees' trust in leaders (Ponnu & Girindra, 2009) which consequentially improves on employees' performance. Thus, employees ultimately perform better and work towards accomplishing organizational goals. Studies done in Pakistan revealed that Employee job satisfaction depends upon the leadership behavior of managers (Malik, 2013). Again, in Pakistan Khan and Nawaz (2016) in the article that attempted to explore the suitable leadership style between transformational and transactional with respect to the performance of employees; found that both styles have significant impact upon the performance of the individuals. But when the leaders adapted the transformational leadership style then it meant that they are also rewarding their employees for better performance.



Further studies conducted in Pakistan revealed a number of leadership organizational performance (Akram et al, 2012). That all leadership behaviors are positively interrelated with leader is perceived by employees and consequentially influenced organizational performances. Again, only monitoring leadership behavior had significant positive impact on leader's and employee's perceived organizational performance based on individual analysis; whereas, innovative role modeling, support for innovation, recognition and monitoring leadership behaviors have significant positive impact on both leader's and employee's perceived organizational performances based on pooled analysis (Mokhber et al, 2018; Prasad & Junni, 2016).

Evidences for this are very wide. For example in Nigeria studies done (Ezenwa, 2017) led to a conclusion that both job centered leader behavior and leadership styles affect employees' performance significantly. Good leadership behavior accelerates the development of most organizations and therefore, plays a critical role in the performance of organizations (Ezenwa, 2016). Thus, employee performance is seen as an important structure for organization performance. In a study conducted in Benin by Osifo (2018) about leadership styles and employee performance and examined the extent to which leadership styles affects employee's performances in Edo Estate. The findings from the study indicated that all the style of leadership were positive and significant to employee performance except autocratic style which was positive but not significant to employee performance. Productive employees are the lifeblood and assets of an organization (Business Coaching Consulting, 2017). Therefore, skillful and high performance workers are necessary for high quality production as organization depends on these skillful workers for achieving organization goals (Farooqui & Ahmed, 2013).

Doing a study in Kenya, Kelemba (2018) found out that there was a significant statistical association between leadership and organizational performance in public service in that country. From that observation it was concluded that for an organization to prosper and survive there was a need for having leaders who are flexible and adaptive. A general picture of Africa is that Leadership effectiveness has an important consideration for the future development of this continent (Obuobisa-Darko, 2020; Galperin & Alamuri, 2016).

Gasper et al, (2019) in their study done in Tanzania revealed that the role of leadership is censoriously significant for attaining the organizational performance. However, from this study the findings of literature about the role of leadership in increasing business performance were varied. Generally, the key components of management and leadership style are attitudes and behaviors, attitudes and behaviors includes: what a manager says; how they say it; the example they set; their body language; and their general conduct and demeanor (Kumar, 2005). This context prompted for the study on assessing the influence of leadership behavior on employees' performance: a case of ESAMI in Arusha, Tanzania.

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

Basing on the background, the influence of leadership on performance of employees has been a contentious subject among scholars worldwide (Gasper et al, 2019; Ezenwa, 2017; 2016; Khan & Nawaz, 2016; Win, 2016; Malik, 2013; Bodla & Hussain, 2010; Ponnu & Girindra, 2009; Chowdhury & Mohammed, 2000). This signifies that the issues of leadership behavior on stimulating employees' performance is one of the quest that needs to be attended critically in most organizations for future performance.

Though there are arguments that the performance of the organization does not depend only on the leadership rather than employee attitude towards work (Maxwell, 2003), but still the influence of leadership as a positive or negative stimulus in employees' performance cannot be over shadowed in contemporary organizations (Landa 2018; Arinanye, 2015; Mbah, 2015; Ngowi, 2014; Peter 2014; Ying, 2012; Thao & Hwang, 2010). Among other factors this is one of the indicators that the leadership has not been able to integrate the employees' potential and professions effectively toward organizational performance. Inclusively, at the Eastern and Southern Africa Management Institute simply known as ESAMI, apart from having official working tools that structures the relationships between work and individuals as a corporate relationship, there has been some questionable results in different areas of operations such as finance and worker's retention for the past five years (Human Resource Officer, Response, 4<sup>th</sup> April, 2023).

#### **1.4. Objectives of the Study**

The section was split into the general objectives and specific objectives as follows:

##### **1.4.1. General Objective**

This research was governed by one main objective, which was to assess the influence of leadership behavior on employee's performance at ESAMI in Arusha

##### **1.4.2. Specific Objective**

This study was administered by the following specific objectives:

- i. To identify important leadership behavior that complement employee's performance at ESAMI,
- ii. To examine the effect of leadership behavior on employee's performance at ESAMI, and
- iii. To suggest on best leadership styles to improve employees' performance at ESAMI.

### **1.4.3 Specific Research Questions**

The specific questions for this research were:

- i. What are the important leadership behavior that complement employee's performance at ESAMI?
- ii. How effective are the existing leadership behavior on employee's performance at ESAMI?
- iii. What can be the best leadership style on employees' performance at ESAMI?

### **1.5. Scope of the Study**

This study aimed to explore the influence of leadership behavior on employee's performance. The study assessed how leader's behaviors may have influence on employees' performance taking ESAMI as a sample organization. This study covered all operations areas at East and Southern Management Institute (ESAMI) in Arusha Headquarter to capture a reasonable sample size. This involved workers who stayed at the Institute for not less than five years. Therefore, the corresponding environment included management personnel and junior staff from the following departments Administration, Marketing, Accounts and Training.

### **1.6. Significance of the Study**

This study proved to be beneficial to government and policy makers since it revealed answers to reasons enhancing employees' performance at working place. Through the identification of leadership behaviors that have influence on employee's performance while addressing research the questions, the government and policy makers can be in a position to develop and renew policies that guides both managers and employees adhere to country's employment rules and regulations. Still, the government and policy makers can benefit with this study because they can develop reward

and performance improvement policies to enhance performance consistence in their daily operations.

Also, the findings from this research can be a guiding tool to supporting managers on identifying and selection effective management and leadership behavior that reflected organization goals and plans that reflected their employee's performances. Addendum, the study can guide scholars into carrying further studies that aims at identifying the factors behind influencing employee's performance in their context. The study can enhance knowledge on leadership behavior to managers and enhance workers understanding on leadership importance hence developing a smooth working relationship between parties and therefore individual and organization performance.

### **1.7. Limitations and Delimitations of the Study**

Tone of the limitations of this study was expected to be some negative attitudes from some respondents during the process of data collection that might lead to delays in data processing and reporting. This might be due to the fact that there was no financial attachment. To delimitate this, a researcher applied good communication skills to set interview sessions and persuade all type of respondents to provide required data.

Time allocated to completing and defending the work seems to be short, however the researcher developed a concrete research work plan to ensure all activities are implemented within minimum required time and with efficiency. High cost of materials in this period of recession was addressed by effective use the available resources and materials to accommodate the work. Further, the

researcher considered cost-effective method including selection of materials with minimal cost to accommodate the process.

### **1.8. Organization of the Study**

Chapter one of this study has presented the Introduction, statement of the problem, research questions, and objectives of the study, scope and significance of the study. Chapter two contains the review of related literature and research related to the problem to be studied. Under this chapter the influence of leadership to employee's performance has been explained with vivid data from different areas. From the reviewed literature, the knowledge gap was identified and a conceptual framework is developed to give a picture to the research problem to be studied. The methodology and procedures to be used in this research are discussed in chapter three and it contains selection of the study area, data types and sources of data, sampling and sampling design, data collection, data analysis and presentation.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Introduction**

This chapter covered the review of previous studies carried on the research topic selected. The researcher defined and explained the key terms of the specific research topic. Further, the theoretical and empirical literature review from the previous relevant studies was discussed to identify research gaps that needed to be filled by this study. From the reviewed literature, a gap of knowledge was identified, where the researcher set a conceptual framework that acts as a guiding skeleton to addressing research questions as stipulated in chapter one above, aligned with the specific and general objective of this research.

#### **2.2. Definition of Key Concepts**

This section intended to clarify on the intended meaning of certain concepts which are vital in this study. This includes the concept of leadership and leadership behavior, and employees' or rather organizational performance as defined here below.

##### **2.2.1. The Concepts of Leadership and Leadership Behavior**

The New Oxford Dictionary of English (online) defines leadership as the action of leading a group of people or an organization; the state or position of being a leader. On the other hand, the Merriam-Webster Dictionary (online) defines leadership as the office or position of a leader, the capacity to lead and act or instance of leading. Still the Cambridge Dictionary (online) defines leadership as the job of being in control of a group, country, or situation.

Gandolfi et al (2018) defines leadership by explaining several components that leadership must have followers, leadership must be action oriented with legitimate, and leadership should be a course of action and must have goals and objectives. Contemporary scholars are trying to avoid defining leadership as pioneering to others by sidelining influence, followers, showing the way and others as used to be defined in the past. Currently they see leadership as an interactional component of the organization. Looking on the side of its importance, leadership is a central position to support innovation by influencing firm strategic decisions, policies and procedures, and they are key agents for promoting changes in the firm that support innovation (Prasad & Junni, 2016).

Leadership behavior are the qualities and characteristics that proves someone to be an effective person in an organization. Good leaders appropriately utilize their behaviors to support them guide, direct, and influence the work of their team. There are many innate characteristics that enhance leadership behavior (Western Governors University, 2020). Censoriously, appropriate behaviors in leadership seem to include inter alia compassion, communication, accountability and adaptability, active listening, coaching, motivational, assertiveness, dependability, problem solving and confidence.

A researcher chose these definitions because they justify that successful leaders are characterized by the behaviors they display during their leadership. These behaviors regulate the way followers can be inspired and motivated by the leadership to be trustworthy followers. Then, leadership behaviors become an integral part of how a leader is perceived by the larger community and the way he or she operates.



### **2.2.2. The Concept of Employee Performance**

In this study employees' performance, organizational performance; organizational productivity and organizational effectiveness will be treated synonymously. Employee performance is defined differently by different scholars. The performance of employees is the successful completion of tasks by individuals or individuals to pre-defined acceptable standards as the set and measured by a supervisor or organization while efficiently and effectively utilizing available resources in a changing environment (Mathis & Jackson, 2011).

Performance is a multidimensional construct and an extremely vital criterion that determines organizational successes or failures (Ibrahim & Mbuti, 2022). Prasetya and Kato (2011) define performance as the attained outcomes of actions with skills of employees who perform in some situation. According to Niranjana and Pattanayak (2005), the performance of an employee is his/her resultant behavior on a task which can be observed and evaluated. Then, employee performance is the contribution made by an individual in the accomplishment of organizational goals (Niranjana & Pattanayak, 2005). Work performance as part of employees' performance is a judgment between work results and recognized standards (Dessler, 2000). Then, employee performance can be simply the result of the patterns of action, and bring it out to satisfy an objective (Ibrahim, et al, 2004).

### **2.3. Theoretical Literature Review**

This section took consideration of some theories. These theories include Contingency Theory of Leadership; the Institutional Theory; the Social Cognitive Theory (SCT); the Behavioral Leadership

Theory; and Organizational Performance Theory (Goal Path Theory). These theories were useful since they were complimenting to each other and are discussed here below sequentially.

**2.3.1. The Contingency Theory of Leadership:** According to Fiedler's contingency theory of leadership revealed that leadership influences employees' performance. The theory insisted that success of any organization and its employees largely depends on the effectiveness of leadership styles that leaders use in a given situation and has been used to establish degree, to facilitate effects or influences of variables such as leadership styles, service quality delivery, communication styles, employees' or organizational performance (Peter, 2014).

The Theoretical model of leadership pointed out the influence of leadership on employee performance. Through this theory, the influence of certain leadership styles to enhancing employee's performance was analyzed and showed a positive result (Clifton et al. 2020).

**2.3.2. The Institutional Theory:** Institutional Theory is defined as the guidelines for social behavior in the form of accepted structures, schemas, rules, norms, and routines influenced by other members of the collective network of actors (Bozana, et al, 2017). Institutional Theory resonate about the relationship between social structure, agency, and outcomes (Agrawal, 2001). Thus in an organization the organizational structure and its usability, the organizational agency that is the workforce and the entire performance need to be considered as bench mark for Institutional Theory. From the Institutional Theory organizations implement business practices because doing so enhances their legitimacy (DiMaggio & Powell, in Mathiyazhagan et al, 2023). Institutional theory considers the processes by which structures, including schemes, rules, norms, and routines, become established as authoritative guidelines for social behavior (Gordon, 2022). Various

components of Institutional Theory elucidate on the way these parts are formulated, diffused, accepted, and modified over space and time; and how they fall into failure and being abandoned. When the theory is applied to organizations it is an approach to enhance an understanding organizations and their management practices as a product of social interaction rather than a product of economic burdens. From the Institutional Theory point of view, acceptance and retention of several organizational practices are often more dependent on the social pressure for only conformity and legitimacy rather than on the technical pressure for organizational performance. Institutional Theory assumes that institutional situation can positively influence the establishment of prescribed structures in organizations in a reflective way than the market pressures.

Institutional Theory has become a popular perspective within management theory because of its ability to explain organizational behaviors that challenge economic rationality (Suddaby, 2023). Also Institutional Theory is often used to explain the adoption and spread of formal organizational structures, including written policies, standard practices, and new forms of organizations (David et al, 2019).

The research utilized this theory because of the nature of the research area. The leadership characteristic and organization practice seemed more dependent on social pressure for conformity and legitimacy and not technical pressure for organizational performance hence related.

**2.3.3. The Social Cognitive Theory:** Social Cognitive Theory (SCT) started as the Social Learning Theory (SLT) in the 1960s by Albert Bandura (LaMorte, 2022). The unique feature of Social Cognitive Theory is its stress on social influence and on both the external and internal social support. Social Cognitive Theory reflects on the unique way in which persons attain and maintain their behavior, while also seeing the social environment in which an individual performs that behavior. Social Cognitive Theory has been widely used in different fields given the emphasis on the person and the environment. Social cognitive theory views cooperation as collective agency (Bandura, 2000), the shared belief in the collective power to produce desired results in the organization (Johnson & Johnson, 2015).

According to Bandura (in Zarate Torres, 2011), social cognitive theory favors a conception of interaction based on triadic reciprocals. The triadic Bandura refers to are the behavior, personal factors, and environment influences. These three factors interact to each other to determine the way people will behave.

The researcher was interested in understanding this theory since the theory insists on creating the right environment and helping employees with their behaviors and personal factors. The theory is linked to this study as results of the results of the study concluded that when employees behave the way the organizations wants, there is a bigger chance to achieve the desired goals and improve organizational performance.

**2.3.4. The Behavioral Leadership Theory:** Behavioral Leadership Theory argues that success of a leader is based on his or her behavior rather than his or her natural attributes (Kumar, 2023). It focuses on the behavior of the leader and what he or her does and how he or she acts. Behavioral theories focus on how leaders behave and assume that leaders can be made, rather than born, and successful leadership is based on definable, and acquired behavior (Kumar, 2023; Lindberg, 2022). Behavioral theory of leadership fits here because of its focus on the study of specific behaviors of a leader. For behavioral theorists, the behavior of a leader is the first and foremost interpreter of his or her leadership impacts and as a result. Hence, it is the best factor of his or her leadership accomplishment.

This theory was discussed in this study because involves observing and evaluating the actions of a leader and the attached behavior as he or she is responding to various situation. Behavioral theories assume that effective leadership is a product of many learned skills. Thus, leaders need three primary skills to lead their followers—technical (knowledge), human (interaction), and conceptual (idealizing) skills (Corporate Finance Institute-CFI Team, 2023; Kumar, 2023; Lindberg, 2022).

Therefore, it is suggestive that anyone can become a good and effective leader as far as he or she is willing to learn and adapt certain behavior. The theory propounds that all leaders can be capable of learning and developing their leadership skills through adopting important behaviors and utilizing them in their working environment. Behavioral leadership theory also encourages leaders to become self-aware of their consistent behaviors and recognize how they affect the performance and morale of subordinates.

Through this theory, the researcher understood the practical application of this theory is that the behavior of a leader can affect their performance and varying leadership behaviors can be appropriate depending upon the time. Therefore, the best leader is the one who has the ability to adapt his or her behavior accordingly. This theory is founded on the belief that behaviors can be conditioned in a way that one can have a specific response to specific stimuli.

**2.3.5. The Organizational Performance Theory- Goal Path Theory:** Organizational performance is induced by the synergistic use of the organization's internal resources (e.g., product, technological process, and administrative knowledge resources) leading to simultaneous introduction of innovations in multiple subsystems (Damanpour et al., 2009). Thus organizational performance relationship is path dependent and occurs over time. There are many theories being attached to employee performance, organizational performance, organizational productivity, and organizational effectiveness as closely related concepts. This study will utilize the Goal Path Theory among other related to performance and effectiveness in organizational settings. The Goal Path Theory or Goal Setting Theory was put forward by Edwin Locke in the 1660s (Locke & Latham, 2002).

This theory states that goal setting is essentially linked to task performance (Juneja, 2022). The theory indicates that specific and challenging goals in conjunction with apt response contribute to advanced and improved work performance. In other words, goals in an assignment specify and provide directions to a worker about what needs to be done and how. The imperative landscapes of goal-setting theory include the following. First, the willingness to work towards achievement of goal is the foundation of employees' motivation. Thus, clear, particular and difficult goals have a great motivational factor than the easy, overall and unclear goals. Second, specific and clear goals

can lead to greater levels of output and better performance. That is to say, explicit, assessable and clear goals accompanied by specific time frame for ending reduces misunderstanding. Third, goals should be true representatives and stimulating. The more challenging the goal, the greater is the stimulated reward and the desire for achievement. Fourth, appropriate feedback of outcomes guides the employees' behavior that contributes to higher performance. Feedback is a process of making clarifications and regulating goal complications. It leads to employees being more involved and leads to greater job satisfaction. Fifth, employees' involvement in goal is not always desirable. Last, however, involvement of goal setting, makes goal more acceptable that leads to more participation.

Goal setting theory has certain eventualities such as self-efficacy- is the individual's self-confidence and confidence that he or she has potential of performing the job; and goal commitment- an individual is committed to the goal and will not abstain from the goal. The theory emphasizes on clarity on the goal(s) is a must to reduce chances of misunderstandings. Also, it stresses on challenges since goal difficulty ties to the effectiveness of goal setting whereby attainment presents a challenge that leads to higher level of motivation. Again, employees need to have an appropriate level of commitment that will enable them to have a necessary go through. But, in order for employees to achieve their goals successfully they need appropriate and consistent feedback. Additionally, too complex or irresistible goals can demotivate the employees. Thus, small attainable tasks act as motivational to higher obligations.

This theory is discussed here because it explains the mechanisms by which goals influence behavior, and how the latter can be moderated by goal characteristics (difficulty and specificity), the

level of commitment, the importance of the goal, levels of self-efficacy, feedback, and task complexity (Laranjo, 2016).

## **2.4. Empirical Literature Review**

Governed by the specific objectives in regard to this research the empirical review has been outlined in three main sub-sections. These sub-sections are important leadership behavior that complement employee's performance; the effect of leadership behavior on employee's performance; and appropriate leadership behaviors on employees' performance as discussed here below.

### **2.4.1. Important Leadership Behavior that Complement Employee's Performance**

Speaking of employee performances, leadership behavior has a direct contribution on employee's performances. Positive leadership behavior motivates team members to be more effective and raise ability to reach goals (Malinga et al, 2019; Mohamed. et al, 2013). According to Gauthier (2015), leaders influence the behaviours of their employees and the environment in which they work, be it in a negative or positive manner. Good leadership behaviors are crucial to becoming someone who inspires and leads people to maximize efficiency and achieve the goals of the organization.

Thus, the behaviour of the leader has an impact on the employees' wellbeing and levels of stress (Wijewardena et al 2014; Skakon, et al, 2010), and in particular, positive leadership behaviours such as giving support and behaving ethically were shown to have a positive effect on employee well-being (Wijewardena et al., 2014). Positive leaders thus focus on positively influencing their employees and encouraging them to flourish in their work (Gauthier, 2015)

From these scholarly work we can extract the following as the important leadership behaviors that complement on employees' performance;



- i. *Honesty*: This helps to create a work environment that feels fair and open. Employees may be more likely to trust your decisions and trust you with their problems if they feel that you are honest with them. Following through on your words and commitments is also an essential component of honest leadership to influence others to accomplish individual and organization goals.
- ii. *Confidence in Decision Making*: The primary duty of a leader is to make decisions, the practice by a leader to making decision swiftly and confidently develop trust by the team on his decision making abilities. This allows a leader and employees as well to increase efficiency with time hence improved performance by both parts (Raja & Palanichamy, 2011).
- iii. *Leading by Example*: A good leader holds themselves to the same standards as employees. While delegating is an essential skill that leaders often possess, to complement employee's performance, a leader is supposed to work along the team. This act motivates others to upgrade their efforts towards common goals and hence improved performances by each worker (Sheffield, 2021).
- iv. *Paying Attention to the Needs of Individual Employees and Try to meet them*: As defined above that leadership is an art of interaction, leaders need skills to reading team needs as well as to monitor team members for potential issues. Some people may work better with minimal supervision, while others may find they work best when presented with a challenging variety of tasks (Bader, 2009). When you know what each individual needs, you can try to meet those needs and gain the respect of your team. These four behaviors are linked to improved leadership skills to self and team support by leaders during their leadership through motivation and job satisfaction.

Then, effective leadership enhances the productivity of employees in all the sectors of the economy in a country (Tewari et al, 2019; Kalemba, 2018; Kimberlee, 2018; Marcel, 2016; Haq, 2011; Katz, 2009). According to Graen et al (2013) leadership impacts productivity in the following ways; it

improves employee morale, it's a source of motivation, forms basis for cooperation, allows for allocation of work on the basis of capability, gives necessary guidance and creates effective communication. Thus, as organizations grow and expectations about their performances increase, demand for good leadership tends to multiply (Kalemba, 2018). This gives importance to the strategic integration of new leaderships into effective management of employees and to improve the employee productivity (Gong et al, 2009).

#### **2.4.2. The Effect of Leadership Behavior on Employee's Performance**

Ali et al (2013) opine that the success of an organization depends on the leader's ability to optimize human resources. A good leader understands the importance of employees in achieving the goals of the organization, and that motivating these employees is of paramount importance in achieving them. To have an effective organization, the people within the organization need to be inspired to key into organization's vision, mission, goals and long term objectives (Ezenwa, 2014).

Tandoh (2011) in her study found that if a job-centered style or behavior is exhibited by leaders or managers, this leadership style usually have a positive effect on employee performance. What this means is that managers are very particular about getting results and only motivate employees to give their best in order to increase productivity. This also entails that leaders are influential in pulling others to adopt to their way of acting. There is a direct linkage between human behavior, their actions and attitude towards their inputs to work or activity. This is also related to job satisfaction. People tend to perform better when they are comfortable of their working environment that includes but not limited to how their leaders treat them, the organization policy as well as rules and regulation.

When leader's behavior is not satisfactory to those whom they are leading, trust tend to be reduced and worker's motivation towards their individual and organization performance reduced as well. This probably suggests that management act with strict internal rules to achieve results and the fact that the practice is also not democratic-centered leadership style (Ali et al 2013). Other studies have discovered that leaders can effect employee optimism, organizational commitment, collective identification, and mutual cooperation (Chen & Bliese, 2002; Mumford et al, 2002; Zaccaro et al, 2001). Generally, good leadership, which is accrued behavior guarantees staff motivation that improve performance in organizations (Kalemba, 2018; Chen & Bliese, 2002; Mumford et al, 2002).

#### **2.4.3. Appropriate Leadership Behaviors on Employees' Performance**

Appropriate leadership behavior has three key effects to employees' performance. First, it increases productivity of the team; great leaders are instrumental in helping their companies make money through increased productivity. The more productive the team becomes, the more things are done, creativity increased, performance improved and organization success is ensured (Ezenwa, 2014). Positive leaders have been noted to portray leadership behaviors such as empowerment (Gilbreath & Benson, 2004), communication, motivation, and keeping their employees accountable (Wijewardena et al., 2014).

Second, leaders with appropriate behaviors help retain employees (Mey et al, 2021). Here turnover in an organization is considered as cost expensive, and that good leadership behavior is looked as a key in making employees stick in an organization. Leaders with appreciative leadership behaviors, helps organizations reduce cost and hence increase productivity by influencing retention's high rate. This imply that sometimes people do not quit from their jobs, but they quit from their leaders.

Last it ensures the possibility to grooming future leaders in the process of leadership. There is a saying; great leaders are great mentors, appropriate leaders mentor and work with team members to help them grow in their role and be prepared for new roles (Kumar, 2023). Some of the appropriate leadership behaviors that have a high contribution to employees' performances are mentioned ere below. One of them is honest. A successful leader needs to be honest to impart it to his/her team members to enhance a sense of trust. When employees feel that their leaders are honesty with them, they are much more likely to be honest in return. Honest is a crucial behavior a leader and employee needs in order to be successful (Adu et al, 2019). Also, proper communication. Appropriate leadership showcase open communication purposely to reduce and eliminate misunderstanding within team. Proper communication is key in addressing challenges and strengthening cooperation between team members which contributes to their improved performance. Appropriate leaders keep their communication open and they are specific on their request. Open communication leadership behavior, commutates message to the team on what is expected out of them (Ali et al, 2013).

Additionally, is the aspect of good decision making. Good leaders are good at making decision, especially on issues that are hard to make decision on. They are firm in their decision and they stand on what they believe to be right. They take accountability in their decision and they are open to be corrected when need be. With good decision making skills, these leaders are rarely hurting others or unequally treating those they are leading (Adu et al, 2019). Additionally, in a study done by Ryan and Tipu (2013) in Pakistan using 548 participants in a quantitative approach. In this study it was discovered that there were two types of leadership behavior existing. These were active

leadership and passive leadership. The study further, noted that active leadership had a strong impact on innovation propensity.

Wang et al, (2011) did a study in China. Also, in this study a quantitative approach was implemented on 125 organizations. It found that there were two kinds of leadership behavior. These were relational leadership behavior and task leadership behavior. In this study it was concluded that leader's task related behavior was directly linked to organizational performance. Studies reveal that leadership is a communication process of leader and individuals (Karamat, 2013). These communication processes can be manifested variedly in the leader's verbal and non-verbal structures. These verbal and non-verbal communication specifically describe the behavior of a leader.

Hart and Quinn (in Karamat, 2013) discovered that there were four important roles of leadership in organizations that requires appropriate behavior. The four roles were named as vision setter, motivator, analyzer, and taskmaster, each involving certain obligations within the organization

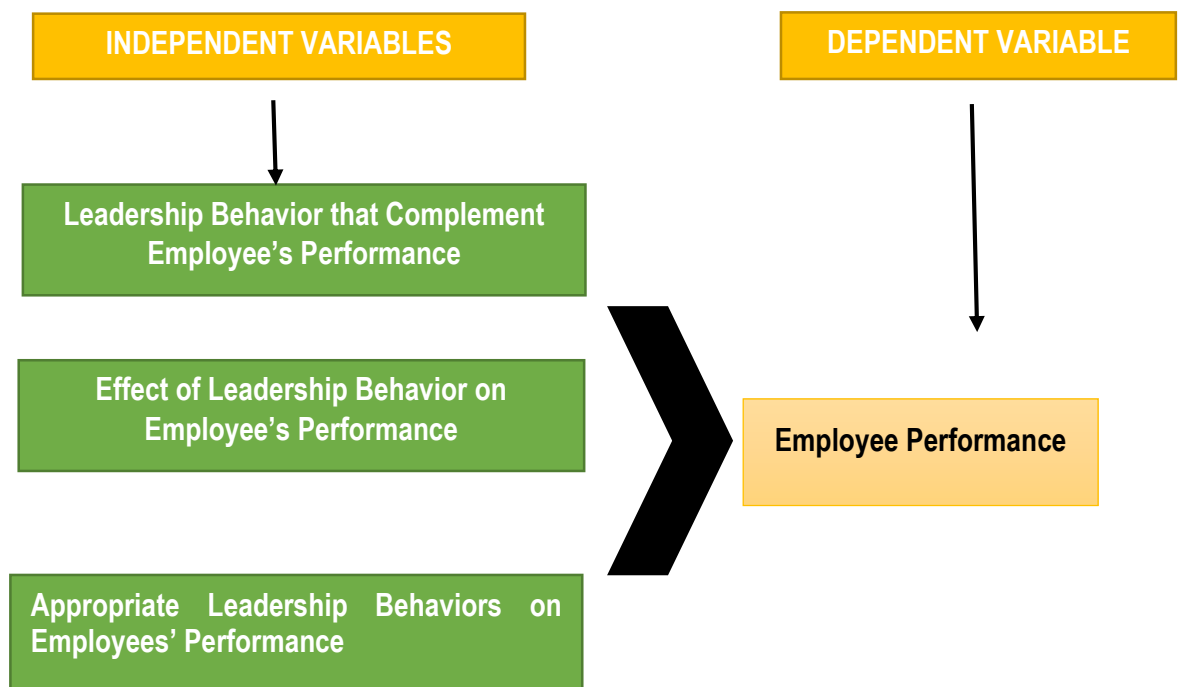
## **2.5. Conceptual Framework**

The Conceptual framework was formulated in relation to the specific objectives as outlined in the empirical reviews above. The researcher explained the relationships, i.e. independent variables against the dependent variable before making a drawing. Independent variables are the cause for a scenario or situation. As the name suggest, its value does not depend on other variables in a research study. Dependent variables are the effect and its value changes as the independent value changes.

Independent and dependent variables are directly related this is because, independent variable is key in testing the effects of dependent variables in scientific experiment. Taking the research title of this work and in relation to the conceptual framework below, it was found that there is a cause and effect relationship between independent variables and dependent variable.

The independent variables which are leadership behaviors, can complement or affect employee's performance. To have affective research results, the researcher proposed the relation since the variables were tested through hypothesis to come with genuine cause and effect between leadership behaviors and employee's performance influence (Ying, 2012). Example are provided in Figure 2.1 bellow.

**Figure 2.1. Conceptual Framework**



Source: Extract from Literature Reviews, 2023

## **2.6. Identified Research Gap**

A thorough but synoptic review of empirical works on leadership behaviors and employee performance established a condescending nod to a positive relationship between the former and the latter (Mey et al, 2021; Kalemba, 2018. Ezenwa, 2014; Ali et al, 2013). Most empirical literature has shown a concern on leadership styles as the influence toward employees' performance. Leadership behavior seem to be neglected specifically on the impact on organizational performance. But looked on keenly, the behaviors of the leaders form daily actions and attitude that in turn effect on performance (Makambe & Moeng, 2020). Therefore, since individual behaviors are variating, then, this has laid as a motivation to the researcher to assess what are the influencing leadership behaviors towards employee performance at East and Southern Management Institute (ESAMI) in Arusha to lay a baseline for advising improvements to best performances for both individual workers and the organization at large.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Chapter Setting**

This chapter presented the methodologies used by this study. The chapter provided explanations on the research design, research approach, the research area and population covered by the study. The sampling and sampling design reflected the sample size and sampling procedure used in this research. Since methodology is the key component of any research, this chapter highlighted the data collection instruments, the data analysis and presentation. The research further revealed the validity and reliability as well as ethical consideration guiding this study.

#### **3.2. The Research Design**

This research used a Descriptive Research Design. A descriptive research design focuses on systematically obtaining information that describe a situation, phenomena or population (Sheffield, 2021). This research aimed at identifying the characteristics, frequency and trend of leadership behaviors and their influences to employee performance since descriptive design was appropriate to address the same.

The researcher chose descriptive research design because it measures variables and describe the relationship that exist between leadership and employee's performance. The design method was useful since helped a researcher answer the what, when and where questions (Kumar, 2005) as designed toward the responding points. The strategy to addressing research questions in this study based on empirical data, a descriptive research designs allow a researcher to integrate qualitative



and quantitative methods of data collection which are both applied in this research to bring comprehensive findings (Ying, 2012).

### **3.3. The Research Approach**

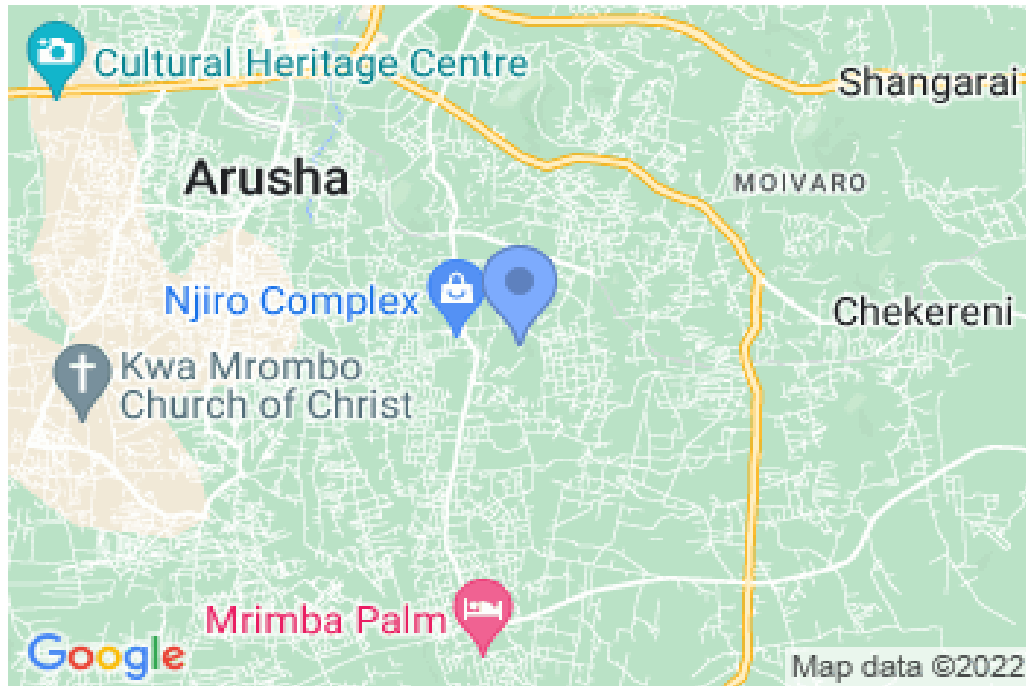
The research applied mixed research approach where both qualitative and quantitative data were utilized in the same study (Kumar, 2005). The research preferred this method because it was best in helping a researcher gain more complete picture than a standalone qualitative or quantitative approach as it integrates benefits of the two. This research is a behavioral study, mixed approach is the best fit for this kind of studies.

Mixed research approach was a method that combines and integrates qualitative and quantitative research methods in a single research study. Both qualitative and quantitative data are collected and analyzed in this approach (Peter, 2014). The research was preferred for a mixed research approach because it enabled to integrate qualitative and quantitative data in one study. The method contributes to implementation research through providing information on the core components adopted and the reasons for adoption to develop interventions. It provides a better and deeper understanding of the phenomena through interviews or observation.

### **3.4. Research Area**

This research was conducted at East and Southern African Management Institute (ESAMI) in Arusha City. ESAMI Arusha is located at Njiro Hill (see Figure 3.1 below). On the other side, Arusha City, the home of ESAMI headquarter, is on the Northern skirt of Tanzania and hosting a number of international entities such as the African Court on Human and Peoples' Rights and the East African Community Headquarter.

**Figure 3.1: Map of a Section of Arusha City showing Njiro Area home for ESAMI**



Source: Google Map, 2023

Also, Arusha is the focal transit to the Tanzanian Northern Tourist edge with Serengeti National Park, Ngorongoro Conservation Authority, Manyara National Park, Tarangire, Mount Kilimanjaro National Park, and Arusha National Park. Arusha City is easily accessed by roads, air as well as railway. ESAMI being a multi-governmental institute need to be highly ranked among the institutions within this country. This provoked an interest for a study from the researcher.

### **3.5. Research Population**

The population for this study include the entire working staff at ESAMI, the institute has 89 workers categorized as technical and supporting staff.

**Table 3.1: Population of ESAMI**

Technical Staff	Support Staff	Total
9	80	89

Source: ESAMI Human Resource Records, 2023

### 3.6. Sampling and Sampling Procedures

This section explained on the sample size and sampling procedures to be undertaken within this study.

#### 3.6.1. Sample Size

The sample size in this proposal has been obtained by the use of Yamane formula (Iddon, & Boyd, 2022). The Yamane formula for determining the sample size is

$$n = N / [1+Ne^2] \text{-----} (3.1)$$

Whereas the symbols in the formula stand for:

n= the Sample Size

N= the Population of the Research, and

e= the Margin error during the Calculations

Then insert the population that is 89 people and the margin error of 5% in the formula, it gives;

$$n=89/ (1+89(0.05^2)) \text{-----} (3.2)$$

$$n=89/1+89(0.0025)$$

Hence,

n=89/1.2225

n=72.8~73 individuals

### **3.6.2. Sampling Procedure**

The researcher used Simple Random Sampling procedure to acquire research participants. Simple Random Sampling refers to a randomly selected subset of a population where each member of the population has exactly equal chances of being selected (Lindberg, 2022). The method involved single random selection and requires little knowledge of the population.

The researcher preferred Simple Random Sampling because the procedure is the best for insuring internal and external validity. In addition to that, the researcher preferred this procedure because she knows the total population size and has the ability to reach each one of them. As the name suggests, Simple Random Sampling is simple to use and reduce biasness, there are no special skills required in using the method which can result into a fairly reliable outcome (Tokarčíková, 2013).

### **3.7. Data Collection Instruments**

This section intends to explain on the methods and tools that was used in this research to gather information from respondents and also from empirical literature. Therefore, it has been split into subsections to fulfill this objective. These methods include questionnaires and the use of secondary data.

#### **3.7.1. Questionnaires**

Questionnaire method of data collection was used to harness data from respondents to address the research problem. A list of questions was developed by a researcher and used to collect relevant

data for this research problem. A questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents. Questionnaires can be thought of as a kind of written interview (Bhasin, 2020).

This method is useful and preferred by the researcher due to the fact that it provides relatively cheap, quick and efficient way of collecting large amount of information from the sample population. Questionnaire is an effective means of measuring the behavior, attitudes preferences, opinions and intentions of respondents. It can be open or closed ended questionnaire (Kumar, 2005).

The researcher chose this method of data collection because it offers fast, efficient and less expensive means of gathering high volume of information (Peter, 2014). Further, questionnaire is effective in measuring subject behavior (Lindberg, 2022) which is a perfect fit for measuring leadership behaviors and how they influence employee performance at ESAMI.

### **3.7.2. Secondary Data**

The researcher captured secondary data from previous related studies to have a wider understanding of the topic as well as learning on the research results from the previous studies. Secondary data are data which have been collected by other researchers and have gone through statistical process of analysis and presentation (Ngowi, 2014). Secondary data are useful because it is economical. Here the researcher used data which have already been collected with someone else, this reduced all related cost of data collection. These secondary data whenever used, were correctly cited and referenced as required by the standards of this study.

### **3.8. Data Analysis and Presentation**

Collected data were analyzed by the use of Statistical Package for Social Science (SPSS version 27) computer program to assess the influence of leadership on employee's performance at ESAMI in Arusha campus. The analyzed data were presented through texts, tables, charts and graphs (Zhao et al, 2022).

The researcher used Statistical Package for Social Science (SPSS) version 27 as mentioned above in data analysis due to a range of advantage the computer program offers including the possibility for a researcher to critically analyze the relationship and interdependent between variables under data set and develop in depth critical evaluation. The version preferred is most current as it offers options for data preparation and bootstrapping as standard functionality (Peter, 2014).

### **3.9. Validity and Reliability**

This section intended to explain ways that ensured validity and reliability of this study as discussed in the following subsections. The validity and reliability of the scales used in research are important factors that enable the research to yield healthy results (Sürücü & Maslakci, 2020).

#### **3.9.1. Validity of the study**

Validity is defined as the extent to which a concept is accurately measured in a quantitative study (Heale & Twycross, 2015). In this study validity refers to whether the measuring instrument measures the behaviour or quality it is intended to measure and is a measure of how well the measuring instrument performs its function (Anastasi & Urbina, in Sürücü & Maslakci, 2020).

In order to determine the validity of the measuring instrument, different types of validity have been suggested in the literature (Oluwatayo, 2012). However, in this study only content validity and

internal consistent validity were emphasized. Moreover, internal consistency is related to the reliability of expressions contained in the measuring instrument (Sürücü & Maslakci, 2020).

Content validity in this study was regarded as a qualitative form of validity that evaluates whether the expressions contained in the measuring instrument represent (Bollen, in Sürücü & Maslakci, 2020). The validity for the study was tested by Quantitative research method through experimental and quasi experimental designs test. The cause-effect relationship which was effective in this study used to guide the determination of causes in leadership styles that have implication on employee performance.

### **3.9.2. Reliability of the study**

While validity as discussed in above subsection is about the accuracy of the measure used, reliability is the consistent test of a measure (Sürücü & Maslakci, 2020; Heale & Twycross, 2015). This is simply the degree to which the outcomes can be replicated if the research is to be repeated under the same circumstances.

The reliability of this study was measured through test-retest reliability where the researcher assessed a group of participants complete a questionnaire that were designed to measure individual perception on the factors influencing employee's performance at ESAMI. This was proved by comparing the sets of score on performance by researched employees during the study. Further, the test retest weighed out the effects of behaviors by leaders in comparison to assess the correlation. Spearman-Brown formula were used.

The following is the Spearman-Brown formula:

$$\text{Reliability} = 2r/[1+r] \text{ ----- (3.3)}$$

Where r refers to the correlation between the two tests, and therefore lead to be modified as

$$N_t = \frac{2r^{(11/20)}}{1+r^{(11/20)}} \text{ ----- (3.4)}$$

Where;

r= the reliability of the whole test

r<sup>(11/20)</sup>= the coefficient of the correlation between two half tests

### **3.10. Ethical Consideration.**

This research study adhered to all set of principles and code of conducts that guide academic research conduction as per rules and regulation of Tanzania. The researcher ensured to protect the rights of research participants involved, to enhance research validity and maintain academic integrity. There are number of ethical issues considered in carrying out this study.

This include but not limited to sharing of informed consent to respondents of the research, consider voluntary participation that honored participant's willingness to participate or not to participate in the research, confidentiality where a researcher kept information hidden through anonymity of personalities.

To enhance accountability, the researcher worked to ensure this research work is free of plagiarism and any other research misconduct while data collected are presented with accuracy.



## CHAPTER FOUR

### RESEARCH FINDINGS AND THEIR DISCUSSIONS

#### 4.1. Introduction

This dissertation assessed the Influence of Leadership Behavior on Employees' Performance at the institute of ESAMI, discuss them and come with critical reasons on how leadership behavior may influence the performance of employees at work place.

The researcher applied descriptive research methodology, where she describes the factors behind leadership influence on employee performance improvement. Despite identifying factors influencing employee's performance, this paper goes further by providing useful recommendations on the initiative that government, policy makers, employers and key stakeholders have to take to enhance good leadership as a means to influence their employee's performance.

ESAMI is an intergovernmental regional management development center that was found in 1980. The primary objective for the initiation of the institute was to provide the region with trained personnel in a number of critical areas including policy management, transportation management, financial management, information technology management, health management, human resources management, project management and gender management among others.

ESAMI is owned by ten (10) member governments: Kenya, Malawi, Mozambique, Namibia, Seychelles, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe. Other countries which regularly participate in ESAMI management development programs are; Lesotho, Botswana, South Africa, Angola, Rwanda, Sierra Leone, Nigeria, Eritrea, Ivory Coast, Liberia, Ghana, Gambia, Sudan Ethiopia and Burkina Faso.

ESAMI Arusha is located at Njiro Hill East of Njiro complex and North to Utamaduni house near Arusha mediumwave transmitter at Latitude; 3°24'28.8" and Longitude 36°42'46.08". ESAMI has a length of 0.17 kilometers. The study area has 99 acres with three key major categories of staff which are management personnel, technical staff and supporting staff.

#### 4.2. Respondents Rate

The number of valid replies received from this study was obtained by dividing the number of people who were interviewed by the total number of people eligible in the sample size. The number of people interviewed in this study was 73 individual and the total number of people was 89. Therefore, the respondent rate for this research is 82% obtained by the bellow formula.

$$\text{Respondent Rate} = 73/89 \times 100$$

$$\text{Respondent Rate} = 82\%$$

#### 4.3. Presentation of Findings

##### 4.3.1. Reliability Results

$$N_t = \frac{2r(11/20)}{1+r(11/20)}$$

$$1+r(11/20)$$

$$N_t = \frac{2 \cdot 73(1/2)}{1+73(1/2)}$$

$$1+73(1/2)$$

$$\text{Reliability} = .97$$

The researcher used Cronbach Alpha formula to test reliability of this study. The results of the testing show a reliability of this research to produce the same results was .97. The research method applied show there is consistent in results and that they less influenced by external factors.

The results by designed questionnaire have presented measurement accuracy on the correctness of the presented questions and results on whether leadership behaviors influence performance of employees.

**Table 4.3.2: Respondents Characteristics Presentation**

		<b>Frequency</b>	<b>Percentage (%)</b>
<b>Age</b>	20-25	0	0
	26-30	2	2.7
	31-35	13	17.8
	36-40	19	26
	41-45	22	30.1
	46 and above	17	23.3
<b>Gender</b>	Male	40	55
	Female	33	45
<b>Employment category</b>	Management personnel	15	20.6
	Technical staff	32	43.8
	Supporting staff	26	35.6

Source: Data Collected from Questionnaire, 2023

### **4.3.2. Respondents Characteristics**

The study respondents comprised of 20.6% management personnel that represent individuals from top positions in organization leadership and management structure, 43.8% were technical staff and supporting staff was 35.6% in representation. In the selected respondent group, respondents aged 26-30 were 2.7%, respondents aged 31-35 made 17.8%. Respondents aged 36-40 were 26%, respondents aged 41-45 was 30.1% while those aged 46 and above was 23.3%. Of total respondent's picked in this research, male respondents were 55% and female respondents were 45%.

Age of respondents was considered in this research because age related attitudes and relationship factors influence employee performance and job satisfaction. Results from the research shows a good relationship between employees and supervisors aged 40 years and above and less strong relationship bellow above mentioned age group.

Age and behaviors are connected, aging is most likely to affect job performance especially when a job tasks require sensory participation, selective attention, working memory and information processing. Respondents aged 36-45 years of age revealed strong leadership characters and notable performance. These individuals were at management and technical group forming 64.4% of the total population.

The researcher finds out employment category improves employee's engagement and therefore performance. There is linkage and interdependency between staff at management level, technical staff and supporting staffs. Best linkage of categories has proved best overall performance at the institute.

While assessing respondent's characteristics, the researcher found out that there is no significant contribution in performance by employee categorized according to their gender and education level.

**Table 4.3.3. Leadership Behavior Characteristics at ESAMI**

<b>Leadership Behavior</b>	<b>Yes</b>	<b>No</b>	<b>Someti mes</b>
Do leaders in your department effectively communicates on challenges to achieve organization goals?	41	11	21
Can you trust your manager to openly communicate your working challenges that affect your performance?	43	26	4
Do you feel trusted by your manager and team members in your working environment?	33	18	22
Do you participate in decision making for your department?	27	39	7

Source; Data Collected from Questionnaire, 2023

#### **4.4. Discussion on the Findings**

This section covers the discussion of the findings of the study as carried out in relation to field collected data. The researcher will discuss the behaviors practiced by leaders influencing employee performance at ESAMI Arusha basing on observation and analysis of data obtained during the process of data collection. During the process of data collection for this study both qualitative and quantitative data were collected and presented.

Qualitative data is information that cannot be counted, easily measured or expressed by numbers.

These data take the form of interview transcripts, documents, open ended survey respondents,

interpretation of images or videos. They are collected from audio, images or texts and they are shared through data visualization tools and analyzed through qualitative content analysis where patterns are evaluated and presented.

The qualitative data collected in this study were leadership behaviors by individuals that is to say - the level of motivation or influence by leader's behavior, the effect of engagement in decision making, the contribution of delegation on improving performance, how engagement affected employee performance and the weakness of leadership style that is performed at ESAMI.

Quantitative data was number based and therefore can be counted, easily measured or expressed by numbers. These data can be converted to numbers without loses meaning. Examples of quantitative data are category based variables. They are used to measure differences between groups, assess relationship between variables and to test hypothesis in a scientific rigorously way. These data are powered by statistical statistics.

The quantitative data collected in this study were; age of respondents, number of employees at ESAMI Arusha, sex that represent number of female and male employees and employment categories at the institute. After data collection and a detailed analysis, the researcher had integrated both qualitative and quantitative data in presentation of findings of this research study as shown below; -

#### **4.4.1. Leadership Behavior Practiced at ESAMI**

In relation to the research question; "what are leadership behaviors practiced at ESAMI?" The researcher found that three leadership behaviors were practiced at ESAMI. These behaviors were assessed to identify their contribution to employee performance at the study area. The appropriate

behaviors were the influence of communication on employee's performance, the influence of participation in decision making on employee performance and last the influence of delegation and succession plan on employee performance.

40% of the population revealed that there was good communication at ESAMI and it has influence on employee performance. 41 respondents effectively communicate with their leaders on work related challenges that influence performance.

My manager and I communicate on daily, weekly, monthly and annual plans and goals. There's a good communication and we work together on project and department goals. Our individual goals feed the overall project goal" (name withheld, ESAMI headquarters, October 24<sup>th</sup> 2023).

Participation in decision making builds confidence and a sense of ownership. When employees do not participate in decision making they feel less valued but may also develop low self-esteem and unconfident individuals. Only 27 individuals out of 73 researched population participate in decision making, this equals to 36.9% of the total population.

When individuals do not participate in decision making they lose interest and ownership that may lead to dropping in performance. When asked on his participation in decision making one of the supporting workers replied;

I rarely participate in decision making, most decisions are made by department managers, I, sometimes recommend on work related challenges, however few had been addressed and many are lately addressed since ineffective implementation" (name withheld, ESAMI headquarters, October 24<sup>th</sup> 2023).

Other identified behavior was effective communication, engagement in decision making and delegation. These proved to contribute in building leadership characters and behaviors. Therefore,

to effectively manage others, a good leader needs a combination of the three to balance their leadership skills and master the art of management.

#### **4.4.2. Leadership Behavior as a Motivation for Employees in Meeting Organizational and Career Goals**

When responding on how leadership behaviors practiced by managers motivate employees to meet organization and career goals, respondents shows that behaviors by leaders have effects on their actions and performance. For example; a leader that effectively communicate builds a strong team where each understand their roles in a task performed. Open communication enhances the level of trust in communicating challenges at work. A communication leader can give work orders, work motivation, appreciation of work and work discipline to employees. Errors in communication my result in low employee performance.

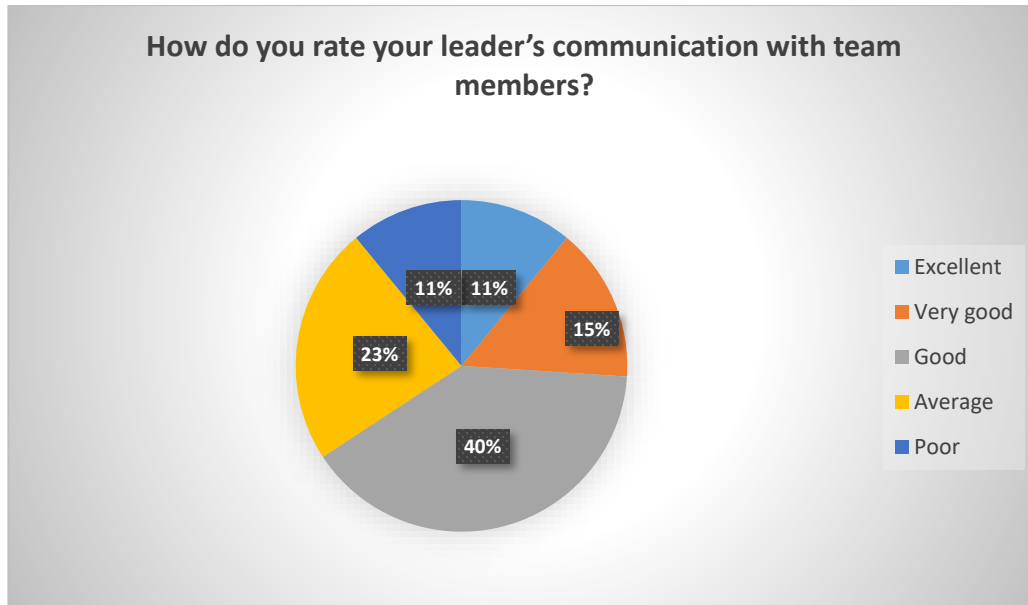
In response on the influence of effective communication on employee performance, 40% of respondents revealed that their leaders have a good communication with team members, 11% have excellent communication, 15% termed to have very good communication and 23% had average rate. Inclusively, this gives 60% of the contribution of effective communication on employee performance.

One female respondent when replying to the question on how does leadership behavior by your manager motivate you meet organizational and career goals? She said;

My supervisor and I set annual goals and work together to achieve them. We effectively communicate in a weekly and monthly time for review and assessment. The openness in sharing implementation plans and outcomes, give both of us a guide and tracking baseline to our performance towards organizational and career goals” (name withheld, ESAMI headquarters, September 26<sup>th</sup> 2023)



**Figure 4.4.2. Presentation of Communication leadership behavior at ESAMI**



Source: Field Data, 2023

#### **4.4.3. Leadership Behaviors that Affect Employee's Performance at ESAMI**

The researcher identified that three leadership behaviors by managers affect performance at ESAMI. These are communication, engagement in decision making and delegation and succession plan.

In the question "Do leaders in your department effectively communicates on challenges to achieve organization goals?" one female responded;

The effectiveness in communication depends on the work relationship between employees and supervisor in a specific department. Communication enhances participation and easy working environment (name withheld, ESAMI headquarters, November 1<sup>st</sup>, 2023).

She headed,

My supervisor often communicates on the activity plans, implementation and evaluation that support me in implementation (name withheld, ESAMI headquarters, November 1<sup>st</sup>, 2023)".

From questionnaire, 40% of respondents revealed that their leaders have a good communication with team members, 11% have excellent communication, 15% termed to have very good communication and 23% had average rate. Inclusively, this gives 60% of the contribution of effective communication on employee performance. Effective communication enhanced employee's performance, errors in communication could result in low employee performance. The researcher revealed that leaders that effectively communicate their plans enhance effective performance of their employees at work.

Another behavior is engagement in decision making. The researcher identified that effective engagement in decision making by employees cultivate ownership and hence promotes individual performances. At ESAMI, 37% of respondents interviewed agreed to have been engaged in decision making process most often, this also built royalty. 53.4% interviewee responded not to be engaged in decision making process in their departments while 9.6% of the respondents confirmed to rarely been participating in decision making process.

47% of the total respondents who have been fully and rarely engaged in decision making responded that the existing leadership have contribution to their work performance. This results proves that employee participation in decision making in leadership makes an excellent organization performance and smooth employer-employee relation.

Delegation and succession plan were another leadership behavior that influence employee's performance at ESAMI. Delegation reflects positive returns achieving efficiency, effectiveness and

empowerment. Delegation is necessary for employee performance because it assists executives in managing their workload and increasing production, while at the same time assisting employees in identifying and developing their strength and working on their weaknesses.

47.9% of the respondents proved that delegation is being done at their departments to provide room for individual earn work related skills while 52.1% responded that there was no delegation on duties at their departments. The researcher also wanted to know whether management share succession plan for development with their employees. 45.2% responded that their department managers share succession plan whilst on the other hand 54.8% responded that their management never share succession plan in their departments.

One male respondent when answering a question “What leadership behaviors by managers affects you to perform effectively at work?” replied;

Through delegation, time management is achieved, employees save time, increase flexibility and willingness to improve employee’s skills through task completion (name withheld, ESAMI headquarters, November 1<sup>st</sup>, 2023).

It was learnt that effective delegation is driven by effective leadership becomes a collaborative, coordinated and comprehensive managerial technique for empowering, motivating and evaluating employees’ over performance since significant relationship between the two.

#### **4.4.4. Suggested Best Leadership Behaviors to Enhance Employees’ Performance at ESAMI**

Leadership behavior at ESAMI is fairly performed, leaders have understanding of leadership styles in relation to performance of their employees. However, to enhance outstanding performance of an institute as a role model on building excellent managers and leaders, ESAMI needs to improve at communication between and within department to enhance effectiveness in operation and so

performance, raise individual engagement level on decision making, improve delegation of task and set succession plan to develop best upcoming leaders and managers.

The research identified that, the weakness of leadership behavior being practiced at ESAMI was that it never gave room to individuals to learn and acquire leadership experience through delegation and succession plan. The system of leadership mostly dominated by aged staff creates a gap in management.

The study found, majority of workers are technical and supporting staff who are limitedly or not participating in the management. The research also shows these groups formed of young and energetic individuals who could offer the best service if trusted and offered a chance.

Further, leadership is characterized with ineffective communication and less opportunity to decision making where only 37% of the population engaged in decision making. It is important for the institute to improve methods of participation for better leadership behavior practice. Replied one of the respondent when answering the question “what can be the best leadership style to enhance employee performance at ESAMI?”

Leadership behavior vary from time and environment. For example, some employees may work best with minimal supervision, while others may work best in stretch roles with many new challenges to tackle. The best leadership style to improve performance at the institute is the one that is built on effective communication, effective delegation and equal participation in decision making within team and organization at large (name withheld, ESAMI headquarters, September, 13<sup>th</sup>, 2023).

Another respondent had this to say

Despite the fact that no one behavior fits all, the beautiful thing about leadership is that you can get better at it through training. Therefore, leaders should pay attention and consider the unique needs of every employee in their leadership (name withheld, ESAMI headquarters, September, 13<sup>th</sup>, 2023).

#### **4.5. Summary**

This study intended to assess the influence of leadership behaviors on performance of employees at ESAMI, the research problem investigated was how leadership behaviors influence employee performance at ESAMI.

The key research questions that had to be addressed were; to identify important leadership behavior that influence employee performance at ESAMI, to examine the effect of leadership behavior on employee performance at ESAMI and last to suggest the best leadership style to influence employee performance at ESAMI.

From the study conducted, the researcher finds out that there is a connection between leadership behaviors and employees performance. Engagement behavior by leaders creates unity and motivate full participation in work. Engagement have also proved to enhance individual skills through practical learning which improves individual and team performance.

Participation in decision making have proved to have risen a sense of ownership at work and so performance. It was further found that communication simplify information flow at work, reduce friction and strengthen team work. People are more likely to increase efficiency with effective participation in decision making, communication and delegation of roles and responsibilities at work. Delegation nurture new leaders through learning by doing where they adopt and strengthen their leadership behaviors.

Findings of the study show linkage between leadership behavior researched and their contribution on employee performance. It was found also that these behaviors are linked and they have a contribution to each other. They best work together and ensure effectiveness when both applied.

That is to say, for effective engagement, team needs good communication skills to build and develop bond between members. Similarly, delegation give room for workers feel the need to participate in leadership and decision making because they are entitled with responsibilities to take over others.

These results are significant because, they give guidance that to have good performance ESAMI needs leaders with quality leadership behaviors to harness and integrate individual skills and abilities by employees with organizations plans and projects. Best leaders with quality leadership behaviors understand how to link key decisions with potentials available within the team and organization. Effective allocation and linkage is one step away to efficiency and organization overall performance.

## **CHAPER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1. Introduction**

This chapter covers three topics which are; the summary of findings of this work research, this is a nutshell of what has been explained in this research work. It explains the whole research in a short form. The chapter has also addressed the concluding remarks and recommendations from the researcher.

#### **5.2. Summary of Findings**

This research has explored the influence of leadership behavior on employee's performance. The researcher applied descriptive research methodology to describe the research problem, this is because the research problem is non-numerical. This research used both qualitative and quantitative data. Cronbach Alpha formula was used to test reliability of the study where the reliability was .97 which means there is consistent in results and that they are less influenced by external factors.

Employee performance at ESAMI is influenced by employee's engagement in decision making where through being engaged employees develop a sense of ownership. It was found that good communication has contribution in enhancing performance since it accelerates team building and unity between workers. Leadership behaviors researched have shown a positive test contribution to influencing employee performance as per data analysis.

It was identified that, leadership style practiced rarely gives room to individuals to learn and acquire leadership experience which if well practiced through best leadership behavior discussed above employee's performance would fairly rise at least twice the current performance.

### **5.3. Research Conclusion**

The key objective of this research study was to identify leadership behaviors that complement employee's performance, to examine the effects of leadership behavior on employee performance and provide suggestion on best leadership behaviors that improve employee's performance.

This research identified important leadership behaviors that influence employee's performance at ESAMI are good communication between team members and management, effective delegation within a team that boost leadership confidence and a sense of ownership by team and participation in decision making that nurture full engagement by employees in an organization.

It was found that leadership behaviors and employee's performance are interdependent, the changes in one variable has positive implication on the change of the other. The researcher suggests that, to enhance effectiveness of the two and have positive contribution in performance, the best leadership style for the institute is the one that is built on effective communication, effective delegation and equal participation in decision making within teams and organization at large.

Leadership behavior is one of the most important factors influencing innovative behaviors of individuals, leaders determines the quality of employees and confirm if can match the power granted and avoid abuse and waste of power. Poor leadership can predict unhealthy behaviors in subordinates, similarly, positive leadership behaviors encourage healthy style behaviors. Leaders



should focus on helping employees grow when they stimulate employee's innovative behavior through their empowering behavior.

#### **5.4. Research Recommendations**

Leadership behaviors has direct relationship with employee output and that depending on the style exhibited by the leader in an organization. Behaviors by leaders in an organization are critical in influencing employees perform and addressing poor performances. Basing on above discussions, the researcher gives the following recommendations;

##### **5.4.1. To Government and Policy Makers**

Government must improve policies guiding higher learning institutions towards maintaining organization culture and meet the protective expectations of workers that promote their individual development in the long run. Leadership is critical ingredient of good governance, it is a talent for transformation and that decides organization culture. Organization culture builds the working shape of an institution, it is a guiding frame in initiating and developing institution goals and working plans.

Findings have shown that employee performance at ESAMI is undermined by leadership behavior challenges such as lack of autonomy, difficulties in motivating employees and lack of good leadership vision. These findings are similar to previous study by Mfuru et al (2018) who have also shown that local government authorities in Tanzania lack institutional autonomy to make administrative and staffing decisions due to interference from elected political officials and control by the parent ministry.

When organizations promote a culture of transparency, set clear expectations, provide continuous feedback, and offer the right recognition; employees understand what is expected of them and

become more productive and efficient, management retains top talents and boost performance and productivity and create self-reliant, independent, and responsible employees. The linkage and interdependence of these ingredients needs best policies to accelerate effective implementation in any organization.

Improved policies will abide higher learning institutions adhere to employment rules and regulations and ensure while meeting overall institute goals they also meet protective expectation of workers and their career development goals.

Policies provides clarity, it reveals organization expects from employees and responsibility of the organization. Policies provides guideline to decision making and motivate performance consistency by workers in their daily operations. They allow leadership to institute and solidify best practices throughout the organization.

Improved policies will enhance improvements in management of human resources by organizations which are adapted to technological development and market needs, this will also have implication on employees work performances.

#### **5.4.2. To the Management**

Management should conduct capacity building trainings on basis of specific needs and objectives on regular basis to improve knowledge and performance of their employees. This can be achieved through need based assessment where management empower their employees through important skills needed for them to uplift performances.

Employees need to think that their employers care about their professional growth and provide them with adequate learning and development. Updating skills will support employees manage the revolting pace and technological changes at working places and ensure improved performances.

ESAMI management and its staff are advised to nurture equal participation effective communication, delegation and promotion. Managers should encourage their employees to work together by providing projects and tasks that bring out the best in each team member. In doing so, everyone can learn from one another and reinforce their strengths, while also learning to rely on each other to complete projects. Creating opportunities for collaboration also encourages creativity and innovation, which can be beneficial to any business.

Upcoming managers are recommended to acquire leadership skills through this study and enhance their understanding on importance of leadership for a smooth working relationship and enhanced performance by both parties. Again, they need to learn that leaders are at best position to enhance employee performance and job satisfaction by aligning their behavior with subordinates' characteristics along with work settings.

#### **5.4.3. To the Body of Scholars**

Scholars should consider this study as a stepping stone to further studies that aims at identifying the factors behind influencing employee's performance in their context. The research objectives along with research questions in this work provides insight for new thinking and generating new ideas related to leadership behaviors and performance of employees in higher learning institutions.

Since leadership behaviors aren't constant and changes with change in time, culture and environmental setting, findings from this research will guide upcoming scholars into carrying further studies that aims at identifying factors behind employee's performance in their context.

The changing nature of work due to globalization accompanied by technological developments generates problems which call for more focus on situational/contingency leadership behavior than ever before. Job Satisfaction, morale and performance of employees are considered the critical factors of organizational success and are directly related to leadership behavior. This study will give a broad understanding of implication of these changes on leader's behaviors and certainly organization culture and performances of employees.

By understanding leadership behaviors discussed in this research, scholars will understand leader's failure to subordinates' feelings; winning respect and the acceptance by the subordinates leads not only to the failure of leader himself but will also result in organizational ineffectiveness. This call for more studies by scholars and researchers to set guidance in creating harmony between these fluctuating behaviors and employee's performances in organizations specifically higher learning institutions in the country.

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## APPENDICES

### Appendix I: Interviews' Semi-Structured Questions

#### 1. To identify important leadership behavior that complement employee's performance at ESAMI,

##### Interview questions

- i. What are the leadership behaviors that are practiced at ESAMI?
- ii. How does leadership behavior by your manager motivate you meet organizational and career goals?
- iii. What leadership behaviors by your manager affects you to perform effectively at work?

#### 2. To examine the effect of leadership behavior on employee's performance at ESAMI

##### Interview questions

- i. What is the effect of leadership communication on employee's performance at ESAMI?
- ii. What is the effect of delegation of work on employee performance at ESAMI?
- iii. What is the effect of engagement in decision making on employee performance at ESAMI?

#### 3. To suggest on best leadership style to improve employees' performance at ESAMI.

##### Interview questions

- i. How do you rate the leadership style at ESAMI?
- ii. What is the weakness of the leadership style practiced at ESAMI on improving employee's performance?
- iii. What can be the best leadership style for ESAMI to enhance employee's performance?

**Appendix II: Questionnaires**

I, **Jokha Mathewa Msoffe**, a student pursuing in Master of Leadership and Good Governance at the Institute of Accountancy Arusha request you humbly to assist me in providing information that will be utilized for data analysis in my research as part of fulfilling the program requirement. You are required just to fill in the questionnaire supplied to you. My research is entitled *“Assessing the Influence of Leadership Behavior on Employees’ Performance: A Case of ESAMI in Arusha, Tanzania*. I expect you will provide the information that is related to the past five years in this Institution. I thank you in advance for being assistive to my career!

**SECTION A: PERSONAL PARTICULARS**

*(Round the right option/Please tick only once or fill the right answer)*

Name of department/branch .....

**Section A: Employees Information**

A1. Description of your age

(a) 20 – 25 (b) 26 – 30 (c) 31–35 (d) 36 – 40 (e) 41–45 (f) 46 and above

A2. Gender (a) Male (b) Female

A3. Academic qualification.

(a) Diploma (b) Degree (c) Postgraduate (d) Doctorate (e) others Specify please  
.....

A4. Position or job title?.....

**SECTION B: LEADERSHIP BEHAVIORS**

(Please circle or fill the right answer in the space provided)

B1. Do leaders in your department effectively communicates on challenges to achieve organization goals?

(a) Yes, (b) No, (c) Sometimes

B2. Can you trust your manager to openly communicate your working challenges that affect your performance? .....

B3. Do you feel trusted by your manager and team members in your working environment?

(a) Yes, (b) No, (c) Sometimes

B4. How often do you participating in making decisions for your department in a weekly basis?  
.....

B5. How do you rate your leader’s communication with team members?

(a) Excellent, (b) Very good, (c) Good, (d) Average, (e) Poor

B6. Are leaders in your department able and willing to devote working time exclusively to work related task by coaching and support their team members?

(a) Yes (b) No (c) Sometimes

**SECTION C: PERFORMANCE OF EMPLOYEES**

(Please circle or fill the right answer in the space provided)

C1. What leadership behaviors are appropriate to improve employee performance at ESAMI?

.....

C2. Did all workers participate fully in decision making in your department?

(a) Yes, (b) No, (c) Some of them do

C3. Do leaders support you with necessary resources to ensure effective work performance?

(a) Yes(b) No (c) Sometimes

C4. Is employee performance evaluated in your organization?

a) Yes, b) No

If yes, specify how it is done.....

C5. How often do you carry out staff meetings about organization performance?

a) Weekly, b) Monthly, c) Quarterly, d) Annually,

C6. Are duties delegated to staff?

a) Yes, b) No

C7. Are leaders able to effectively and efficiently respond to needs of workers in their departments?

a). Yes b). No c). Sometimes

C8. Does your management share succession plan for staff development?

a) Yes, b) No

C9. Which leadership behavior are required to improve employee performance in ESAMI?

**! Thank you very much for your cooperation!**

**Appendix III: Letter from the Institute of Accountancy Arusha (IAA)**

**Appendix IV: Pralagalism**