

**INFLUENCE OF LEADERSHIP SKILLS ON ENTREPRENEURSHIP SUCCESS:
A CASE OF ILALA DISTRICT IN DAR ES SALAAM REGION.**

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**Master Degree of Business Administration in Leadership and Good
Governance of the Institute of Accountancy Arusha.**

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A CASE OF ILALA DISTRICT IN DAR ES SALAAM REGION.**

By

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**A Dissertation Submitted in Partial Fulfilment of the Requirement for the
Master Degree of Business Administration in Leadership and Good
Governance of the Institute of Accountancy Arusha.**

NOVEMBER, 2023

DECLARATION

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

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CERTIFICATION

I, the undersigned certify that I have read and hereby recommend for acceptance by Institute of Accountancy the Dissertation entitled: "Influence of Leadership Skills to entrepreneurship success: A Case of Ilala District in Dar es Salaam Region" in fulfilment of the requirements for the degree of Masters of business administration in leadership and good governance offered by the Institute of Accountancy Arusha.

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Mr. Filbert Rodrick

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DEDICATION

This Dissertation is dedicated to my dear father Mr. Saleh, who has been nicely my supporter, and my beloved mother Amina, who encouraged me attentively with her fullest and truest attention to accomplish my Dissertation with truthful self-confidence. I would also like to give special thanks to my family, specifically my mother; Amina Ashur, my father; Saleh Abdallah and the entire family for their encouragement, support and prayers.

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ABSTACT

The main objective of the study was to assess the influence of leadership skills to entrepreneurship success in Tanzania. The research was guided by the several objectives which include; to identify leadership skills required to lead a successful entrepreneurship business, secondly to examine environmental factors that affect entrepreneurial business and lastly, to investigate any demographic factors such as age, gender, education that affect leadership skills of the entrepreneur. The researcher uses various theories include Transformational, Transactional and Entrepreneurial Leadership Theory, Furthermore, the researcher uses cross-sectional research with quantitative approach were by data was collected using questionnaire from a sample of 353 respondents from the study area. A homogenous sample of entrepreneurs were selected for this study using purposive sampling and Data were analyzed using Likert scale scores to determine the influence of leadership skills to entrepreneurship success in Tanzania.

Findings indicated that, self-confidence, decision-making ability, and determination to achieve goals constitute the highly rated leadership skills required to lead entrepreneurial businesses. On the other hand, the researcher found that, the main environmental factors that affect entrepreneurial business were need to combat corruption. Moreover, Spearman correlations were used for the demographic variables with the leadership scale score. Inspection of the results found the leadership scale score was not significantly related to gender, age, and education level. The researcher recommended that, the government through the ministry of investment, industries and business should help the entrepreneurs to grow by providing more education about leadership skills so as to achieve outstanding success in their business, universities should also ensure the coaching and mentoring of entrepreneurs to give more confidence, self-discipline and skills of leading the business.

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LIST OF ABBREVIATIONS.

BOT	Bank of Tanzania
COVID-19	Corona Virus Disease of 2019
DSM	Dar es Salaam
GDP	Gross Domestic Product
SN	Serial Number
TZS	Tanzanian Shillings

CHAPTER ONE

INTRODUCTION.

1.1 Introduction

This chapter present the background of the problem, statement of the problem, research objectives (Both general and specific objectives), research question, scope of the study, significance of the study, limitation of the study as well as layout of the study.

1.2 Background of the Study

To succeed in business, entrepreneurs need to possess required skills and qualities that enable entrepreneurs to control and manage the business to grow and expand. An entrepreneur who is able to make proper decisions, to lead its employees and anticipate business situations have high chances to sustain in the business. Leadership is becoming increasingly popular across the globe because many businesses have realized that the success of their business depends on the strength of their leadership skills. Poor leadership has been seen as an obstacle to efficiency and further growth of businesses. Many of the businesses would want to change their strategy and create new products or businesses but do not know how to achieve its goal and where to get talented employees with leadership qualities and knowledge to determine the business direction and help it achieve its goal.

Globally, entrepreneurs are the backbone of the world economy, accounting for most businesses across nearly every region. Entrepreneurs account for 90% of the private sector in developing countries and generate more than 50% of jobs in their respective economies (Dr. Hobohm, 2001), Sandybayev (2019) argues that in order to establish a successful business, an entrepreneur must possess exceptional skills and qualities that enable the enterprise to grow, develop and multiply.

In Africa, entrepreneurs provide an estimated 80 percent of jobs across the continent, representing an important driver of economic growth. Studies have underscored the importance of entrepreneurs in contributing to global economic growth and job creation, putting entrepreneur's development among the key topics on the global development agenda (Stein, Ardic, and Hommes, 2013). Africa's economy has grown by up to 5%, far exceeding that of America, thanks primarily to the entrepreneurs (Muiruri, 2017). However, several studies have indicated that Africa experiences a higher rate of entrepreneur's failure a few years after their establishment; the reasons for the failure can be managerial or non-managerial, but in most cases, they are caused by the inability to run the businesses (Kasema, 2021). Similarly, Fatoko (2014), in his study about the failure of the entrepreneurs' in South Africa, found that around 440,000 entrepreneurs collapsed between 2009 and 2004. It can be argued that, lack of leadership skills in Africa is a major factor in the collapse of many emerging entrepreneurship business.

The problem of leadership in business is very crucial because local businesses in Tanzania are faced with competitions from internal and external competitors, therefore it's very important to work hard towards developing leadership skills. Tanzania is set to become a middle-income country having experienced a growing economy; the country experienced an average GDP growth of 4.3% in 2021, despite the ongoing COVID-19 global crisis (Bank of Tanzania, 2021). Entrepreneurs play a significant role in the economic development of the country. Empirical evidence shows that a dynamic and fast-growing entrepreneur contributes to the attainment of a wide range of development objectives, including income distribution and reduction of poverty (DFID, 1999); employment creation (Daniels, 1994); saving and resource mobilization (Beck, 2009); and increased production of goods and services that meet the basic needs of the majority (Cook and Nixon, 2000). Studies conducted indicate that entrepreneurs in Tanzania face slow growth. As cited by Mori (2014), it was argued by Richard and Mori (2012) that the development of

entrepreneurs in Tanzania is constrained by a low level of education and leadership skills. (Kadete, 2014), agrees in the study's conclusion that without proper training and entrepreneurial skills, most Tanzanian entrepreneurs will not grow, despite continued government support.

Furthermore, the life span of the business is determined by the entrepreneur particularly from his or her ability to make decisions, lead, anticipate situations and interact with the employees. Leadership is becoming increasingly popular across the globe because many businesses have realized that the success of their business depends on the strength of their leadership.

Poor leadership has been seen as an obstacle to efficiency and further growth of businesses. Many of the businesses would want to change their strategy and create new products or businesses but do not know how to achieve its goal and where to get talented employees with leadership qualities and knowledge to determine the business direction and help it achieve its goal (Sandybayev, 2019).

The problem of entrepreneurial leadership is particularly important because local businesses in Dar es salaam are faced with competitors from companies within the region and abroad. Further, multinational operation in the region has taken advantage of functional management and has years of experience in developing and understanding their leadership potential. Thus, to ensure success of entrepreneur business, there is a need to work towards developing leadership skills.

Entrepreneurship involves firms or companies that undertake arrangement of producing new products or services. It can also be defined as activities that relate to ownership and management of an enterprise or the dynamic wealth creation that needs a person to show commitment, sacrifice own time and bear the physiological, social and financial risks in order to get the benefits in terms of financial and monetary satisfaction (Cuervo et al., 2007). More recently, entrepreneurship has been viewed as the process of creation and innovation, representing four dimensional elements including organization, individual, process, and environmental factors with the support of education and government (Hasan & Almubarak,2016). Entrepreneurial success is defined through tangible

features like firm growth or revenue, personal wealth creation, and profitability. Entrepreneurial success can be associated with continued trading in a business and can be considered as a venture that operates for longer period.

Engelen et al. (2015) argued that entrepreneurship and leadership are a distinctive set of underpinning behaviors, skills, and competencies. Entrepreneurship is considered as a special context of leadership. An entrepreneur is considered as a leader who makes the difference in the success of a new venture through risk taking propensity or through the ability to recognize opportunities that other people are unable to recognize. Leitch and Volery (2017) argued that for an entrepreneur to identify and exploit new opportunities and create value, they must have leadership skills. The performance of an entrepreneurial business is significantly affected by participation of leaders who have unique skills (Felix et al., 2019).

There are numerous entrepreneurial factors that lead to success of a business. For example, a successful entrepreneur is supposed to possess outstanding decision making skills and have a hunger for achievement (Makhbul & Hasun, 2011). Other qualities that an entrepreneur should possess include self-confidence, internal locus of control, innovativeness, decision making skills and good communication (Makhbul & Hasun, 2011). An entrepreneur should have the ability of facing any possibilities especially during the formative stages of a new venture. In other words, the entrepreneur should have risk taking skills. Kozubíková et al. (2017) argue that the most important skills that entrepreneurs should have include decisiveness, risk taking and optimism. Risk taking is particularly helpful in aiding an individual to develop strong entrepreneurial personality which is important for business activities. Other important skills that a successful entrepreneur should have include opportunity recognition, self-efficacy, social skills, and perseverance.

Characteristics like being creative and possessing good interpersonal, technical, and financial skills lead to entrepreneur success. Additionally, being pragmatic, goal oriented, determined, self-

confident, and flexible will add value to an entrepreneur (Eshag et al., 2018). For an entrepreneur to be successful, they must have knowledge that should be gained through various ways like training or through personal experiences in informal or formal education. Knowledgeable and competent entrepreneurs can grab opportunities that may emanate from the environment. Beside all the above factors, leadership is considered an important factor that leads to business success. Entrepreneurs should practice leadership skills that can lead to innovation and organizational changes in the business as well. Entrepreneurs require functional expertise as well as self-competencies in order to succeed. Functional competencies are made up of four performances subsystems including marketing, finance, human relations and operations (Pepple & Enuoh, 2020). According to Swiercz and Lydon (2002) self-competencies include promotion of the company instead of own career, intellectual integrity, creation of a sustainable business and consulting external advisors. Successful entrepreneurship must have effective leadership of resources, processes and people in order to create new value (Reid et al., 2018).

A study carried out by Kattan (2015) found that different leadership skills have a pertinent effect on entrepreneurial activity. Skill is a capacity and ability acquired via systematic, sustained and deliberate effort to adaptively and smoothly handle complex job functions and complex activities involving things, ideas and people. Good leadership requires behavior and attitudes that characterize and relate to the skills that people develop. Many capabilities in life relate to acquiring knowledge and skills and then applying these skills in a reliable way. For a leader to be effective, an individual requires numerous component skills. Some of these skills are easy to develop while others may take a long time to acquire. A good leader must have attitudinal qualities and not only management processes. Some of the most significant leadership skills and qualities include humility, honesty, integrity, commitment, courage, passion, sincerity, wisdom, positivity, determination, compassion, intelligence, sensitivity, extraversion, adjustment, and openness to

experience, conscientiousness and self-efficacy (Kattan et al., 2016). Albloshi and Nawar (2015) argued that leadership encompasses an individual with particular skills and an ability to influence certain actions in other people that lead to common good for everyone.

Leadership plays an important role in an organization, especially during periods of transition and change. Leadership can be measured at the business level and relate to business profitability, performance, cultural health, as well as innovation. Leadership helps in ensuring that a business has a direction to move forwards, which leads to its reputation inside the industry and profitability. Enterprises have been facing increased competition as well as rapid technological changes in the conventional markets (Leitch & Volery, 2017). Effective leadership also helps businesses to gain a competitive edge and find their place in the industry they operate in through the leader's ability to adapt to the environmental contingencies and implementing and supporting change (Kuratko, 2007). According to Sy and Côté (2004), a strong sense of emotional intelligence is an important skill, as it allows a leader to act in a way that benefits the business as well as its employees. Emotional intelligence allows a person to react to an event that occurs in the business in a way that creates value rather than acting with reckless emotions with the possibility of inflating the situation. Sy and Côté (2004) concluded that emotional intelligence is key ability when it comes to performing effectively and tackling interpersonal challenges inside the organization. A good leader must think innovatively to utilize their problem-solving skills in overcoming obstacles that are likely to arise spontaneously in a business.

Leadership impacts innovation and entrepreneurship through a number of aspects. An entrepreneur naturally develops leadership competencies and skills as the business grows and matures (Kadwa & Barnard, 2019). The leadership skills and competencies help an entrepreneur in determining the direction that the company will take. This, in turn, leads to profitability and builds the reputation of the business within the industry. Effective leadership skills also help entrepreneurs to grow and

prepare the organization in overcoming its challenges and finding a competitive advantage in the industry and competitive environment it operates in and among other businesses (Esmer & Faruk, 2017). Thus, an entrepreneur must possess leadership skills in order to ensure the success of an entrepreneurial business.

Therefore, this study assessed the influence of leadership skills on entrepreneurship success in Tanzania using a selected number of entrepreneurs. The study is beneficial to entrepreneur, government, researchers, and the general public.

1.3 Statement of the problem

The growth of entrepreneurs is very important in the economy of the country. However, about fifty percent of businesses fail within five years of its operation (Bakar et al., 2017; Gerig, 2018). The failure of the business is caused by the external factors as well as internal factors, such as absence of good business practice and lack of leadership skills. The main problem was that, some entrepreneurs do not understand the leadership skills required in creating and operating the entrepreneurship business for a longer period of time. Furthermore, Managing and controlling resources requires a high level of leadership skills and efficiency in administration for a business to achieve its desired goals.

Entrepreneurial leadership involves organizing and motivating a group of people to achieve a common objective through innovation, risk optimization, taking advantage of opportunities, and managing the dynamic organizational environment. Leadership skills are crucial in achieving the quality improvements in processes, operations and services (Alharbi & Yusoff, 2012). In absence of leadership skills, entrepreneurship business suffers some consequences such as lack of problem-solving techniques, leadership critical thinking, lack of proper decision making, as well as underutilization and mismanagement of business resources. This study focus on the needed skills that a leader should have for the success of an entrepreneurship business.

1.4 Research Objectives

1.4.1 Main Objective

The main objective of the study is to assess the influence of leadership skills to entrepreneurship success in Tanzania

1.4.2 Specific Objectives

The study focused on the following specific objectives.

- (i) To identify leadership skills required to lead a successful entrepreneurship business
- (ii) To examine environmental factors that affect entrepreneurial business
- (iii) To investigate any demographic factors such as age, gender, education that affect leadership skills of the entrepreneur

1.5 Research Questions

- (i) What are the leadership skills needed for a successful growth of the business?
- (ii) Are there any environmental factors that affect entrepreneurial business to succeed?
- (iii) Do demographic factors such as age, gender, education affect leadership skills of the entrepreneur?

1.6 Scope of the Study

The study took place in Dar es Salaam region, Ilala District, with the aim of assessing the influence of leadership skills to entrepreneurship success in Dar es Salaam, the study area is selected by the researcher by considering significant values that help to obtain information significant to answer the research questions. The study considers the convenience of the respondents of the area in data collection as well as familiarity of the study area. The study area ease data generating processes from the targeted respondent.

1.7 Significance of the Study

The study is so significant to raise awareness to the entrepreneurs and those who are wishing to engage in business on the significance of leadership skills to the success of entrepreneurial business. This awareness motivates the businessman to ensure employing the right staff who have leadership qualities.

Additionally, other beneficiaries like government, academicians and community benefited in such a way; government can establish several ways to promote on their citizens by enforcing all entrepreneurs to go through training of leadership before establishing any business. On the other side academician can provide knowledge to their students by introducing leadership studies as a key subject to those pursuing business studies. This help new businesses to grow and operate for a longer period of time. Furthermore, by studying the theories of leadership skills, it provides knowledge to both existing entrepreneurs and those intending to start and expand. This study opens up an entrepreneur's mind to make crucial decisions about the skills needed to operate the business in the effective directions.

1.8 Limitation and Delimitation of the Study

Due the nature of the Dissertation, the researcher is expecting to face the following limitations:

Time Constraints:

The time scheduled to carry out the research is very short to be able to collect adequate and accurate data and satisfy the motive behind the study. The researcher overcome this challenge by scheduling the time with respect to dissertation time frame and classes' so as to allow more time in the process of data collection

Uncooperative respondent:

Another limitation of the study encountered was the reaction from the respondent was approached to participate in the study. However, the researcher addressed and overcomes the challenge by

explaining clearly to the respondent on the main intention of the study and guarantee the confidentiality of their information.

1.9 Layout of the Study

The study was arranged into three chapters. Chapter one covered the introduction and background of the study, statement of the problem, research objectives as well as significance of the study. Chapter two presents the literature review both theoretical literature review and empirical literature review.

Chapter three includes research methodology which covers the research design, and applicability of secondary data and last the data analysis methodology.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter addressed a literature review of the study, the major issue reviewed are the influence of leadership skills to entrepreneurship success. This chapter also highlights the areas of definition of Entrepreneurship, Leadership skills as well as Leadership Theory and Styles

2.2 Definition of key terms

2.2.1 Entrepreneurship.

Entrepreneurship is the process of recognizing the right opportunity and finding resources to pursue the opportunity. on the process of pursuing the opportunity, an entrepreneur has to sacrifice his / her efforts and time to ensure the opportunity is persuaded in a creative and unique way, while working on the opportunity, there must be a leadership balanced to ensure all financial risk and social risk are taken in high consideration to secure high return and personal satisfactions. "Entrepreneurship is the purposeful activity of an individual or a group of associated individuals, undertaken to initiate, maintain or aggrandize profit by production or distribution of economic goods and services." – A.H. Cole (1959). According to Schumpeter" Entrepreneurship is based on purposeful and systematic innovators. It included not only the independent business but also company directors and managers who actually carry out innovative functions".

Richard Cantillon, a French writer in 1755, was the first to coin entrepreneurship and the concepts and theories that relate to the practices of such ventures. Brown and Thornton (2013) mention that Cantillon definition of entrepreneurship is self-employment of any sort. Entrepreneurs are willing to take risks within a given economy where they can eventually earn revenue. According to Venkataraman (2019), entrepreneurship is defined as "the discovery and exploitation of profitable

opportunities for private wealth and as a consequence for social wealth as well” (p. 132). Davidsson et al. (2006) have concluded entrepreneurship is “creation of new economic activity” (p. 28). Moreover, Gartner (1988) suggests that entrepreneurs create new opportunities and are capable of creating new value to their specific ventures. They are willing to take risks in order to seek new opportunities to grow a business. Finally, entrepreneurship according to Link et al. (2007) is a “perception of opportunity where individuals seek opportunities and where the individual acts on his or her perception to partake in a certain venture” (p. 3).

When addressing entrepreneurship, it can take a variety of forms. According to Gutterman (2018), it is important to recognize the different types of entrepreneurship phases. There are multiple phases of entrepreneurship that correlate into four stages: potential entrepreneurs, expected entrepreneurs, nascent entrepreneurs, and new business owners. Krueger and Brazeal (1994) describe that a potential entrepreneur sees the opportunities in their area and believe they have the abilities and resources to start their own business. These entrepreneurs are not afraid to take risks, and they do not fear failure in seeking those opportunities. Generally, potential entrepreneurs are trained in a specific field and have the educational background to feel confident in starting this new business venture. They understand that there is risk, but have researched all the aspects of pursuing entrepreneurship and thus are confident in the opportunities that are ahead for them.

In addition, Liñán et al. (2011) define expected entrepreneurs who have not established a business yet. However, expected entrepreneurs have declared an interest in establishing their own business within the next three years. An expected entrepreneur might be at the beginning of his or her career or attempting to understand the market and the need within his or her community before starting the business. Timing is everything, so the expected entrepreneurs wait for the right opportunity to establish a future business. Furthermore, Wagner (2006) suggests nascent entrepreneurship is an

entrepreneur who has already established his or her own business. With the nascent entrepreneur, the phase looks at the first three months of the business.

2.2.2 Leadership

On the other hand, leadership is the process of persuasion whereby an individual or group of people leads others to pursue a certain predetermined objective, this process helps to direct and mobilize people on the common idea. George R. Terry, "Leadership is a relationship in which one person influences others to work together willingly on related tasks to attain what the leader desires." Leadership is a dynamic process, which deserves study. It involves interactions among leaders and other members. Good leaders are made and not born. If you have the desire and willpower, you can become an effective leader. Koontz and O'Donnell, "Leadership is the process of influencing people so that they will strive willingly towards the achievement of group goals."

Throughout the 20th and into the 21st century, leadership has only become more challenging to define. Stogdill (1974) suggests, "there are almost as many different definitions of leadership as there are persons who have attempted to define the concept" (p. 7). To add, Bass et al. (2008) argue that the search for a single definition of leadership may be useless since the right definition of leadership relies on the interest of the researcher and the type of problem or situation desired to define a leadership role.

In defining leadership then one important step is to look at how much the idea and concepts of a leader has changed over time. Starting in the beginning of the 20th century from 1900-1929, Moore (1927) defines leadership as control and centralization of power with a common theme of domination. The purpose of leadership was to lead through the idea that individuals showed obedience, respect, loyalty and cooperation to the leader. In the 1930s, a leader was defined by his or her traits. The leader was to be seen as an influencer not someone who demanded or required

domination over others. More interaction between the leader and individuals within the organization took place, and the leader attempted to mirror the personality traits of the group. In the 1940s-1950, Hemphill (1948) clarifies that leaders were defined as individuals who directed a group. Moreover, Stogdill (1950) defined leadership as “the process of influencing the activities of an organized group in its efforts toward goal setting and goal achievement” (p. 3). The leader, at this point, was not just defined by one trait, but that he or she possessed the ability to influence a group that desire change or growth.

2.2.3 Leadership Skills

There are many approaches to leadership; among these are behavioral, skills and traits. Robert Katz introduced the skills approach to leadership in 1955. By definition, Northouse (2015) suggests leadership skills are “the ability to use one’s knowledge and competencies to accomplish a set of goals or objectives”. According to Katz (1955), three personal skills are important for a leader to be effective including technical, human, and conceptual. Leadership skills are important for businesses’ success because it involves one’s ability to evolve through practicing their leadership skills. More importantly when framed as a set of skills, leadership can be viewed as a process where individuals have the ability to practice to become more efficient overtime. Also, it involves a wide variety of components, which Northouse (2015) suggests as “problem-solving skills, social judgment skills, knowledge, individual attributes, career experiences, and environmental influences”. At the upper management level, leaders focus more on the human (collaborating with others so that they can assist different groups and their goals within the organization.) and conceptual skills (Conceptual skills are the ability to work with the ideas and concepts and being able to see the organization as a whole.). Because these leaders possess a vision for the organization, they are constantly collaborating with groups of individuals on the goals and directions they would like to explore.

Generally, an entrepreneur has to be a leader of its business, the future of the business determined by the leadership skills of the entrepreneur. The research on the influence of leadership skills give an insight into the leadership styles that increase performance of the organization. Leadership skills include the abilities or strengths shown by people in management roles that aid in guiding and encouraging a group of people and their team toward achieving a common goal or set of goals. These skill sets include communication, negotiation, conflict resolution, decision-making, and more.

2.3 Theoretical Literature Review

This part entails various Leadership Theories as explaining here under:

2.3.1 Transformational Leadership Theory

This theory focused on the relationship between the leaders and the followers. The transformational leadership approach highlights the importance of leader charisma, inspirational motivation, intellectual stimulation, and individualized consideration as methods of influence. The original development of transformational leadership theory aligned with Maslow's Hierarchy of Needs in that leaders were challenged to move followers to the point of self-actualization (McClesky, 2014). According to Bass (1985), a transformational theory has three components which include charisma, intellectual stimulation, and focus on development of followers as methods of influence. The focus of transformational leadership in this model was on improving performance and developing followers.

The transformational leadership theory helps the leaders to ensure the success of the business, since the theory emphasizes on inspiring the followers to come together to be part of the change and achieve exceptional outcomes, to encourage and motivate individuals in believing that this is a challenge worth one's commitment, to recognize a common purpose and focuses on the shared values. This, in turn, assists the transformational leader build a collective vision and mission, to see

the direction the organization is heading and also explains the purpose of that organization. The assumption of the transformational leadership theory is that, People will follow a person who inspires them, it also assumes a person with vision and passion can achieve great things.

2.3.2 Transactional Leadership Theory

This theory focused on the role of supervision, teamwork as well as organization, leaders use rewards when meeting the objectives and punishment when not achieving its objectives, the approaches focused on getting employees to achieve the organizational goals. Bass (1985) writes that a transactional leader ensures that expectations are met. They are more rigid in their approach and expect results. Transactional leaders inspire followers to fulfill their leaders' expectations. Transactional leaders do not look for the approval of others while making critical decisions about the success of the organization. In fact, they do not typically share their vision with other individuals and there is no shared vision or creative insight.

With this theory, it assists leaders to inspire followers to fulfill their leaders' expectations by motivating with rewards and punishments, this way it ensures that expectations are met. This theory increases the level of work competency on performance and ability to comply with the set standards and regulations through supervision and rate others on reviews to ensure subordinates are working to their ability and job standards. The basic assumptions of Transactional Leadership are, People perform at their best when the chain of command is definite and clear, Rewards and punishments motivate workers, Obeying the instructions and commands of the leader is the primary goal of the followers and Subordinates require careful monitoring to ensure that expectations are met.

2.3.3 Entrepreneurial Leadership Theory

Cunningham and Lischeron (1991) defined entrepreneurial leadership as setting goals and empowering people to describe entrepreneurial activity. An entrepreneurial leadership also

influences and directs others to achieve business goals, establish new ventures, analyze and take risks, identify new opportunities, and increase innovation.

The Big Five Personality dimensions within entrepreneurship are risk-taking, need for achievement, need for autonomy, self-efficacy, and locus of control (Vecchio, 2003). Entrepreneurial leaders are willing to learn and try new ways of doing things to encourage growth within the organization, they also understand they need others in the organization to participate in creating new ideas for the organization so that collaboration is necessary for success.

Using above leadership theory reveals different approaches an entrepreneur may use in its entrepreneurial activity, whereas transformational leaders work with a lot of inspiration, motivation or charisma to achieve organizational goals unlike transactional leadership that uses rewards and punishment to push others against the company's goals, When a leader is capable of running the entrepreneurship business with different approach it become easier to combine different stylus and approaches basing on the current business environment.

2.4 Empirical Literature Review

2.4.1 Leadership skills required to lead a successful entrepreneurship business

Katz's (1974) seminal article on leadership stipulated that there are three basic dimensions of leadership skill: conceptual, technical, and interpersonal skill. Katz also stated that skill requirements differ based on organizational level. There now appears to be general acceptance of the leadership skills approach (Kouzes & Posner, 2002). Basic conceptual (business and strategic), technical, and interpersonal skills are required at various levels of organizations. Further More, Mumford, Campion, and Morgeson (2007) developed a leadership strataplex framework. In their research of 1,023 professionals within the Occupational Information Network (O*Net), they found that leadership skill requirements vary by level (or stratum) of the leadership position within an

organization. O*Net, developed by the U.S. Department of Labor, was formed to analyze job functions and requirements (Peterson et al., 1999). In their framework, they empirically demonstrated that higher level leaders require more strategic and conceptual skill compared to leaders in lower levels who require greater technical skill (Mumford et al., 2007). An empirical examination of the skills approach was conducted by Mumford et al. (2007). This research suggested that jobs at higher levels of organizations have greater overall leadership requirements, Leadership skill requirements are the skills needed to perform the job effectively. These include cognitive, interpersonal, business, and strategic skills. Gentry et al. (2014) identified six likely challenges of leadership which are: developing managerial effectiveness; inspiring others; developing employees; leading a team; guiding change and managing internal stakeholders and politics.

Drucker (1985) argued that entrepreneurship is a practice and that “most of what you hear about entrepreneurship is all wrong. It’s not magic; it’s not mysterious; and it has nothing to do with genes. It’s a discipline and, like any discipline, it can be learned.” If one agrees with Drucker’s concept of entrepreneurship, then it follows that education and training can play a key role in its development. In a traditional understanding, entrepreneurship was strongly associated with the creation of a business and therefore it was argued that the skills required to achieve this outcome could be developed through training. More recently entrepreneurship is being viewed as a way of thinking and behaving that is relevant to all parts of society and the economy, and such an understanding of entrepreneurship now requires a different approach to training. The educational methodology needed in today’s world is one which helps to develop an individual’s mindset, behaviour, skills and capabilities and can be applied to create value in a range of contexts and environments from the public sector, charities, universities and social enterprises to corporate organisations and new venture start-ups. Lichtenstein and Lyons (2001) argued that it is important for service providers to

recognise that entrepreneurs come to entrepreneurship with different levels of skills and therefore each entrepreneur requires a different 'game plan' for developing his or her skills. Furthermore, they suggested that skill development is a qualitative, not quantitative, change which demands some level of transformation on the part of the entrepreneur. When considering all of the literature that has been published regarding the Leadership skill-sets required to be an entrepreneur, The skill-sets can be broken down into three groups: Entrepreneurship Skills, Technical Skills and Management Skills. The level of education and training required to develop each of these skills will be highly dependent upon the levels of human capital that individuals might already possess before embarking upon their entrepreneurial journey. Indeed, it has been argued that developing these skill-sets will engender enterprising persons who should be equipped to fulfil their potential and create their own futures, whether or not as entrepreneurs (NESTA, 2008).

2.4.2 Environmental factors that affect entrepreneurial business

Bouazza, Ardjouman & Abada (2015) reported the business environmental factors, legal and regulatory frameworks, access to external financing and human resource capacities to be the major constraints affecting Algerian entrepreneurial business.

Furthermore, Baporikar, Nambira & Gomxos (2016) found that Namibian entrepreneurial businesses are unable to grow due to factors such as stealing and security problems from their customers, a failure to adapt to the latest technology, access to finance, appropriate marketing strategies and a lack of skilled manpower.

Yukhanaev et al. (2015) conducted a study and found that Russian entrepreneurial business face political, economic and regulatory challenges which hinder their growth. Clegg (2018) reported a lack of people-based capability, a lack of competence, a lack of skills and information technology to be the central factors hindering entrepreneur's growth in the UK

Environment factors includes the survival of enterprise growth boundaries (Nelson and Winter, 1982). Its impact on enterprise growth is mainly reflected in two aspects: On the one hand, the regional environment provides the necessary resources for enterprise growth. Resources needed for enterprise growth cannot be fully met by its own production, and therefore must be obtained from other organizations or external organizations, which will cause a resource dependency (Pfeffer and Salancik, 1978). Availability of external resources can shape and constrain the choice of enterprise strategy and the development of companies; an adequate supply and competitiveness will be heavily dependent on the availability of external resources (Helfat and Peteraf, 2003). Within a particular area of enterprise, a considerable part of the resources needed for growth come from the environment, and thus the environment is a source of resources required for enterprise growth. Regional differences are an important source of growth differences in different regions. On the other hand, regional environmental constraints can affect the enterprise's growth potential, growth path, growth process, and growth effect. An enterprise is an organic member of the business ecosystem and should systematically consider its dynamic relationship with the external environment (Moore, 1996). Based on organizational ecology research, on the macro level, environmental disturbances affect the organization's (enterprise's) established rate and mortality rate; on the micro level, the enterprise belongs to the environment and, due to the different degree of organizational dependence, the organization's activities and structure is also different. Thus, context-specific regions have an important influence on the new organization's (enterprise's) environmental choice for organizational evolution (enterprise growth), which plays a decisive role.

There are various ways that scholars have divided regional environmental factors. Banai and Wakolbinger (2011), based on the perspective of regional economy, divide the regional environment into economic, infrastructure, quality of life and socio-economic aspects. Rubalcaba and Gago (2003), by studying 51 major cities in 12 European countries, established a business service index

system with regional environment, regional environment including resource endowments, infrastructure, cultural social environment, and regional reputation factors. Malinowski (2012), based on comprehensive development indicators, divided regional environmental factors into six areas, including technical infrastructure, social infrastructure, economic potential, social potential, living standards and environmental protection, then broke them down into 48 indicators. Lasch (2011), studying regional environment supporting entrepreneurship, and based on the perspective of supply and demand, divides regional environment into supply perspective including human capital, social capital and unemployment, demand perspective including infrastructure, industry structure and aggregation. Xu et al. (2011) divide regional environment into four areas, including regional production factors, regional industry factors, regional soft environment and regional brands. In addition, other scholars divide regional environment into regional soft environment and regional hard environment, the former reflects the natural environment, infrastructure and human resource, etc., while the latter reflects the competitive system and culture, such as government, legal, business and other aspects (2007). A comprehensive view of scholars shows that regional environmental factors can be summarized to include six areas consisting of natural resource and infrastructure environments, human resource environments, science and technology environments, business environments, political environments, and social and cultural environments.

Natural resources (including energy) and infrastructure levels are the basic guarantee of enterprise development (Wang, 2016). When a region is able to provide abundant and cheap natural resources, enterprise can use local materials, saving costs and time, which in turn improve enterprise performance. The more convenient regional transportation is, the smoother exchanges of information will be, which is better for enterprises engaged in innovative activities and favourable for regional innovation output. Relevant data from 95 countries and more than 72,000 companies shows that improving infrastructure environments can improve output and productivity, thus

promoting enterprise growth (Carlin et al., 2010). At the same time, enterprise growth and development must limit environmental carrying capacity.

The market is the balance of enterprise activity. In this public platform, goods and services can flow freely, which is critical for enterprise growth. Market openness, specialization and market dynamics have a direct impact on enterprise growth (Liu, 2016). The acquisition of funds required for enterprise growth depends on the regional financing environment, and the regional entrepreneurial environment is the soil for new enterprises to develop and grow. Improving the financial service system can provide adequate funds for an enterprise, reduce costs and promote faster enterprise growth (Beck, 2003).

The high quality of the operational efficiency and work style of the government can reduce transaction costs and improve operating efficiency. Government policy development and implementation can effectively support innovation activities. Government procurement can encourage enterprises to develop new products and new technologies. Empirical studies have shown that the effectiveness of legal institutions and corporate performance are related (Beck, 2006). Legal systems, by reducing business risks, affect enterprise performance. With the improvement of the legal system quality, the enterprise performance will increase (Laeyen, 2007). Regional social and cultural environment affect the company's management system, management efficiency, employment mechanism and corporate culture (Tang, 2006; Fan, 2007). It can also affect the success of entrepreneurs and employees desire, spirit of innovation, decision-making ability, market awareness and market development capability, ultimately affecting growth performance.

Science and technology environments are a collection of enterprise social environments in which technological factors and various factors are directly related. The innovation environment of science and technology can promote the introduction of external innovation resources, cooperative R & D and the introduction of scientific and technological talents, which is conducive to creating new

learning environments and promoting the improvement of technical enterprise capabilities (Nobel & Birkinshaw, 1998). Regional science and technology research institutions, science and technology funding, universities and other departments directly affect the amount of enterprise science and technology activity, activity frequency and development levels.

2.4.3 Demographic factors that affect leadership skills of the entrepreneur

Researchers in measuring demographic characteristics use diversity. The literature study results show that most researchers use age, gender, experience and education, the quality of human resources is also related to demographic characteristics, such as education, experience, age, and gender. As the leaders of small businesses are also the owners, they have an excellent opportunity to determine the success of the businesses (Amato et al., 2017; Cooper, 2011; Huang et al., 2014; Ibarra et al., 2020; Na et al., 2018).

Leaders and business owners have a very significant role in determining business success. However, studies so far are more inclined to analyze innovation, competence, motivation, and personality with the success of small businesses. Research that links the demographic characteristics of small entrepreneurs and owners simultaneously with business success is still rare. As far as the author knows, research on this field is still very little. Soomro et al. (2019) researched the relationship between demographic characteristics and the success of small and medium enterprises in Pakistan. They see business success only from a financial perspective. However, business success can be seen from various perspectives. Different cultures and business situations allow different results. Therefore, this research needs to be continued and developed. In addition, researchers report mixed findings of the demographic role of entrepreneurs. Researchers who reported that demographics have no impact on business success are Salleh and Ibrahim (2011) and Nguyen (2018), and those who conveyed an impact include Soomro et al. (2019) and Singh

and Singhal (2015). The literature study results show that most researchers use age, experience, education, and gender to measure demographics.

Age must be used when conducting demographic analysis (Serwinek, 1992). Age shows how old a person is. Age can also indicate the level of human maturity. In business, age is seen as the length of time a person takes to live, reach maturity and be successful. Furthermore, Soomro et al. (2019) and Singh and Singhal (2015) showed that education determines business success. It includes formal and informal education. Education is closely related to experience. According to him, a highly educated person is more likely to obtain various sources of information from the educational process. Thus, a person who goes through the educational process is automatically knowledgeable but does not necessarily have practical experience. Soomro et al. (2019) and Goll et al. (2008) showed that one's experience determines business strategy and success. People with more experience are believed to be more capable of solving problems and issues that come at them.

2.5 Research Gap

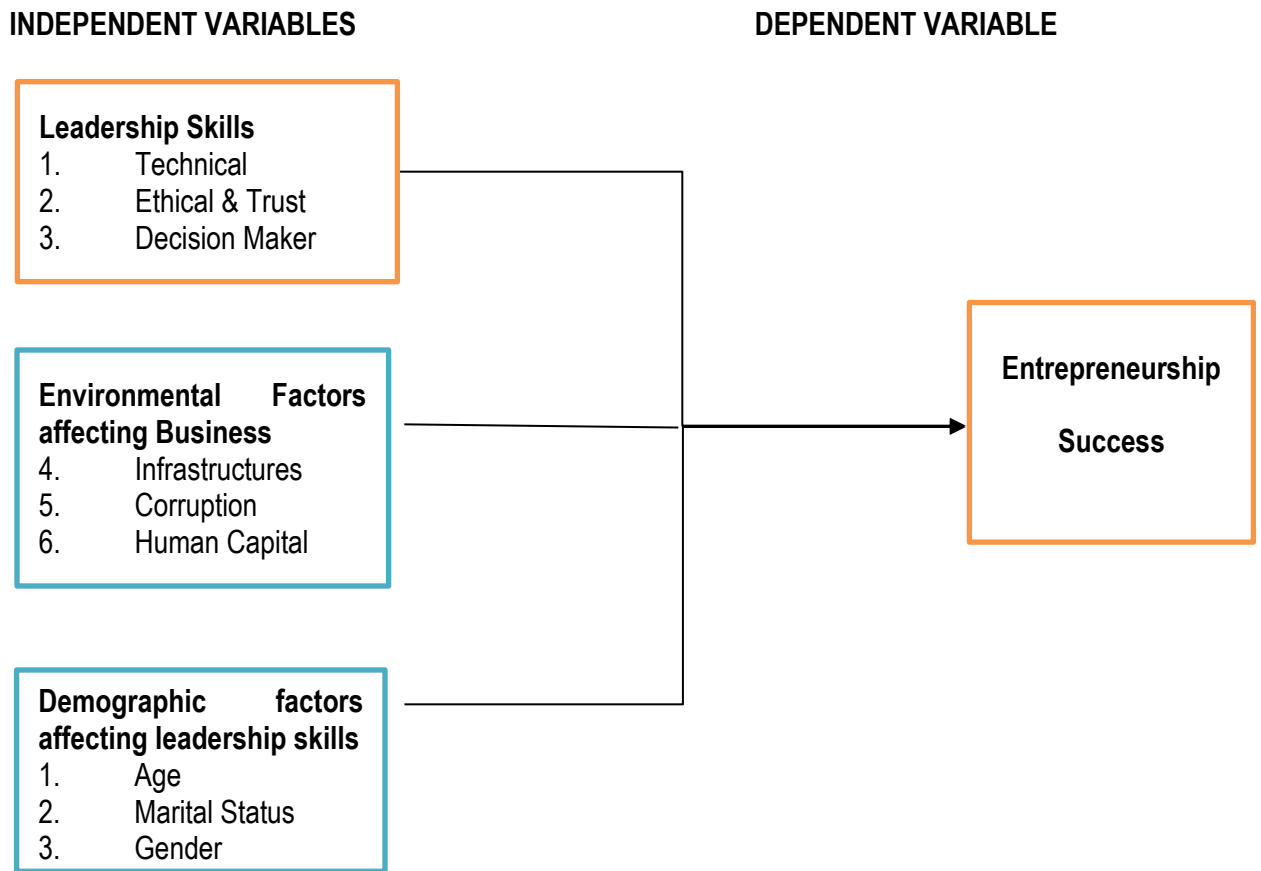
Leadership skills have been reported in different researcher (Katz's, Mumford, Campion, and Morgeson): However, there is limited research about the combination of leadership skills to entrepreneurship success. Robert Katz identifies three critical skill sets for successful leaders: technical skills, interpersonal/human skills, and conceptual skills. Leaders must possess certain technical skills that assist them in optimizing manage and business performance. Each category describes the way in which these skills interact with management at various levels. This study impact future training and self-development of the leaders. Current and future leaders gained an idea on how to establish a new business, managing and developing the entrepreneurship business in a successful way.

The current research focuses on giving directions to the top management on how to execute leadership skills to manage its employees and increase their productivity that bring positive outcomes to the organization.

2.6 Conceptual Framework

The conceptual framework is intended to develop awareness and understanding of the situation under scrutiny and communicate this effectively. According to Mugenda and Mugenda, (2003), conceptual framework involves forming ideas about relationships between variables in the study and showing these relationships diagrammatically. The conceptual framework in Figure 2.1 below was developed.

Figure 2. 1 Conceptual Framework



Source: Developed by Researcher, 2023

From figure 2.1, For any business to achieve success, Leadership skills, environmental and demographic factors are considered important for growth, this indicate having proper knowledge, good infrastructure and other variables lead to easily regulate, establish, and achieve toward business success. Therefore, Venture success and growth is usually associated with entrepreneurs' skills, environmental and demographic factors Researcher identified the entrepreneur success the dependent variable which is measured by whether the entrepreneur can succeed in entrepreneur business or otherwise.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter provided the description of the research methodology which included; research design, area of study, research approach, population, sample, sampling techniques, sample size, data collection methods, primary data, secondary data, data analysis technique, reliability and validity of the instruments and ethical considerations.

3.1 Area of the Study

The current study took place in the Dar es Salaam region, Ilala District, aimed at assessing the influence of leadership skills on entrepreneurship success. The study area is selected by the researcher by considering significant values that help to obtain information significant to answer the research questions. One, the study ruminates convenience of the respondents of the area in data collection as well as familiarity of the study area was considered. The study area ease data generating processes from the targeted respondent.

3.2 Research Design

Research design as the way specifically which can be used to assure the collection of the information to fill the study gap (Creswell, 2012). The study design usually depends on the requirements of the study and the type of information that may be used to fill the gap. Under this study cross-sectional research was used as it allows the researcher to accurately collect information from the respondent once in a time. This study adopted an online survey to gather data on the leadership skills required by entrepreneurs to run the business successfully and sustainably. An online survey is one of the most used data collection methods. In this method, survey questions was delivered to the targeted sample, and the responded to the survey questions. This process

allow the researcher to accurately collect information from the respondent by answering online survey questions. The design further enable the researcher to collect primary data and describe the phenomenon from the field and to provide reasonable answers from the characteristics observed from the phenomenon and investigate the relationships between variables.

3.3 Research Approach

The quantitative research approach was used in the study. The approach is preferred as it is objective in nature where all the primary information was coded using numbers and analyzed quantitatively. This approach primarily follows the confirmatory scientific method because its focus is on hypothesis testing and theory testing. It uses what we call “narrow-angle lens” since the main focus is on only one or a few causal factors at the same time (Adam 2016). Quantitative approach quantifies variables in terms of numbers using statistical procedures to process them while qualitative study doesn't quantify variables in terms of numbers, instead it explains variables in exploratory basis. Although there is a difference between quantitative and qualitative research, the two paradigms should not be considered as oppositional but rather as complementary components of scientific and disciplined inquiry (Gay & Airasian, 2000).

3.4 Population, sample size and sampling Procedures

3.4.1 Population

The target population for the study were entrepreneurs whose entrepreneurial businesses operate in Dar Es Salaam, Ilala District, and their business should have been in operation for at least five years or longer in DSM, Ilala District. This region is primarily characterized by small- to medium-sized enterprises (SME). The essential attributes of the target population are that the members must be familiar with the problem being studied and willing to provide the useful information that assisted to achieve objectives of the study by answering research questions (Kombo and Tromph, 2006).

Therefore, the study intends to collect data through questionnaires to 3,000 entrepreneurs whose business operated for at least 5 years or longer in Dar Es Salaam, Ilala District. Population was represented by the 3,000 entrepreneurs.

3.4.2 Sample Size

The sample size refers to the subset of the population where the researcher selected to be able to obtain all the necessary information to meet the study objectives. The current study consisted of a sample size of 353 respondents from the selected entrepreneurs in Dar Es Salaam, Ilala District. For this case, sufficient information generation processes of the study were archived through them. The ideal sample size of 353 respondents was obtained using Solvin's formula as given by equation one below.

$$n = \frac{N}{1 + N \cdot e^2} \dots\dots\dots [1]$$

Where n = number of samples, N = total population=3000;

e = standard error of sampling (5%)

$$n = \frac{3000}{1 + ((3000) (0.05)^2)} = 353 \dots\dots\dots [2]$$

After entering each value of the variable into the formula in [1] above, the sample size of 353 respondents were obtained. According to Hair et al (2006), a research study designed to reveal factor structures should have more observations than variables, and that the minimum absolute sample size should be 50 observations. Therefore, the study sample size is relevant for further analysis.

3.4.3 Sampling Procedures

Dhivyadeepa (2015) stated that sampling refers to the process of selecting a small group from the larger population that acts as the representative sample of that population. A homogenous sample of entrepreneurs were selected for this study using purposive sampling. Purposive sampling selects

people to participate in research based on a particular purpose (Leedy & Ormord, 2013). Purposive sampling differs from random sampling in that the entire population is not contacted. The sample was initially divided into entrepreneur and non-entrepreneur categories based on the response to the role held by the participant. Researchers believe the method provides sufficient information to meet the intended research questions.

3.5 Data Collection Method

The researcher uses structured questionnaire method for collecting primary data which are information collected fresh or for the first time and is considered original in nature and customized, while secondary data were collected through documentary review. The research tools used to collect data was a questionnaires and documentary review.

3.5.1 Questionnaires

The data collection methods adapted in this research work was online surveys using pre-set survey questions that delivered to the target members of the research sample. The survey questions that was formulated for the study explore the impact of leadership skills on the success of entrepreneurial businesses in Dar es salaam, Ilala. Questionnaires were used to collect information from targeted group. According to Mishra & Alole (2017), questionnaires cover a large number and area compared to other methods like interviews. The information generated from questionnaires can be verified and cross-checked against the information collected using other data collection techniques. Moreover, questionnaires are generally less expensive and do not consume a lot of time in the administration. In this study, the questionnaire techniques enable the researcher to reach all respondents in the study at the same time simplify data collection process.

The closed-ended questionnaire were prepared with two categories, Category one consists of multiple-choice questions and category two were arranged into five options where the respondent

picks up their appropriate answers to the questions including Strongly disagree, somewhat disagree, neither agree nor disagree, somewhat agree and strongly agree.

3.6 Variables and their Measurements

Participants were numerically identified years of operation and the number of employees at the current organization and longevity of the business. Profitability was reported as a percentage based on the profit margin divided by revenue for the past year of business operations, as well as the cumulative percentage of profitability over the past five years.

3.7 Data Analysis Method

Data analysis is the process of collecting, modeling, and analyzing data to extract insights that support decision-making (Estevez, 2021). There are several methods and techniques of data analysis depending on the study conducted and the aim of the researcher; these various methods are actually largely based on two core categories, qualitative and quantitative research. The research was mainly rely on Likert scale scores that the respondents use to provide answers and researcher employed spearman's correlation model to analyses the relationship existing between the variables. The data were coded to quantitative data and then analyzed using SPSS software. According to Li (2013) the benefits of Likert scale include: easily constructed and modified, reliable, require less time and effort and their numerical measurement results can be directly used for statistical inference. The Likert-scale help to obtain the measures of central tendency: the mean, mode, median, and related variables like standard deviation and variance.

3.8 Validity and Reliability of Data

3.8.1 Validity

To ensure validity, data were collected using the component instruments described. A pilot study of five entrepreneurs were used to determine if the survey is valid for its purpose. Five entrepreneurs,

who have businesses that operated in Dar es Salaam, Ilala District, were selected for this pilot study. The instruments brought the intended results, and the researcher were confidently applied them in data collection.

3.8.2 Reliability

The internal reliability were assessed using Cronbach's alpha, Reliability refers to the consistency and stability of the findings that enables the findings to be replicated (Burns & Burns, 2008). Cronbach's α analysis is a useful way of determining internal consistency and homogeneity of groups of items in tests and questionnaires (Burns & Burns, 2008). Ranges of Cronbach's alpha value are $\alpha \leq 0.30$ (Unreliable), $0.30 < \alpha \leq 0.40$ (Barely reliable), $0.40 < \alpha \leq 0.50$ (Slightly reliable), $0.50 < \alpha \leq 0.70$ (Reliable), $0.70 < \alpha \leq 0.90$ (Very reliable) and $\alpha > 0.90$ (Strongly reliable).

Therefore, the generally agreed upon lower limit for Cronbach's α is 0.70.

3.9 Ethical Consideration

Ethical consideration was one of the most important parts of research. The study considered ethical issues with the aim of getting data to respondents without any fear and a high cooperation. The ethical issues followed as per (Saunders et al 2007) are as follows: Privacy of possible and actual participants, consent and possible deception of participants, maintenance of confidentiality of data provided by individuals or identifiable participants and their anonymity, reaction of the participants to the way in which you seek to collect data including embarrassment, stress, discomfort, pain and harm, behavior and objectivity of the researcher. All of these ethical issues were observed accordingly.

Furthermore, any research needs to have ethical considerations, and ethics should be an essential part of any research. Moreover, ethical consideration in this research was informed consent and voluntary participation, which means that the researcher was informed the participant before starting

the online survey about the procedure. The researcher had no time to force the participants into taking part in the study and informed the Participants that they can withdraw from the survey at any time, and that the participation is voluntary. This includes any persuasion to try to gain the participants' trust. Informed consent means that the participants must give explicit consent for participating in the study (Roberts, 2010).

The researcher also complied with the beneficence principle, which means do not harm the subjects, and to maximize possible benefits and minimize possible harms (Pieper & Thomson, 2016). The researcher did his best to protect the participants from any harm and to do this, it is crucial to consider the risk-to-benefit ratio.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This study investigates the Influence of Leadership Skills to entrepreneurship success in Tanzania. This chapter presents and discusses findings generated from data analysis. Therefore, the chapter presents results on demographic data of the respondents such as gender, age, level of education, number of years in the organization, etc. This chapter also gives results based on specific objectives.

4.2 Demographic Characteristics of Respondents

4.2.1 Sex of Respondents

There were more men in the sample than women, among the respondents, (29.5%) were female while 70.5% were males. This indicates that there are a larger number of men compared to women.

Table 4. 1: Gender of the Respondent

Sex	Frequency	Percent
Male	249	70.5
Female	104	29.5
Total	353	100.0

Source: Field Data 2023

4.2.2 Age of the respondent

To ensure that data is gathered across all age groups, it was crucial to take the respondent's age into account. Results show that respondents in business development who were between the ages of 23 and 29 made up 16.15%, while those who were between the ages of 30 and 39 made up 48.73%. Additionally, the age categories between 40 and 49 were 31.16%, while 50 and above were just 3.97%. These indicate that the study's sample was evenly dispersed in terms of age and could, therefore, provide accurate information about the study's objectives.

Table 4. 2: Age Distribution

Age category	Frequency	Percent
23-29 years old	57	16.15
30-39 years old	172	48.73
40-49 years old	110	31.16
50 Or above	14	3.97
Total	353	100

Source: Field Data 2023

4.2.3 Level of Education

The degree of education that a person has can have a significant impact on their attitude and how they interpret certain situations. Knowing that, the researcher developed an interest in determining the education level of the respondents. The outcomes are shown in Table 4.3 below.

Table 4. 3: Education level of Respondent

		Frequency	Percent
Valid	Secondary education	17	4.82
	Diploma education	192	54.39
	Bachelor degree	110	31.16
	Master degree	34	9.63
	Total	353	100.00

Source: Field Data 2023

From the above table, the examiner examined the level of education so that to analyze the highest level of education the result established that 17 respondents was in a level of secondary education representing 4.82% of the total population, 192 respondents have a diploma level representing 54.39% of the total population, 110 respondents have a degree this represents 31.16% of the total population, 34 respondents have master degree representing 9.63% of the total population.

4.2.4 Position Held by the Respondent

In the table below the researcher examined several positions that were held by the entrepreneur; therefore, the result was indicated as follows;

Table 4. 4: Position Held by the Respondent

Position	Frequency	Percent
Owner	148	41.93
Manager	81	22.95
Employees	124	35.13
Total	353	100

Source: Field Data 2023

From the table above, it has been indicated that most of the position that being held in the business is owner position. This means that the owners of the business are operating their own business, thus has confidence shown by 41.93 percent of the business are operators are the one who own their business. Therefore, 35.13 percent representing 124 respondents are being employed and only 81 respondent's equivalents to 22.95 percent are managers of those business. Therefore, due to this, it seems that entrepreneurs are being indicated by the owner of the business thus enable easily management for them.

4.2.5 Respondents' Years of Operation

The researcher also examined the number of years of operation of the entrepreneur and the answer were indicated in the table below;

Table 4. 5: Years of Operation

Years of operation	Frequency	Percent
0-1	63	17.85
01-02.	42	11.9
02-05.	71	20.11
05-10.	84	23.8
More than 10	93	26.35
Total	353	100.0

Source: Field Data 2023

From the table above, the researcher established the year's respondents have been from entrepreneurs, findings revealed that 63 respondents have been in the business for less than one year's representing 17.85% of the population, 84 respondents have been in the business for 5-10 years this represents 23.8% of the population, 93 respondents have been in the organization for more than years representing 26.35% of the population. Therefore, that means that most of the entrepreneurs' owners are having the experience of more than 5 years in operating their business as it is believed that experience is the best source of the knowledge.

4.3 Leadership Skills for a successful business.

The study examined the leadership skills required for a successful business in Dar es Salaam with an intention to achieve the first objective. The results were given below.

Table 4. 6: Leadership Items Sorted by Highest Rating

Rating	M
10. Has self-confidence.	4.37
19. Has decision making ability.	4.34
7. Being determined to achieve goals.	4.29
16. Ability to communicate effectively.	4.28
9. Ability to adapt to market circumstances.	4.22
5. Being able to build trust	4.22
14. Ability to influence others.	4.18
1. Ability to motivate	4.17
24. Integrity.	4.15
4. Willing to take risks.	4.11
3. Has a vision.	4.1

17. Ability to resolve conflicts	4.09
22. Being able to solve problems effectively.	4.06
21. Ability to persuade others.	3.99
12. React to others with flexibility.	3.98
25. Being able to manage change	3.95
8. Being able to understand others' needs.	3.94
11. Being innovative.	3.91
6. Encourage creative and unique ways of doing things.	3.9
2. Ability to manage and understand your emotions and the emotions of others.	3.88
20. Ability to think strategically	3.87
18. Being proactive in anticipating what might happen.	3.83
13. Intelligence.	3.79
15. Ability to demonstrate humility.	3.46
23. Ability to work with technical things.	3.45

Source: Field Data 2023

The objective was to find out the leadership skills needed to lead a successful business in Dar es Salaam, Table 4.5 displays the descriptive statistics for leadership items sorted by highest rating. These ratings were based on a five-point metric: 1 = Strongly Disagree to 5 = Strongly Agree. Most important skills were self-confidence (M = 4.37), has decision-making ability (M = 4.34), being determined to achieve goals (M = 4.29), ability to communicate effectively (M = 4.28), and ability to adapt to market circumstances (M = 4.22).

This finding aligns with Makhbul and Hasun (2011) who found that self-confidence was at the core of successful entrepreneurship. Renko et al. (2015) added that self-confidence is mandatory for

entrepreneurial leaders. This implies that leaders should demonstrate self-confidence to enable employees to work towards business success. Sadi and Al-Ghazali (2010) expressed similar conclusions in their study by stating that women enjoyed the freedom entrepreneurship provides where they can nurture self-confidence in specific business ventures they have created. On the other side, Makhbul and Hasun (2011) agreed with Fernald et al. (2005) by reporting that successful entrepreneurs should possess outstanding decision-making skills and have a hunger for achievement. Moreover, Eshag et al.'s (2018) study reported that being determined was ideal for successful entrepreneurship. Being determined means having made a firm decision and not changing.

4.4 The Environmental factors that affect entrepreneurial business

The study examined the environmental factors that affect entrepreneur's business with an intention to achieve the second specific objective, and the result obtained were presented in the table below;

Table 4. 7: The Environmental Factors

Rating	M
6. There is a need to combat corruption to provide entrepreneurs more fair chances to compete with large corporations	4.26
5. In Dar Es salaam, increasing cooperation efforts among government, universities and private sector will foster entrepreneurial activities	4.25
11. Building a stronger knowledge infrastructure is needed for developing an innovative entrepreneurial environment in Dar es salaam.	4.17
8. The provision of skilled human capital will accelerate entrepreneurship activities in Dar es salaam.	4.17

12. Increased government grants and supports for businesses will promote entrepreneurial activities.	4.1
10. The trend of entrepreneurial businesses will shift to be more innovative with the passage of time.	4.1
4. Dar Es salaam efforts in improving its intellectual property environment led to more entrepreneurial activities.	4.02
13. In Dar Es salaam, startup incubator programs are a driving force for entrepreneurship.	3.94
9. Some government regulations and decisions are introduced rapidly without coordination with other government entities, which could affect the entrepreneurship environment.	3.91
7. There is a lack of innovation centers in Dar Es salaam institutions.	3.87
1. The lack of skills required to lead and sustain an entrepreneurial business is a major obstacle for the development of the Dar Es salaam entrepreneurship environment.	3.77
3. Focusing on building a wealth as a motivation to start a business has limited creative and innovative businesses.	3.77
2. Lack of access to capital for entrepreneurs is a main barrier to entrepreneurial businesses growth	3.72

Source: Field Data 2023

Table 4.6 display the descriptive statistics for the environmental factors sorted by highest rating. These ratings were based on a five-point metric: 1 = strongly disagree to 5 = strongly agree. The five factors with the most agreement was: there is a need to combat corruption to provide entrepreneurs more fair chances to compete with large corporations (M = 4.26), in Dar es salaam,

increasing cooperation efforts among government, universities and private sector will foster entrepreneurial activities (M = 4.25), building a stronger knowledge infrastructure is needed for developing an innovative entrepreneurial environment in Dar es salaam (M = 4.17), the provision of skilled human capital will accelerate entrepreneurship activities in Dar es salaam (M = 4.17) and Increased government grants and supports for businesses will promote entrepreneurial activities. (M = 4.1). This finding is consistent with Bokhari's (2017) study, which reported that business longevity and success depends on several factors including human capital, economic climate, and capital. Besides, Katz (1955) reported that skilled human constituted an indispensable capital, and attaining long-term success necessitates skilled human capital intellect development.

4.5. Demographic factors affect leadership skills of the entrepreneur

Moreover, the researcher investigated the demographic factors affect leadership skills of the entrepreneur businesses in Dar es Salaam in order to provide solutions to the third specific objective and the result obtained were presented in the table below;

Table 4. 8: The Demographic Factors

Demographic Variable	Scale Score	
	Leadership	Environmental Factors
Gender a	-0.05	0
Age	0.08	0.06
Education level	0.04	-0.16

Source: Field Data 2023

Table 4.7 displays the Spearman correlations for the demographic variables with the leadership scale score. Inspection of the table found the leadership scale score was not significantly related to gender, age, and education level. Since literature demonstrated the scarcity of data concerning the

effect of demographic factors on leadership skills needed to lead a successful business, this finding constitutes an emerging inclusion in the literature.

4.6 Discussion of Findings

The purpose of this study was to investigate the Influence of Leadership Skills to entrepreneurship success in Tanzania. This was attained by several specific objectives, which were to identify leadership skills required to lead a successful entrepreneurship business, to examine environmental factors that affect entrepreneurial business and to investigate any demographic factors such as age, gender, education that affect leadership skills of the entrepreneur in Tanzania.

The key findings in this study were from surveying 353 entrepreneurs to identify the top five leadership skills that were required by entrepreneurs in Dar es salaam in creating and sustaining business for a longer period of time. The study examined the environmental factors affecting the Dar es salaam entrepreneurship environment. The Three research questions guide the discussion and organization in this section. Discussion revolves around literature, which disagrees or agrees with the survey results, examines the findings and explains emerging contributions to the literature. This comprehensive analysis of the findings and their correlation to literature led to important recommendations and conclusions.

On the basis of the findings, the focus of Research Question 1 was on the top five leadership skills needed to lead a successful business; therefore, the discussion for the research question related to the five highly ranked leadership skills based on their means scores. Moreover, by revealing the top five leadership skills, specific recommendations for entrepreneurs, practitioners, and policymakers in the Dar es salaam entrepreneurship environment will be made. The discussion in the next paragraphs is solely on the top five leadership skills ranked as highest based on the means scores of the 25 leadership skills in the entire study.

The study reported that the top leadership skills that are needed for leading a successful business in Dar es salaam was self-confidence with the highest means score (M = 4.37). This finding aligns with Makhbul and Hasun (2011) who found that self-confidence was at the core of successful entrepreneurship. Renko et al. (2015) added that self-confidence is mandatory for entrepreneurial leaders. This implies that leaders should demonstrate self-confidence to enable employees to work towards business success. Sadi and Al-Ghazali (2010) expressed similar conclusions in their study by stating that women enjoyed the freedom entrepreneurship provides where they can nurture self-confidence in specific business ventures they have created. Just as in other organizations, entrepreneurship ventures cannot thrive when leaders lack decision-making abilities. Leaders should demonstrate the willingness to accept disappointment, be experimental, and take risks. Such abilities depend on the self-confidence level of the leader. Without self- confidence, leaders will not engage in risk-taking and move further to try new innovative processes and ideas, causing stagnation of the business.

Most participants cited this skill as the top skill that helped them to be successful entrepreneurs in Dar es salaam. Some individuals usually feel judged due to their heavy reliance on other people's opinions rather than their own, thus affecting their self-confidence (Kirkpatrick & Locke, 1991). This might lead to low self-confidence and cause individuals to have less confidence in their decision-making and opinions; leaders who lack self-confidence are not effective leaders. A leader who demonstrates self-confidence creates an empowerment feeling among followers. Therefore, followers start experiencing a sense of support and security and gain self-esteem based on the influence of their leader. Dar es salaam leaders who will lead entrepreneurial businesses in the country must encourage positive thinking and nurture self- confidence that eliminates negativity and fear.

The leadership skill that was rated the second highest in importance for leading an entrepreneurial business was item 19, "has decision-making ability" (M = 4.34). In their discussion of entrepreneurial leaders' skills, Fernald et al. (2005) found that for entrepreneurial businesses to be successful, the leaders must have decision-making skills. Such entrepreneurs are problem solvers, innovators, and think of creative ways to drive their business. Through such skills, leaders can steer a business in the right direction and also achieve success in the business. Because the role of leadership is so vital to the success of any organization, entrepreneurs should invest in ways to be effective leaders who promote a creative spirit so that individuals are willing to buy into the goals of the business. Moreover, in their study, Makhbul and Hasun (2011) agreed with Fernald et al. (2005) by reporting that successful entrepreneurs should possess outstanding decision-making skills and have a hunger for achievement. Northouse (2015) added that "Being a leader with human skills means being sensitive to the needs and motivations of others and taking into account others' needs in one's decision making" (p. 45). By listening and understanding their needs, while simultaneously, making crucial decisions that will impact the organization, a leader gains the respect of those he or she is working with on a project or goal.

The third highest rated leadership skill according to the participants was item 7, "Being determined to achieve goals" (M=4.29). Eshag et al.'s (2018) study reported that being determined was ideal for successful entrepreneurship. Being determined means having made a firm decision and not changing it. For an entrepreneur to be successful, they must have knowledge that should be gained through various ways like training or through personal experiences in informal or formal education. Moreover, Kattan et al. (2016) found that leadership skills constituted the ability and capacity that an individual acquired through deliberate, sustained effort in order to be in a position to handle difficult job functions as well as complex activities involving people, things and ideas. Kattan et al.

(2016) asserted that determination is among the most significant leadership skills a leader should possess.

The fourth highest rated leadership skill among respondents was item 16, "Ability to communicate effectively" (M=4.28). A study by Makhbul and Hasun (2011) found that entrepreneurial leaders should be able to demonstrate effective communication. Also, Tannenbaum et al. (1961) suggest that effective leadership requires "interpersonal influence, exercised in situation, and directed, through the communication process, toward the attainment of a specified goal or goals" (p. 24). Leaders could achieve their entrepreneurial goals by being good listeners, clear and succinct when communicating.

The fifth highest rated leadership skill was item 9, "Ability to adapt to market circumstances" (M=4.22). In their study, Renko et al. (2015), while discussing entrepreneurial leaders' skills, cited the ability to adapt to different circumstances as a crucial skill for entrepreneurial leaders and it is a leadership approach that can be used to turn around organizations. Entrepreneurial leadership encourages others to take risks to reach their potential. Renko et al. (2015) suggested that entrepreneurial leaders must demonstrate adaptability, flexibility, patience, and willingness to collaborate with others in order to grow. For this reason, entrepreneurial leaders seek to reveal new and creative ways to gain approval and inspire others to perform by embracing personal and professional growth. Pauceanu et al., (2021) shared similar views by asserting that entrepreneurial leaders should be able to listen, be persistent, and be able to adapt to change. Furthermore, a study by Kuratko (2007) reported that effective leadership, through the leader's ability to adapt to the environmental contingencies and implementing and supporting change, helps businesses to gain a competitive edge and find their place in the industry in which they operate.

In summary, self-confidence, decision-making ability, determination to achieve goals, ability to communicate effectively, and ability to adapt to market circumstances constitute the highly rated leadership skills required to lead entrepreneurial businesses in Dar es salaam as demonstrated by the participants' views. These top five skills were considered ideal for entrepreneurs who were successful in their businesses in Dar es salaam. The top five ranked skills support each other. Most of the entrepreneurs are young and are novices in the area. Because of that, failures or mistakes are anticipated as a result of the learning process of such young entrepreneurs. Nevertheless, with appropriate guidance from the leadership that can enable them to set attainable objectives, nurture self-confidence, there is a possibility that such entrepreneurship ventures will generate more entrepreneurial businesses. Furthermore, entrepreneurial leaders should consider reexamining the other skills and embrace relevant skills, which could increase their leadership abilities to effectively lead entrepreneurial businesses in Dar es salaam.

Moreover, the researcher has indicated that, the environmental factors were used and sorted by highest rating and highest ranking was item 6 "There is a need to combat corruption to provide entrepreneurs more fair chances to compete with large corporations" (M = 4.26). Despite the Dar es salaam government's steps in fighting corruption, the findings revealed that it is a major factor affecting the entrepreneurship environment. This finding is inconsistent with the literature, which revealed that with Dar es salaam's desire to be in middle economy in the world the recent advancement in technology has limited corruption and only allows for transparency between those who want to seek new opportunities. One of the initiatives is Etimad platform, which allows more transparency between government agencies and entrepreneurs to help facilitate new business opportunities and help small businesses grow and expand. Future researchers should investigate this further because the SPELIT analysis suggested that it is fair, but the findings of the study suggest this is still a barrier and should be considered and reviewed by policymakers.,

The Second highest ranked environmental factor was item 5, "In Dar es salaam, increasing cooperation efforts among government, universities and private sector will foster entrepreneurial activities" (M = 4.25). This finding aligns with what SPELIT framework revealed. The SPELIT analysis revealed that the country is shifting towards strengthening the private sector and government partnership. The authority seeks to complement the partnership between the private sector and institutions of higher learning to nurture entrepreneurial activities.

The Third highest ranked environmental factor was item 11, "Building a stronger knowledge infrastructure is needed for developing an innovative entrepreneurial environment in Dar es salaam" (M = 4.17). Grand and Wolff (2020) reported that even though education was compulsory, increasing its standards will help Dar es salaam to achieve the its Vision and objectives. Therefore, it needs improvement especially in matching the skills that the market demands. Education in Dar es salaam plays a crucial role in shaping and training entrepreneurial leaders. Modernizing the educational system will help Dar es salaam in competing for more globally. It will also help future entrepreneurs by enhancing their knowledge and future skills needed to be successful and help shape their knowledge of the global market. Ultimately, a stronger knowledge infrastructure will help Dar es salaam drive entrepreneurs in achieving their business goals.

Finally, the fourth item was item 8, "The provision of skilled human capital will accelerate entrepreneurship activities in Dar es salaam" (M = 4.17). This finding is consistent with Bokhari's (2017) study, which reported that business longevity and success depends on several factors including human capital, economic climate, and capital. Besides, Katz (1955) reported that skilled human constituted an indispensable capital, and attaining long-term success necessitates skilled human capital intellect development. A significant part of attaining the General Authority for Small and Medium Enterprises objectives depends on boosting the Dar es salaam human capital capacity.

In a recap of the specific objective two on the environmental factors affecting entrepreneurial businesses in Dar es salaam, there is a need to combat corruption, as well as the need for increased cooperation between government, universities, and private sector, stronger knowledge infrastructure, and skilled human capital were considered the most critical factors that affect the entrepreneurship environment in Dar es salaam. As a large portion of the overall population, young people were singled out as the major driving factor for the launch of entrepreneurial businesses. These young individuals require space and support to pursue innovative entrepreneurship ideas. Therefore, partnerships that involve the private sector, higher education institutions, and the government should boost national programs to adopt the views of the young generation. Through further experiments and research, individuals learn and advance into highly skilled human capital. Spearman correlations were used for the demographic variables with the leadership scale score. Inspection of the results of the Spearman correlations for the demographic variables with the leadership scale score found the leadership scale score was not significantly related to gender, age, education level, when there is an increase in the change of the demographic factor of entrepreneur, there leadership skill of the entrepreneur remains the same. Concerning the top five leadership skills - self-confidence, decision-making ability, determination to achieve goals, ability to communicate effectively, and ability to adapt to market circumstances, there were no significant relationships found between the four demographic factors and the highest ranked leadership skills.

Therefore, it was summarized that gender, age, educational level, and marital status did not affect the participants' feedback regarding the top needed leadership skills for leading a successful business in Dar es salaam. Since literature demonstrated the scarcity of data concerning the effect

of demographic factors on leadership skills needed to lead a successful business, this finding constitutes an emerging inclusion in the literature.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.

5.1 Introduction

The study focused on the influence of leadership skills on entrepreneurship success in Tanzania. This chapter shows the summary of the findings of this study in accordance with the specific objectives. It is from the same chapter where the conclusion and recommendations are made. The section also shows the conclusion and recommendations of the study derived from its findings.

5.2 Summary of Findings

The general objective of this study was to assess the influence of leadership skills to entrepreneurship success in Tanzania. This study was guided by several specific objectives, including to identify leadership skills required to lead a successful entrepreneurship business, to examine environmental factors that affect entrepreneurial business and to investigate any demographic factors such as age, gender, education that affect leadership skills of the entrepreneur in Tanzania. The study included 353 participants, and data was collected using structured questionnaires. The data were analyzed using descriptive and inferential statistics.

The study reported that the top leadership skills that are needed for leading a successful business was self-confidence with the highest means score. This implies that leaders should demonstrate self-confidence to enable employees to work towards business success followed by decision-making ability and being determined to achieve goals. Moreover, the researcher has indicated that, descriptive statistics for the environmental factors were used and sorted by highest rating and the environmental factors with the most agreement were need to combat corruption to provide entrepreneurs more fair chances to compete with large corporations, increasing cooperation efforts among government, universities, and private sector will foster entrepreneurial activities and building

a stronger knowledge infrastructure is needed for developing an innovative entrepreneurial environment in Dar es salaam.

In addition to this, with an intention of achieving the last specific objectives, to investigate any demographic factors such as age, gender, education that affect leadership skills of the entrepreneur in Tanzania, Spearman correlations were used for the demographic variables with the leadership scale score. Inspection of the results of the Spearman correlations for the demographic variables with the leadership scale score found the leadership scale score was not significantly related to gender ($p = .61$), age ($p = .37$), education level ($p = .64$). Concerning the top five leadership skills - self-confidence, decision-making ability, determination to achieve goals, ability to communicate effectively, and ability to adapt to market circumstances, there were no significant relationships found between the mentioned demographic factors and the highest ranked leadership skills. Therefore, it was summarized that gender, age, educational level did not affect the participants' feedback regarding the top needed leadership skills for leading a successful business in Dar es Salaam.

5.3 Conclusions

From the findings the researcher concluded that self-confidence, decision-making ability, determination to achieve goals, ability to communicate effectively, and ability to adapt to market circumstances constitute the highly rated leadership skills required to lead entrepreneurial businesses in Dar es Salaam as demonstrated by the participants' views. These top five skills were considered ideal for entrepreneurs who were successful in their businesses in Dar es Salaam. The top five ranked skills support each other. Most of the entrepreneurs are young and are novices in the area. Because of that, failures or mistakes are anticipated as a result of the learning process of such young entrepreneurs. Nevertheless, with appropriate guidance from the leadership that can

enable them to set attainable objectives, nurture self-confidence, there is a possibility that such entrepreneurship ventures will generate more entrepreneurial businesses.

The research found that adopting the above five leadership skills would only foster entrepreneurial business success for the future entrepreneurs. Adopting the best and most effective leadership skills is important for growing an entrepreneurial business. Moreover, though the five above skills are the most important to the entrepreneur's success based on the 353 participants, it is still extremely important to also address the other 20 leadership skills a leader should possess. Because the researcher believes that a leader should have integrity, should be innovative, and be able to manage change, it is important to also address these skills. Though these skills may be extremely important, the findings of the study did not rate them as important in running a business.

The study determined that increasing cooperation efforts among government, universities and private sectors would promote entrepreneurial activities. One way to do this is through startup incubator programs and innovation centers designed to support future entrepreneurs. Students are welcomed to bring their creative minds and ideas to these incubation centers to gain support for their start up business. The goal is to pitch their ideas and to gain feedback and support which ultimately will help to foster entrepreneurial growth.

The study reaffirms that entrepreneurial businesses with the required leadership skills have a major impact on the success of a business. The main finding of the study should inspire policymakers to provide support and improve policies that encourage young and innovative entrepreneurs to become successful in Dar es salaam. Providing young entrepreneurs with incubation programs and innovative centers will only encourage new businesses to open in Dar es salaam. In addition, these new entrepreneurs will also seek new leadership roles, which, upon their success, will need to examine the most important skills a leader should possess. The findings of this study revealed the top five leadership skills will provide knowledge to policymakers and entrepreneurs who are

planning to start or are already running a business. This study sought to promote an understanding of the field of entrepreneurship and leadership. It closely looked at the contributions within the findings, which supported entrepreneurs and their businesses in order to enhance and improve their business performance.

5.4 Recommendations

In general, the researcher deems it necessary to make the following recommendations so as to improve the leadership skills of the entrepreneurs:

- i. The researcher recommends that there should be an introduction of training workshops on issues related to leadership skills for the success of business.
- ii. The government through the ministry of investment, industries and business should help the entrepreneurs to grow by providing more education about leadership skills so as to achieve outstanding success in their business. The younger generation is more influenced to seek new entrepreneurial businesses. Because more often than not, the younger generation is motivated to seek these opportunities, they might be faced with challenges on how to grow their business or manage it properly. Therefore, one of the recommendations is to provide business entrepreneur classes within the intermediate and high school years in order to educate and encourage them to seek out these opportunities and develop new ideas that will succeed.
- iii. Policy makers should increase the volume of funding to entrepreneurial businesses in order to ensure their success within Dar es salaam. Some ways they could assist these entrepreneurs is providing grants and support. An example is to reduce or waive the taxes on new entrepreneurial businesses. Also, Policy makers could recognize and encourage financial institutions to invest more in small businesses to reach their Vision goal

- iv. Also, the education centers and universities should also ensure the coaching and mentoring of entrepreneurs to give more confidence, self-discipline and skills of leading the business.
- v. The last recommendation is for entrepreneurs who are planning to start a business or attempting to sustain their business to find ways to develop their leadership skills. Many individuals do not follow through with opening up a business because they fear failure. However, this should not deter them from their innovative thoughts or ability to open a business.

5.5 Policy Implications

In Tanzania, good government policy that is favorable to the entrepreneurs must be implemented. Furthermore, there must be a policy that encourages entrepreneurs to introduce programs and trainings on the importance and role of leadership skills toward entrepreneurship success

5.6. Critical Evaluation of the Study

Some respondents choose not to participate for a variety of personal reasons. Human nature requires that when faced with a humiliating circumstance, people tend to withhold information that they believe will demonstrate their ineptitude in certain situations, particularly finance. Further, some responses might not have been entirely correct because some respondents might not have felt comfortable providing information like their age or level of education. The researcher concentrated on Ilala district due to time and resource limitations, leaving a substantial percentage of the population being engaged in the study. For this case, despite the limitations, some of the respondents provided positive contributions to the study data collection which in turn enabled the completion of the study

5.7. Suggestions for Further Studies

The study used Ilala district as a case study and its main focus was to assess the influence of leadership skills to entrepreneurship success in Tanzania. The researcher recommended other researcher to undertake the study on the following;

- i. Other researchers may examine other leadership skills to entrepreneurship success in different areas to establish whether they will observe the same leadership skills for success of entrepreneurs.
- ii. Other statistical analysis with more sample size can be used to undertake the study again in Tanzania in different regions so as to come up with more extensive findings on influence of leadership skills to entrepreneurship success in Tanzania.
- iii. The third recommendation is for future researchers to consider expanding the variables in order to determine the success of the business in Tanzania. This may include financial performance as a measurement of success, customer satisfaction, and the increase in the number of employees and business locations. Future researchers should determine how long the business has been operating. They should also use other methods to show the business longevity. For example, if the business has been in existence for three or ten years as recommended in the literature.
- iv. The fourth recommendation for future researchers is to conduct a qualitative research study. In this method, the researcher should use other methods such as interviews to collect data from the different types of entrepreneurs in Dar es salaam. This will promote a more personal and accurate perception of the impact of leadership skills on business performance. In conducting interviews, the researcher is able to ask a question and then a follow up question in order to gain a deeper insight into the leadership skills that impact the

business. Though, there is a benefit to surveys, it is highly recommended that a study which uses both should be conducted when conducting future research on leadership skills.

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APPENDICES

APPENDIX 01: QUESTIONNAIRE

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MASTERS OF BUSINESS ADMINISTRATION IN LEADERSHIP AND GOOD GOVERNANCE

QUESTIONNAIRES

1.0 INTRODUCTION

Dear Respondents, I am a student from Institute of Accountancy Arusha pursuing Masters of business administration in leadership and good governance. This questionnaire aims at collecting data that will enable to “**assess the influence of leadership skills to entrepreneurship success in Tanzania: A Case Study of Ilala District**” The study is for the purpose of academic as partial fulfillment of the requirement only. Please, I humbly request you to kindly take a few minutes to answer the questions below. I would like to assure you that your answers will be kept completely confidential.

Part One: Demographics Information.

[The following questions will collect demographic information]

Q1. What is your gender?

Male

Female

Q2. What is your age?

- 23-29
- 30-39
- 40-49
- 50 or above

Q3. What is your educational level?

- High school graduate
- Bachelor's Degree
- Master's Degree
- Doctorate Degree
- Other

Q4. What is your marital status?

- Single
- Married

Q5. What is your previous job before starting your entrepreneurial business?

- Unemployed
- Student
- Worked for family business
- Employee in public sector
- employee in private sector

Q6. How long is your professional experience before starting your entrepreneurial business?

- Less than one year
- Two years
- Between 2 and 5 years
- Between 5 and 10 years
- More than 10 years

Part 2: Leading an Entrepreneurial Business in Dar es Salaam, Ilala District.

[Consider how you lead yourself and others, how important the following skills are for an entrepreneur to lead a business in Dar es Salaam, Ilala District by reflecting on your leadership skills in your organization. Please tick (√) in the box which best describes the extent to which you agree with each of the following statements. Rate your response on a scale of 1 to 5;

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

	1	2	3	4	5
Ability to Motivate					
Ability to manage and understand your emotions and the emotions of others.					
Has a vision.					
Willing to take risks.					
Being able to build trust.					
Encourage creative and unique ways of doing things.					
Being determined to achieve goals.					

Being able to understand others' needs.					
Ability to adapt to market circumstances.					
Has self- confidence.					
Being innovative.					
React to others with flexibility.					
Intelligence.					
Ability to influence others.					
Ability to demonstrate humility.					
Ability to communicate effectively.					
Ability to resolve conflicts.					
Being proactive in anticipating what might happen.					
Has decision making ability.					
Ability to think strategically.					
Ability to persuade others.					
Being able to solve problems effectively.					
Ability to work with technical things.					
Integrity.					

Part 3: Entrepreneurship Environment in Dar es Salaam, Ilala District.

End of Part Two: Leading an entrepreneurial business in Dar es Salaam, Ilala District.

How do you agree the following factors affect the entrepreneurship environment in Dar es Salaam?

Please tick (√) in the box which best describes the extent to which you agree with each of the following statements. Rate your response on a scale of 1 to 5;

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

	1	2	3	4	5
The lack of skills required to lead and sustain an entrepreneurial business is a major Obstacles for the development of the Dsm entrepreneurship environment.					
Lack of access to capital for entrepreneurs is a main barrier to entrepreneurial businesses growth in Dar es Salaam.					
Focusing on building a wealth as a motivation to start a business has limited creative and innovative businesses.					
Dar es Salaam efforts in improving its intellectual property environment led to more entrepreneurial activities.					
In Dar es Salaam, increasing cooperation efforts among government, universities and private sector will foster entrepreneurial activities.					
There is a need to combat corruption to provide entrepreneurs more fair chances to compete with large corporations.					
There is a lack of innovation centers in Dar es Salaam institutions.					
The provision of skilled human capital will accelerate entrepreneurship activities in Dar es Salaam.					

Some government regulations and decisions are introduced rapidly without coordination with other government entities, which could affect the entrepreneurship environment					
The trend of entrepreneurial businesses will shift to be more innovative with the passage of time.					
Building a stronger knowledge infrastructure is needed for developing an innovative entrepreneurial environment in Dar es Salaam.					
Increased government grants and supports for businesses will promote entrepreneurial activities.					
In Dar es Salaam, startup incubator programs are a driving force for entrepreneurship.					

APPENDIX 02: Data Collection Letter



Institute of Accountancy Arusha

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Ref. No.: MLG/DSM/0028/2021

19TH September 2023

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.....
P.O.BOX.....
.....

Dear Sir/Madam,

RE : REQUEST FOR DATA COLLECTION


The purpose of this letter is to introduce to you **MR. FEISAL SALEH ABDALLAH** who is our student pursuing Masters of Business Administration in Leadership and Governance with registration number (MLG/DSM/0028/2021). Currently, the aforementioned student is conducting a study on "INFLUENCE OF LEADERSHIP SKILLS ON ENTREPRENEURSHIP SUCCESS: A CASE OF ILALA DISTRICT IN DAR ES SALAAM REGION.". We would like to highlight here that this study is part of the requirement for the award of the above mentioned programme of study.

We therefore request you to extend to the above-mentioned student of our Institute any help that may facilitate him to achieve study objectives. We further request permission for him to see and talk to the staff of your Institution in connection to his study. The period for this request is granted from September to end of November 2023.

Thank you for your continuing support.

Yours Sincerely,

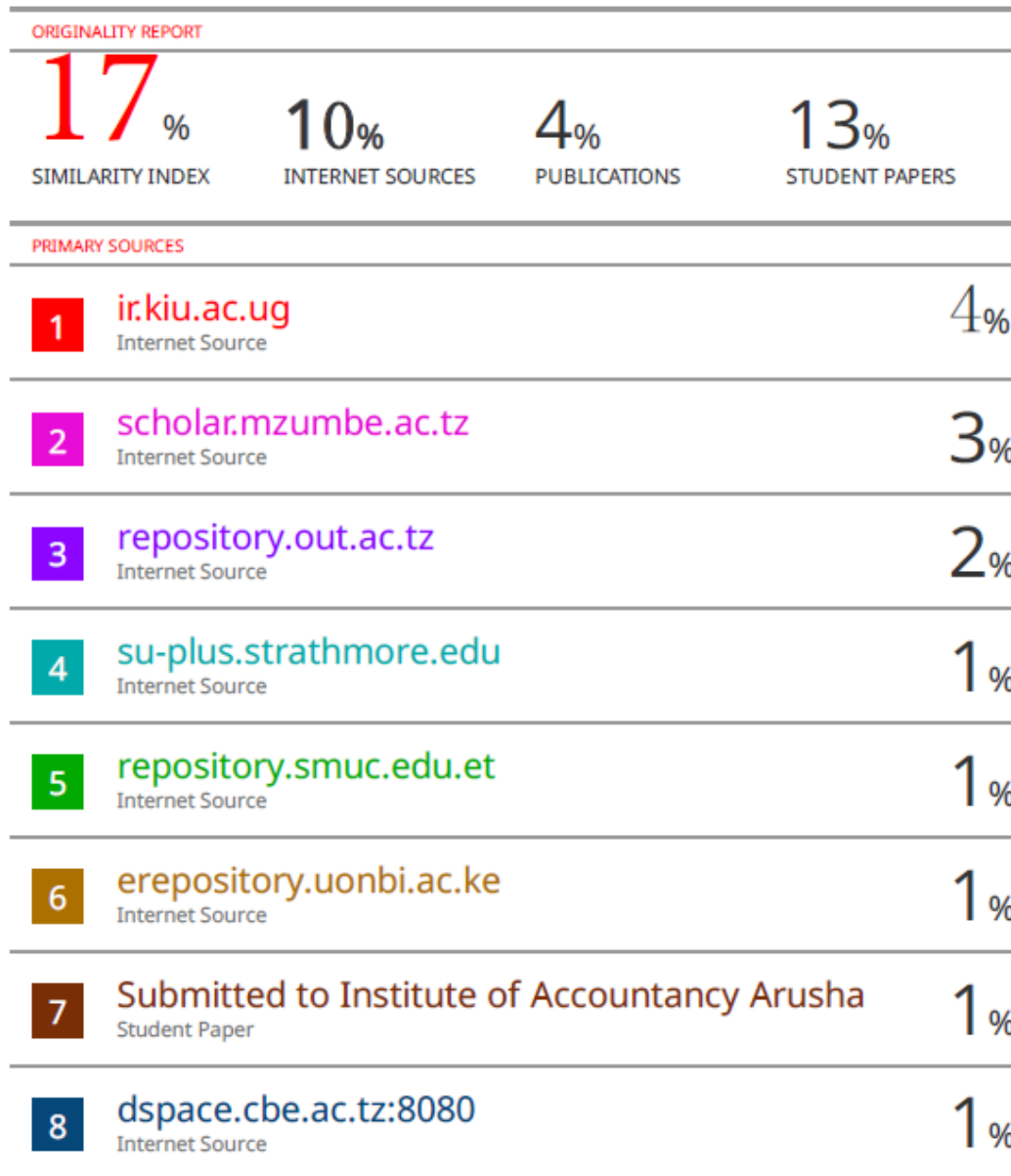
INSTITUTE OF ACCOUNTANCY, ARUSHA


Michael Abdue
FOR: RECTOR



All Communications to be addressed to the Rector

INFLUENCE OF LEADERSHIP SKILLS ON ENTREPRENEURSHIP SUCCESS: A CASE OF ILALA DISTRICT IN DAR ES SALAAM REGION.





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INFLUENCE OF LEADERSHIP SKILLS ON ENTREPRENEURSHIP SUCCESS – A
CASE OF ILALA DISTRICT IN DAR ES SALAAM REGION.

By
FEISAL SALEH ABDALLAH
MLG/OSM/0628/2021

A Dissertation Submitted in Partial Fulfillment of the Requirement for the Master
Degree of Business Administration in Leadership and Good Governance of the
Institute of Accountancy Arusha.
NOVEMBER, 2023

DECLARATION
I, **Feisal Saleh Abdallah**, declare that this Dissertation is my own original work and that it has not
been presented and will not be presented to any other University for similar or any other degree
award.

INSTITUTE OF ACCOUNTANCY ARUSHA TANZANIA

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This certificate confirms that the manuscript listed below was edited by one or more expert English Editors. The following issues were edited: Grammar, Spelling, punctuation, Sentence Structure and Phrasing. Journal editors can contact us for a copy of the edited document that was submitted to the Authors.

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**INFLUENCE OF LEADERSHIP SKILLS ON ENTREPRENEURSHIP
SUCCESS: A CASE OF ILALA DISTRICT IN DAR ES SALAAM
REGION.**

.....
AUTHOR(S)

**FEISAL S ABDALLAH
&
Mr. Filbert Rodrick**

DATE ISSUED

20/11/2023

CERTIFICATE NUMBER
.....

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