

**EFFECT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE: A CASE OF SELECTED  
INSTITUTIONS IN ARUSHA**

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**EFFECT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE: A CASE  
OF SELECTED INSTITUTIONS IN ARUSHA**

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## DECLARATION

I, **Flora Mirumbe**, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other Higher Education Institution for a similar or any other degree award.

Signature \_\_\_\_\_

Date \_\_\_\_\_

## CERTIFICATION

I the undersigned certify that I have read the dissertation and hereby recommend for acceptance by the Institute of Accountancy Arusha a research proposal tittle "EFFECT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN SELECTED INSTITUTIONS IN ARUSHA in fulfilment of the requirements for the Degree of Masters of Business Administration offered by Institute of Accountancy Arusha.

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## **DEDICATION**

I dedicate this to my father James my mother Josephine and my brother Boniphace and Charles for their support in accomplishing this dissertation.

## **ACKLEDGEMENT**

I would like to thank my Almighty God for his grace upon me and protection from the day I began preparing this dissertation. It is the blessings he gave to me that made me accomplish this dissertation. Also, I would like to express my gratitude to my research supervisor Dr. Shishiwa for his participation towards accomplishment of this research dissertation. His comments and directives were helpful in making me be in line with the qualities required in preparing research dissertation. May he always be blessed and keep assisting others.

## ABSTRACT

The study sought to investigate the effect of leadership style on employee performance at selected Institutions in Arusha. The study had three specific objectives namely; to identify the leadership style used in selected Institutions in Arusha, to find out the effects of existing leadership style towards performance of employees in selected Institutions in Arusha and to explore how negative effects experienced by employee in selected Institutions in Arusha can be addressed. The study used case study research design and the mixed approach so as to collect both numerical and narrative data. The study used simple random and purposive sampling techniques. Moreover the study used interview and questionnaire as data collection methods. Data were collected from 66 respondents from selected Institutions in Arusha, Descriptive statistics such as frequencies and percentages were used to analyse data. Contingency and Situation theory, Trait and Behaviour theory also Transformation and Transactional theory is used relate with this study. Findings revealed that democratic leadership was seen to exist at selected institutions in Arusha The study further revealed that respondents perceived the type of leadership that exist at selected institutions as good. The study also indicated that the existing type of leadership affected the employee's performance both positively and negatively. Finally the study found that there are various measures that can be used to address the negative effects caused by the existing type of leadership. The study concluded that democratic style of leadership was dominantly used at selected Institutions in Arusha. It was also indicated from the study employees were satisfied with the leadership style existed at institutions because the leadership style existed promoted employees performance. Recommendation was made that to in order to solve negative effects of leadership style existed at selected institutions, leaders should be flexible and should choose the best style in relation to the nature of employees. The study highlight that there should be regular training for leaders on how best they can use various leadership styles to enhance employee's performance. The study explains that leaders should be flexible enough to change their leadership styles to fit the needs of the organization.



## TABLE OF CONTENTS

DECLARATION .....	i
CERTIFICATION .....	ii
COPYRIGHT .....	iii
DEDICATION .....	iv
ACKLEDGEMENT .....	v
ABSTRACT .....	vi
TABLE OF CONTENTS.....	vii
CHAPTER ONE.....	1
PROBLEM SETTING.....	1
1.1 Introduction.....	1
1.2 Background to the Problem .....	1
1.3 Statement of Problem .....	4
1.4 Research objectives .....	5
1.4.1 General objective.....	5
1.4.2 Specific objectives .....	5
1.5 Research questions.....	5
1.7 Limitations of the study .....	6
1.8 Significance of the study .....	6
1.9 Organization of dissertation .....	7
CHAPTER TWO .....	8
LITERATURE REVIEW .....	8
2.1 Introduction.....	8
2.2.1 Definition of concepts .....	8

2.2.1.1 Leadership .....	8
2.2.2 Types of leadership styles .....	9
2.3 Empirical literature review .....	13
2.4 Theoretical framework .....	15
2.5 Knowledge Gap .....	18
2.6 Conceptual Framework.....	19
CHAPTER THREE .....	21
RESEARCH METHODOLOGY .....	21
3.1 Introduction .....	21
3.2 Study area .....	21
3.3 Research design.....	21
3.4 Research Approach .....	22
3.5.1 Research Population .....	22
3.5.2 Research Sample size .....	22
3.5.3 Sampling strategies .....	23
3.6 Data collection methods .....	24
3.7 Data analysis methods .....	24
3.8 Validity & reliability of data .....	25
3.8.1 Validity .....	25
3.8.2 Reliability .....	26
3.9 Ethical considerations .....	26
CHAPTER FOUR .....	28
PRESENTATION AND DISCUSSION OF FINDINGS .....	28
4.1 Introduction .....	28

4.2 Demographic Characteristics of Respondents.....	28
4.3 Presentation of findings .....	30
4.3.1 The leadership style used in selected Institutions in Arusha.....	30
4.3.3 Addressing negative effects on leadership styles .....	37
4.4 Discussion of Findings.....	38
4.4.3 Addressing negative effect of leadership style on the employee performance. ....	39
CHAPTER FIVE .....	41
CONCLUSIONS AND RECOMMENDATIONS.....	41
5.1 Introduction.....	41
5.2 Summary of the key finding .....	41
5.3 Conclusion.....	41
5.4 Recommendations.....	42
5.4.1 Areas for further Research .....	42
5.5 Critical Evaluation of the Study.....	42
REFERENCES .....	44
APPENDICES .....	47

## LIST OF TABLE

Table 4.2.1: Demographic Characteristics of Respondents .....	29
Table 4.2 the content analysis on the type of leadership known.....	31
Table 4.3 the types of leadership styles used in selected Institutions in Arusha.....	31
Table 4.4. Perceptions on the leadership style in selected Institutions in Arusha .....	32
Table 4.5: Responses on the whether the existing leadership style had effects towards performance of employees or not .....	33
Table 4.6: Responses on the influence of leadership style on employee performance in their organization .....	34
Table 4.8: Responses were on the whether or not the negative effects of leadership styles affects employees' performance negatively .....	36
Table 4.9: The extent of negative effects on employees' performance .....	36
Table 4.10: satisfaction of the respondents with the leadership style .....	37
Table 4.11 Solutions to the negative effects .....	37

**LIST OF FIGURE**

Figure 2.1 Conceptual framework..... 19

# CHAPTER ONE

## PROBLEM SETTING

### 1.1 Introduction

The chapter focuses on the background to the research problem, statement of the problem, research objectives (general objective and specific objectives), and research questions, significance of the study and the scope of the study. These provide an overview on how the problem under study is and what is intended to be obtained from the study.

### 1.2 Background to the Problem

In society today, thousands of individuals are appointed or elected to shoulder the role and responsibilities of leadership. Leadership is practiced in schools and colleges, factories and farms, business enterprises, dispensaries and hospitals, in the civil and military organizations of a country and public life, at all levels, in short in every walk of life. These leaders should promote unity, harmony, strength, prosperity and happiness in society (Itunga and Awuor, 2019). Most of organizations across the world have been striving much to adopt best leadership styles and have leaders with appropriate behaviours who would lead to attainment of organizational goals and objectives (Barasa and Kariuki, 2020).

According to Shafie *et al* (2013), the main driver of an organization is employees who are always ready to give their lives for the organization. These employees are the ones who will have an influence on attainment of organizational goals and objectives. It is also argued that, for employees to give their best in improving the performance of the organization, they need direction and psychological satisfaction. This can only be met by organizations with effective leadership styles. Leadership styles can lead to either success or failure of an organization (Anyango, 2015).

Emergency of leadership as an appropriate and an effective approach towards management of employees as well as the organization at larger has led to decline of personnel administration. Human resource management is currently used as an alternative to personnel administration as a

result of emergence of leadership in organizations. Organizations have been using different leadership styles in order to fit to employees on the basis of amount of direction, empowerment, and decision making (Iqbal *et al*, 2015). Tamor (2019) provides that organizations use different leadership styles in managing their employees. These styles include transformational leadership, democratic leadership, autocratic leadership, laissez-faire leadership, bureaucratic leadership among others.

Worldwide much have been investigated about the effect of leadership style on employee performance. For instance in Pakistan, Mawoli, Mohammed and Sarkin-Daji (2013) examine the leadership styles, job performance, public health institutions found that It was found that autocratic, democratic and laissez-faire leadership styles are used by different heads of units, sections and departments to produce different job performance. Specifically, democratic leadership style has significant impact on the job performance of health workers while autocratic and laissez-faire leadership styles have less or no significant impact on the job performance of health workers.

A study conducted in Saud Arabia by Iqbal, Anwar and Haider (2015) on the effect of leadership style on employee performance revealed that an effective organization rooted from the propellers or on the business leaders. The idea of effective leadership is also adopted in the world of technology. The employees also perceived that there is a need of a leader who should not only have to lead people but also be effective. So, they need an effective leader who can lead the people toward the changes and performance improvement

In Nigeria, Mohiuddin (2017) investigated the influence of leadership style on employee's performance found that the autocratic approach is considered as more appropriate style when workers are less informed and unaware regarding job description; if employees continuously interfere or misuse their power, or when single person are accountable for decision making process. The democratic style is appropriate when an innovative problem solving solutions are demanded by organization or conducting meeting for departments working improvement and for achieving tasks and goals. In the end, the participative style is applicable when organization has experienced and talented team members for innovative and creative work.

Anyango, (2015) in his work on the effect of leadership styles on employees' performance at Bank of Africa, Kenya reported that transformational leadership style is the most exhibited style at the bank followed by the transactional leadership style and laissez-faire. Employee performance is above average. Overall, scores in transformational leadership style were found to be strongly correlated with both measures of employee performance and overall performance except for the intellectual simulation dimension, which had insignificant positive correlation with quality of performance. Transactional leadership style was found to be positively correlated with both measures of employee performance as well as overall performance.

Tugume (2018) in his work on the effect of leadership styles on employee performance in Nakawa Urban council, Uganda indicated that Results revealed that there is a significant relationship between participatory leadership style and employee performance ( $r = .600$ ;  $p = .000$ ). Findings also revealed that there is a significant relationship between authoritative leadership style and employee performance ( $r = .800$ ;  $p = .000$ ). Results further showed that there is a significant relationship between laissez-faire leadership style and employee performance ( $r = .808$ ;  $p = .000$ ). Therefore, the more leadership style becomes better, the more employees perform better. This shows that it is necessary for organizations to have effective leaders who use effective leadership styles in order to be able to improve their performances.

In Tanzania, there are several studies on leadership styles. For instance, Aunga and Masare (2017) examined the effect of leadership styles on teacher's performance in primary schools of Arusha District Tanzania found that there is a significant relationship between Transformational Leadership Style and Teachers' Performance. The researcher recommended that head teachers should use democratic and transformational leadership styles due to the fact that democratic and transformational leadership styles increases teachers' performance. However, this study focused only on schools.

Mwombeki (2017) on the other hand examined the Influence of leadership styles on employees' performance in Tanzania: The case of University of DSM Computing Centre (UCC) revealed that application of transformational leadership style can improve performance because transformational leadership style wants to develop knowledge and employees potential. Leader with transformational leadership have an advantage of providing opportunity and confidence to his subordinates to carry out duties in accordance with his mind set to achieve organizational goals



Most of African countries including Tanzania are characterized by poverty and deprivations which result from poor leadership in public sector organizations. Leaders in these organizations put forward establishment of close interpersonal relationship with top authorities rather than being close to subordinate employees. Close relationship between leaders and employees would lead to improved performance of employees (Khamis 2013). This study investigated the effect of leadership style on employee performance in selected Institutions in Arusha.

### **1.3 Statement of Problem**

Leadership style is an important aspect in the success of any organization due to its effects on employees' performance. In a constantly changing social, economic, and technological environment, leadership is a more important attribute of management today than before (Aunga and Masare, 2017). To prove this, Tugume (2018) in his work on the effect of leadership styles on employee performance in Nakawa Urban council, Uganda indicated that Results revealed that there is a significant relationship between leadership style and employee performance. Therefore, the performance of most of organizations in Tanzania depends on the type of leadership style and the nature of the leaders of organizations.

However, researchers differs in their views about the type of leadership that mostly influence employee's performance. For example, Mwombeki (2017) discovered that transformational leadership style can improve performance because transformational leadership style wants to develop knowledge and employees potential. Mohiuddin (2017) on the other hand found that the democratic style is appropriate when an innovative problem solving solutions are demanded by organization or conducting meeting for departments working improvement and for achieving tasks and goals. This dilemma prompted the researcher to investigate the effect of leadership style on employee performance in selected Institutions in Arusha so as to come up with clear and common understanding on which leadership style is suitable in influencing employee's performance.

## **1.4 Research objectives**

### **1.4.1 General objective**

The overall objective of this study was to investigate the effect of leadership style on employee performance in selected Institution in Arusha

### **1.4.2 Specific objectives**

The study had the following specific research objectives:

- 1) To examine the leadership styles used in selected Institutions in Arusha
- 2) To find out the effects of leadership styles towards performance of employees in selected Institutions in Arusha.
- 3) To explore how negative effects of leadership style experienced by employees of selected Institutions in Arusha can be addressed.

## **1.5 Research questions**

The specific research questions raised in this study were as follows.

- a) What is the leadership style used in selected Institutions in Arusha?
- b) What are the effects of the leadership style on the performance of employees in selected Institutions in Arusha?
- c) How the negative effects of leadership style experienced by employees in selected Institutions in Arusha can be addressed.

## **1.6 Scope of the study**

The study intended to investigate the effect of leadership style on employee's performance. Specifically, the study aimed at identifying the leadership style used in selected Institutions in Arusha, determining the effect of existing leadership style towards performance of employees in selected Institutions in Arusha and exploring how effect experienced by employee in selected Institutions in Arusha can be addressed. Thus, the study was confined to Arusha City as employees in the Arusha were used in providing information related to the study. Those employees included the 6 management members

and 60 staff members of the selected Institutions in Arusha. The study targeted subordinate employees in departments as well as management members of the institutions.

### **1.7 Limitations of the study**

One of the challenges which rose during the study was finance especially funds which were used as bus fare in attending the council offices every day for data collection. Also, there was limited time to match with the deadline of data collection. Another limitation of the study was the reaction from employees who were approached to participate in the study. Considering that the study focused on leadership style used in the study area, employees feared of revealing whether the leadership is supportive or not. However, the researcher was able to address these challenges by; first, raising fund from family members so as to be able to complete the data collection process. To address the challenge of time, the researcher scheduled her time to attend classes and accomplish the study especially the process of data collection. To address the challenge of reluctance of some employees to provide information, the researcher explained clearly to the respondents the main objectives of the study and ensured the confidentiality of their information. These techniques enabled the researcher to accomplish the main objectives of the study.

### **1.8 Significance of the study**

The study revealed the leadership style which is used in public sector organizations in the country particularly selected Institutions in Arusha. This helps in raising judgments on whether the existing leadership style is acceptable and friendly to employees or not. Policy makers are able to formulate policies in response to the kind of leadership style used in the municipalities. Also, other public organizations decide whether to adopt similar style if it is seen as effective in enhancing performance of employees or a different leadership style.

The study is also helpful to academicians as it provides important information on the extent to which a certain leadership style can affect performance of employees. Also, the data collected from the respondents help academicians when they read this study in knowing the views and opinions of people on the leadership style they use and on how it brings effect especially in the working environment. The study is used as literature by upcoming researchers. The information

from the study guide future researchers in avoiding repetition of information which has already been presented.

### **1.9 Organization of dissertation**

The dissertation consists of five chapters. Chapter one gives a brief introduction to the study problem. The chapter presents the background of the study, statement of the problem, research objectives (general objective and specific objectives), research questions, and significance of the study, scope of the study, justification of the study and limitations of the study. Chapter two of the dissertation covers literature review which is comprised of the theoretical literature review, empirical literature review, research gap and conceptual framework. Chapter three presents the research methodologies which were used in the study. These include the study area, research design, and target population, sampling techniques, sample size, data collection methods, data analysis and ethical consideration. Chapter four describes the presentation of research findings. Chapter five provides the summary, conclusions and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Literature review is the continuous and systematic process of studying and analysing different materials related to the research topics/titles. It is about getting familiar with various theoretical and empirical academic materials that exist in relation to the research topics/titles. It can be done at the beginning to shape research ideas and widen understanding, during the research to sharpen the study and get new knowledge and the end to know the contribution of research in the existing knowledge (Blaxter et al., 2010)

Literature review helps to expand the understanding of the research topics and concepts the researcher is dealing with, shaping research ideas and perspectives, identifying research gaps, recommendations, getting familiar with previous related researches, developing research objectives, research questions and avoiding duplication of other previous researches. This chapter covers the definition of different concepts which were used in this study and theoretical literature review which reviews various theories related to the study and empirical literature review of various literatures related to the study, knowledge gap and conceptual framework are addressed.

#### **2.2 Theoretical Literature Review**

##### **2.2.1 Definition of concepts**

###### **2.2.1.1 Leadership**

As per the definition by Kumar (2014), leadership is defined as “the process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent”. As from this definition, it is seen that for leadership to exist, there must be certain objective/objectives which are to be met. Here leadership is required in order to guide employees in an organization towards attainment of such objectives. Kumar (2010) further entails that, the accomplishment of the objectives of an organization are depend upon the

leadership attributes such as beliefs, values, ethics, character, knowledge, skills among others. Effectiveness of these attributes is what guides a leader towards ensuring accomplishment of the objectives of organization.

As per the arguments Swammy (2014), leadership is regarded as the social process through which a leader seeks the voluntary participation of subordinates in an effort to reach organizational goals. Thus, as per this argument, leadership in an organization makes a leader be able to delegate the acts of other organization members in order to make them be in line with the intended goals of the organization. This shows that accomplishment of objectives/goals of an organization highly depends on presence of leadership in such particular organization.

Furthermore, according to Leslie (2013), leadership is defined as, "the ability to influence people to willingly follow one's guidance or adhere to one's decision". As per this definition, it is seen that the ability of a person to influence others is what is regarded as leadership. This means that no one is born a leader but rather, a person can be a leader only by applying leadership qualities in influencing others and making them adhered to the decisions made. It is further regarded as an ability a person has to convince others and makes them work together as a group. This ability is what leads to attainment of organizational goals as all acts of organizational members are controlled and ready to act in response to the inserted values of an organization.

#### **2.2.1.2 Performance**

Performance is "the rate of realizing the purpose" or "outcome level of the activity". This level shows how much the purpose or the objective is achieved (Dahie and Oman, 2016). Institutionally, performance is defined differently according to different approaches. Performance according to Prasetya and Kato (2011) is the attained outcomes of actions with skills of employees who perform in some situation. In addition, performance is any collaborated effort made by employees which by increasing the productivity and profitability leads to success of an organization (cited in Basit, et al., 2017).

#### **2.2.2 Types of leadership styles**

Various authors have identified leadership styles as follows:

a) Transactional leadership

Transactional leadership is the part of one style of leadership that focuses on supervision, organization, or performance; it is an integral part of the Full Range Leadership Model. Transactional leadership is a style of leadership in which leaders promote compliance by followers through both rewards and punishments. Through a rewards and punishments system, transactional leaders are able to keep followers motivated for the short-term. Unlike transformational leaders, those using the transactional approach are not looking to change the future; they look to keep things the same. Leaders using transactional leadership as a model pay attention to followers' work in order to find faults and deviations.

Transactional and transformational are the two modes of leadership that tend to be compared the most. James McGregor Burns (2003) distinguished between transactional leaders and transformational by explaining that: transactional leaders are leaders who exchange tangible rewards for the work and loyalty of followers; Transformational leaders are leaders who engage with followers. Also it's advantageous as it reduces cost and utilizes powerful motivators also on the other side it has the disadvantage as it's eliminate individual from the production process and also limit amount of innovation that is achievable

b) Bureaucratic leadership

Bureaucratic leadership is one of the styles postulated (Max Weber in 1947). It is a system of management whereby employees are made to follow specific rules and lines of authority created by the superiors. In other words, these set of leaders function based on official regulations fixed by higher authorities within the organization. is the leadership style which was develop the bureaucratic leadership pattern focuses on the administrative needs an organization has. Teams and departments of various private and public sector employ this system of management. But it is used mostly in the public sector, which relies heavily on consistency and adherence to rules and regulations to get whatever results they seek. On other side its advantage are, its reduce favouritism from the equation and it's centralize duties and roles within a team also in term of disadvantage its can be a challenge to increase productivity also it doesn't offer freedom for creativity.

### c) Autocratic leadership

Autocratic leadership is a style whereby the boss only has decision making rights with no shared vision, little motivation, commitment, creativity and innovation (Khan, et al., 2015). Autocratic leaders typically make choices based on their ideas and judgments and rarely accept advice from followers. Autocratic leadership involves absolute, authoritarian control over a group. Most theorists have identified autocratic leaders with authoritarian leaders simply because research has proven that there is a strong positive correlation between autocratic leadership style and authoritarianism (Chemers, 2014; Schuh, Zhang, & Tian, 2013; Svolik, 2013). Like other leadership styles, the autocratic style has both some benefits and some weaknesses. While those who rely on this approach to heavily be often seen as bossy or dictator-like, this level of control can have benefits and be useful in certain situations. Moreover, Nwankwo (2011) described autocratic style as a leadership style where leaders exclusively emphasized on making things done at the expense of any human consideration (cited in Akor, 2014). When and where the authoritarian style is most useful can depend on factors such as the situation, the type of task the group is working on, and characteristics of the team members. Advantage of autocratic leadership it's allow fast decision to be made and it's improve overall communication and productivity also it's reduce employee stress on the other hand its disadvantage it's create system of dependence, its create a lack of trust. . Autocratic leaders are described as leaders building total organization failure (Michael, 2010)

### d) Laissez-Faire or Free-Rein

Kumar (2015) defined laissez-faire as a leadership style where employees independently decide their own matters as the leader gives maximum freedom to their subordinates Under this type of leadership maximum freedom is allowed to subordinates to perform their duties so as to reach the required goals (Kumar, 2015). Laissez-Faire leadership style, (Mwombeki 2017) the leader maintains contact with outside people and brings in information to the group members which they need for the accomplishment of the given task. Although, the subordinates are given the power and authority to make decisions the leader still takes responsibility for the actions of his group members. This leadership style proves to be beneficial only when the group members are highly skilled, well-motivated and capable enough to accomplish the task assigned to them. The Laissez-



Faire style is most suitable in the situations, where the group members are more knowledgeable than the leader and possess expertise in a particular field that can be used to find a solution to the complex problem. Thus, highly passionate team members prefer this style of leadership. This type of leadership style it's advantageous to employee as it's encourage personal growth and innovation also it's allow to faster decision making in term of disadvantage its downplay the role of leader in a team also is the type of leadership style in which employee can be abused.

e) Democratic leadership

Democratic leadership style is a form of leadership in management which is participatory in decision making between the management and the subordinates through groups existing in the entity (Guneser, 2016). Democratic style the leader shares decision making abilities with groups and practices social equality (Guneser 2016).

Democratic leadership also known as participatory leadership or shared leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process (Wammy 2017) This type of leadership can be applied to any organization, from private businesses to schools to government. Each leadership style has its advantages and disadvantages in fostering performance of the employees in organizations depending on various social, political, economic and cultural aspects in time and space (Liu, Liu & Zeng, 2011). Advantage of democratic leadership it's allow free flow of ideas, it's also encourage trust and respect throughout the team also its disadvantage include extra time to implement decision also democratic leader must often deal with rejection.

f) Transformational leadership

Transformational leadership is a form of leadership style the concept of transformational leadership was initially introduced by James V. Downton (2001) where a leader works with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group? It is an integral part of the Full Range Leadership Model. In other words, transformational process can be seen through a number of transformational leadership behaviours as: attributed charisma, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 2103).

Transformational leadership serves to enhance the motivation, morale, and job performance of followers through a variety of mechanisms these include connecting the follower's sense of identity and self to a project and to the collective identity of the organization; being a role model for followers in order to inspire them and to raise their interest in the project; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, which allows the leader to align followers with tasks that enhance their performance. It's advantageous as it's reduce turnover cost also it's encourage changes in the other hand its can be risky and disruptive also can result to wrong decision and employee burn out.

### **2.3 Empirical literature review**

Basit et al (2018) carried out a study on impact of leadership style on performance of employees in private organizations in Malaysia. Within their study, the research approach which was used was quantitative approach while data collection method used was questionnaires. The impact of leadership was measured using five Likert scale. The findings from the study revealed that democratic leadership had significant influence of performance of employees. It was followed by laissez-faire leadership style. From the findings, it was revealed that autocratic leadership style had negative influence on performance of employees. It means that autocratic leadership discouraged improvement in performance among employees.

Haq and Kuchinke (2016) had their study which focused on the impact of leadership styles on employees' attitude towards their leader and performance. The target population of the study was employees working in banking sector of Pakistani. The findings from the study revealed that transformation leadership had greater influence on employees' performance outcomes. The leadership style which was revealed to have no impact on performance of employees in terms of effectiveness and satisfaction was laissez-faire leadership style. The findings further revealed that Pakistan is prone to several challenges such as employee turnover due to adoption of leadership styles which do not satisfy employees in most of banking institutions.

Mawoli and Haruna (2013) carried out a study on effect of leadership styles on job performance in Federal Medical Centre in Niger state. The sampling technique which was used in the study was stratified sampling technique. The findings from the study revealed that there were three leadership styles which were used by heads of units, sections and departments. The leadership

style which favoured many employees and led to improvement in performance of employees was democratic leadership. It was recommended that laissez-faire leadership style and autocratic leadership style should not be used because they led to lawless working environment and poor performance among employees.

Furthermore, the study by Shafie et al (2013) came up with suggestions on how management of organizations can ensure improved performance of employees through available leadership styles. One of the recommendations was that management should use a composition of transformation leadership and pragmatic leadership as a core managerial strategy in the organization. It was also recommended that management of organizations must be trained on the use of the two leadership styles in order to enhance skills in using them. It was further revealed that there should be careful planning especially when using the two kinds of leadership styles in order to ensure that objectives of organization are attained.

Mwombeki (2017) conducted a study on influence of leadership on employees' performance in Tanzania. The findings from the study revealed that there are various types of leadership styles used in different regional administrative in the country. Transactional leadership is one of the revealed type of leadership used and was said to influence employees execute their duties through provision of team output. Laissez-faire leadership style was revealed as among leadership styles used and was said to have negative influence on attainment of departmental goals by employees. Autocratic leadership was revealed to have negative influence on attainment of organizational goals. Thus, it was revealed that transformation leadership had positive influence on performance of employees and thus recommended to be the mostly used leadership style.

Another study was conducted by Anyango (2015) conducted a study on effects of leadership styles on employee performance at Boa Kenya Limited. The study employed cross sectional descriptive strategy. The whole data collection in the study was undertaken through the use of questionnaires. The findings from the study revealed that transformational leadership was the leading leadership style for enhancement of performance of employees. It was followed by transactional leadership style and then laissez-faire leadership style. The findings suggested that supervisors in organizations must employ different behaviours of transformational leadership and not laissez-faire style. This would lead to improvement in employee productivity and quality of

performance. It is recommended therefore that Transformational and transactional leaderships are the most effective leadership styles.

The study by Raja (2015) was an important contribution to the existing empirical studies in investigating the effect of leadership styles on employee performance in public and private sector of India. The analysis result was generated from the sample 199 respondents: 43 middle level managers and 156 subordinates. Using 95 percent confidence interval, the study established negative relationship between laissez-faire style and employee performance. He added, employees supervised by laissez fare leader underperform and their organizations were unable to meet their intended objectives.

The study conducted by Nuhu (2010) came up with the findings which revealed that laissez-faire leadership style was perceived to be the most effective leadership style by employees in departments. This is because, employees believed that they better be made comfortable and avoid disturbances from leaders. They also revealed that the style made leaders easily approachable and were not arrogant to employees. As the kind of leadership mostly preferred by employees was laissez-faire leadership style, the author argued that the performance of employees in departments improved at a very low speed. This is different from authoritative leadership which was filled with tension something which makes employees is in line with the objectives of the organization.

## **2.4 Theoretical framework**

Theoretical framework is the one which show theories in relation to the research objectives. The following are theories guide this study.

### **a. Situational and Contingency Theory**

Contingency theory as one of the theory in leadership was developed by Fred Fielder in mid (1960) it's examines leaders in conjunction with the situation the leader is in. It is contingent upon a match between the leader's style and the work situation

This is the theory on leadership which provides that the effectiveness of leadership is determined by the existing relationship between personal characteristics of a leader and the aspects of the situation. The assumption of the theory is that, the relationship between leadership style and

organizational outcomes is moderated by situational factors. These factors identified are those related to environment. Thus, as per the views from this theory, the outcomes of an organization cannot be determined by leadership style but rather, the existing situation (Cheng and Chan, 2002). The theory further entails that effectiveness of leadership requires leaders to adopt certain leadership style which matches with the existing situational analysis. Situational leadership theory argues that any leader can work best in any environment by changing their style accordingly.

The theory is related to the study to be undertaken as it shows how leadership style can have an influence of performance of employees. Organizational outcomes are contributed by employees working in such particular organization. This means that, the extent to which leadership style influence the performance of employees depend on the existing situation. The environments in which a leader exists have as influence on leadership style which has selected. This in turn leads to effects on performance of employees who in turn affects the overall performance of an organization.

#### **b. Traits and Behavioural Theory**

This is the theory of leadership which is believed to be the earliest theory of leadership. The Theory was formulated in 1940s who developed this theory with its major assumption being that great leaders are born with distinguished personality traits which make them fit in the position of leadership. Gordon Allport was an early pioneer in the study of traits. This early work was viewed as the beginning of the modern psychological study of personality. He also referred to traits within his work as dispositions. In his approach, "cardinal" traits are those that dominate and shape a person's behaviour; their ruling passions/obsessions, such as a need for money, fame etc. By contrast, "central" traits such as honesty are characteristics found in some degree in every person - and finally "secondary" traits are those seen only in certain circumstances (such as particular likes or dislikes that a very close friend may know), which are included to provide a complete picture of human complexity.

These traits also make leaders differ from other people and thus qualifying for being referred to as leaders. Stogdill (1948) came up with several leadership traits which have influence on ability of a person to become a leader. As per the observation of Stogdill, leadership situations differ and thus leading to emergence of different demands on leaders, destroy trait theory and thus leading to emergence of situational and behavioural approaches.

As per the views of the theory, Behavioural theory seeks to explain human behaviour by analysing the antecedents and consequences present in the individual's environment and the learned associations he or she has acquired through previous experience. This entry describes the various traditions within the behavioural perspective (classical conditioning, operant conditioning, cognitively mediated behavioural theory, and functional contextualize and the clinical applications that are derived from them. Common criticisms are discussed in light of the ongoing evolution of behavioural theory and the fit of its tenets with the field of social work. Behaviours of leaders are what distinguish them from their followers. The focus of the theory is on the action of a leader and not the existing situation especially considering that the belief of the theory is that great leaders are born and not made. The theory further reveals that people can learn to become leaders through teaching and observation. The theory focuses on whether a leader is task oriented, people oriented or both (Hersey and Blanchard, 1988).

The existing relationship between the theory and the study is that, the theory talks of leadership traits which differentiate leaders and followers. These traits are the ones which can also influence the leadership style which will be preferred by the leader. It is the style of leadership selected which will have an effect on performance of employees. Performance of employees will at the end influence performance of the overall organization.

### **c. Transformational and Transactional Theory**

Transformational theory is a relatively new approach to leadership that focuses on how leaders can create valuable and positive change in their followers. James Mac Gregory Burns when first introduced the concepts of transformational leadership when studying political leaders, but this term is now used when studying organizations as well. Burns described two leadership styles: transactional and transformational.

Transactional leaders focus on gaining compliance by giving and withholding rewards and benefits. Transformational leaders focus on “transforming” others to support each other and the organization as a whole. Followers of a transformational leader respond by feeling trust, admiration, loyalty, and respect for the leader and are more willing to work harder than originally expected. Another researcher, Bernard M. Bass, when added to the work of Burns by explaining

the psychological mechanisms that underlie transformational and transactional leadership. Bass' work established that transformational leaders demonstrate four factors: individual consideration, intellectual stimulation, inspirational motivation (charismatic leadership), and idealized influence.

Transactional theories of leadership have their focus on the influence of supervision, organization and group performance. The theories further focus on the systems of rewards and punishments in attainment of certain goals. Performance of employees is what will be used as a factor for determining the type of transaction whether a reward or discipline. According to Chan (2010), transactional leaders are always focusing on meeting the current needs of their followers through an effective bargaining process. Leaders and followers focus on achieving certain level of performance which has been agreed by the two sides. Transformational theory is only focus on the existing connections between leaders and followers. Transformational leadership as per the views of the theory are those leaders who have ability to encourage employees work beyond their expectations something which leads to improved performance.

The existing relationship between the theory and the study to be undertaken is that, the theory focuses on transactional and transformational leadership styles in an organization. These two styles can be applied at different times and affect performance of employees. It means that adoption of one of the two leadership styles will lead to either improved or decreased performance of employees.

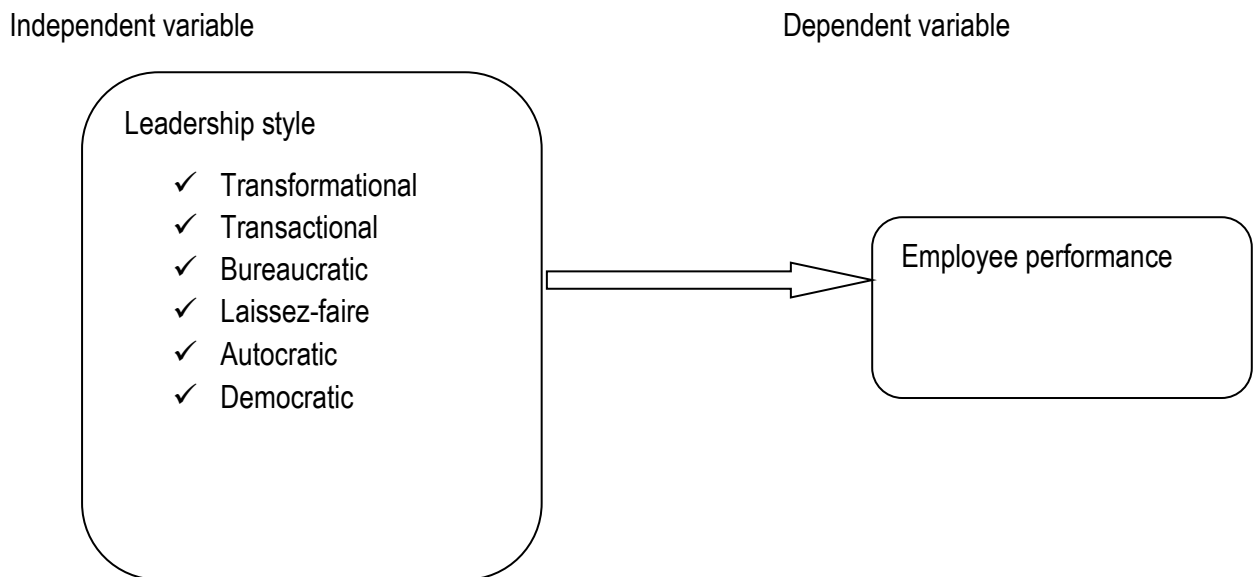
## **2.5 Knowledge Gap**

Literatures from global context has indicated leadership styles influence employee's performance (Anwar and Haider, 2015: Anyango, 2015: Mohiuddin, 2017: Itunga and Awuor, 2019). In Tanzania, there are several studies on leadership styles. For instance, Aunga and Masare (2017) examined the effect of leadership styles on teacher's performance in primary schools of Arusha District Tanzania. Mwombeki (2017) on the other hand examined the Influence of leadership styles on employees' performance in Tanzania: The case of University of DSM Computing Centre (UCC). Despite the fact that these studies has contributed in understanding the various leadership styles on employee's performance but they only focused on educational institutions (Schools and Universities). This means little have been studied about how leadership styles influence employee's performance in other institutions thus creating knowledge gap. This study filled the

gap by assessing how leadership styles affects performance of employees in selected Institution in Arusha.

## 2.6 Conceptual Framework

According to Camp (2001) a conceptual framework is a structure which the researcher believes can best explain the natural progression of the phenomenon to be studied. In this study, training is an independent variable and employee's commitment is a dependent variable. The conceptual framework of this study comprises of two variables which are independent variable and dependent variable. Independent variable is the variable which influences changes in other variables. It is the variable which does not change without causing changes to other variables. The dependent variable is that variable which is influenced by the independent variable. This means that the variable cannot change on itself unless subjected to changes by other variables. Within this study, the independent variable is leadership style while the dependent variable is employee performance. The relationship between these variables is diagrammatically presented in figure



**Figure 2.1 Conceptual framework**

**Source:** The Researcher (2020)



Figure 2.1 shows the conceptual framework of the study which presents the relationship between the variables of the study. The existing relationship between the independent variable and dependent variable of the study is that, leadership style whether transformational, transactional, bureaucratic, laissez-faire, autocratic or democratic can affect performance of employees. There will be an increase or decrease in levels of performance of employees depending on the kind of leadership style which has been adopted by the organization.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The purpose of this chapter is to discuss research methodology which was used in this study.

This chapter covers the study area, target population and sample size, sampling strategies, data collection methods, validity and reliability, data analysis methods, pilot study and ethical consideration.

#### **3.2 Study area**

The study was carried out in selected Institutions in Arusha located in Arusha region, Tanzania. The selection of this study area based on the need of the study which is how leadership style affects performance of employees in selected Institutions in Arusha. Considering the selected Institutions in Arusha is one of the major city with many employees in the region, it was necessary to examine the extent to which the existing leadership style affect performance of these employees. Also, another reason behind selection of the council as the study area was the fact that the researcher is a resident of the institution. This had a greater positive impact on data collection. The researcher was able to collect data easily in the institutions offices and on time due to the factor that it was easy to visit the institutions offices every day for data collection.

#### **3.3 Research design**

Research design is the overall plan, map, mechanism or system of procedures by which a research is able to collect, analyse and interpret data. Further, research design is a plan that provides direction towards which a researcher obtains the knowledge and type of data that they are searching for (Creswell 2014). In addition, research designs are always determined by the research approaches (ibid). The researcher used the case study research design. In this regard, case study design was used so as to achieve the main objective of the study.

### **3.4 Research Approach**

According to Cohen, et al. (2001), research approach focuses on how social realities or phenomena can be studied. It can either be qualitative, quantitative or mixed approach. A research approach is the general procedure that determines type of data to be collected, research design to be used, data collection and data analysis methods to be used. In this study the researcher used both qualitative and quantitative approaches to address the problem and gather intensive information about the problem. Quantitative approach was used to collect numerical information while qualitative research approach is that one in which researchers focus on exploring the meanings that people construct out of their natural settings (Creswell, 2014) and people's experiences, attitudes, perceptions and behaviours (Dawson, 2012). This approach was used while collecting data that measured quality information of research study. Therefore, blending the two approaches enabled the researcher to achieve the main objectives of the study.

### **3.5 Research Population, Sample and Sampling Methods**

#### **3.5.1 Research Population**

The population of the study refers to the population to which a researcher wants to generalize the results of the study. The population may involve a larger group of people, institutions or things that has one or more characteristics in common on which a study focuses. It consists of all cases of individuals or elements that fit a certain specification (Debois (2018). In this study, the target population were the staff and the management members of selected Institutions in Arusha. The target population comprised of people varying in terms of age, sex, education levels and working experience. The total population was 80.

#### **3.5.2 Research Sample size**

The sample size of this study comprised of 66 respondents where by 6 were management members and 60 were staff from departments. Management members included the heads of departments. In this study, the sample were obtained using Krejcie and Morgan (1970)'s table of determining sample size. This is a special table for determining sample size with one Colum

consisting of population size and the other sample size. This study had a large population, thus the method was suitable in getting the required sample. In this study the sample size were 66 respondents from selected Institutions in Arusha.

### **3.5.3 Sampling strategies**

In this study, there were two sampling techniques which were used in selecting respondents who participated in the study. These techniques were; simple random sampling technique and purposive sampling technique.

#### **a) Simple random sampling**

As defined by Hyes (2018), simple random sampling is a subset of a statistical population in which each member of the subset has an equal probability of being chosen. A simple random sample is meant to be an unbiased representation of a group. This technique was used in ensuring that every member of the population had an equal chance of participating in the study. Every staff in selected Institutions in Arusha were granted with an opportunity to represent others in the study. This is why there were no criteria for selecting respondents as the researcher picked them randomly. The researcher did not consider factors such as age, sex, education level or working experience during selection of respondents because I wanted to generalize all the people with different characteristic in the participation of the research. The technique was ease to use and its accurate representation of the larger population. The researcher decided to use this kind of sampling as each member of the larger population had an equal probability of selection

#### **b) Purposive sampling**

Purposive sampling involves picking on a sample basing on the researcher's judgment to suit his or her research needs. The sampling technique was used in selecting respondents who met the purpose of the study. Considering that the purpose of the study was to assess how leadership style affects performance of employees, management of the institute suited in this technique. They had information on leadership style applied by them and how it affected the performance of employees. These were helpful in meeting the purpose of the study. Each subtype of purposive sampling had their own advantages and disadvantages. In general, one major purpose of using purposive sampling was that it was easier to make generalizations.

### **3.6 Data collection methods**

#### **Primary data**

In this study, there were two primary data collection method which were used in collecting information from respondents namely questionnaires and interview methods.

##### **a) Questionnaires**

This is the method of data collection which include pieces of papers containing questions which distributed to respondents who participate in the study. The questions in those papers were prepared in response to research objectives presented under chapter one of the study. These questions consisted both open ended questions and closed ended questions. Open ended questions provided room for respondents to provide more explanations on the answers they provide. Closed ended questions did not provide room for explanations as respondents only have to select among the provided options of answers. The reasons behind selection of this method of data collection included ability to collect data from multiple respondents. This means that the researcher was able to provide questionnaires to larger number of respondents within a short period of time. This was helpful in saving time and also simplifying collection of enough information. Questionnaires were provided to 60 staff of selected Institutions in Arusha

##### **b) Interview method**

This was also another method of data collection as the researcher conducted an oral conversation with respondents and asked them various prepared questions related to the problem under study. Both structured and unstructured interviews were carried out in order to ensure maximum acquisition of information. Structured interview ensured that the researcher sticks to the prepared questions while unstructured interview allowed emergency of extra questions related to the issue of employee recognition. The two types of interviews were helpful in collecting enough information. Interviews were conducted with management of selected Institutions in Arusha.

### **3.7 Data analysis methods**

According to hatch (2002), data analysis method is a systematic process involving working with data, organizing and breaking them into management unit. According to Creswell (2014)

analysing qualitative data require understanding on how to make sense on text or image so that one can form answers to the research question. Due to the fact that qualitative research based of gathering the in- depth information about the problem, it require the data analysis method that is documented and in detailed. In this study, two types of data analysis methods were used. Quantitative data were analysed through descriptive statistics where frequencies and percentages were presented in tables. Qualitative data were analysed through content analysis.

### **3.8 Validity & reliability of data**

These instrument are very useful in research as they explain how the researcher, ensures that the research process is trustful, careful and rigorous enough. They help to reduce the possibility of getting the answer wrong.

#### **3.8.1 Validity**

Validity is the degree to which a study accurately reflects the specific concept that the instruments intended to measure (Johnson and Christensen, 2012). The validity of the instruments for data collection in this study were done through expert review. Three experts in research (statisticians) went through the questionnaire and gave comments to ensure that the content is well understood and matches with research questions that guided the study.

### 3.8.2 Reliability

According to Taherdoost (2016) Reliability concerns the extent to which a measurement of a phenomenon provides stable and consist result. Reliability is also concerned with repeatability. Testing for reliability is important as it refers to the consistency across the parts of a measuring instrument. A scale is said to have high internal consistency reliability if the items of a scale “hang together” and measure the same construct. The most commonly used internal consistency measure is the Cronbach Alpha coefficient. It is viewed as the most appropriate measure of reliability when making use of Liker scales. Pilot study was conducted, the reliability of the questionnaire was tested through the Statistical Package for Social Science (SPSS) and results yielded the Cronbach’s Alpha of above 0.7 which means the questionnaire instrument were reliable as indicated in Table

**Table 3.1 Reliability Test**

SN	Variable	No of Items	Cronbach’s Alpha	Interpretation
1	Objective one	8	0.742	Reliable
2	Objective two	8	0.871	Reliable
3	Objective three	8	0.764	Reliable

### 3.9 Ethical considerations

Before collecting information from respondents, the researcher requested the permission from top authority within the council in order to ensure that the process of data collection was carried out procedurally. Respondents were selected with consideration of participating in the study. Confidentiality were considered important as there were not writing names of respondents of the study were not recorded. Privacy was also an important ethical issue which was considered as the researcher ensured that there were no unauthorized access to information provided by

respondents. The findings which were obtained from respondents of the study were used for academic purpose and not otherwise.



## **CHAPTER FOUR**

### **PRESENTATION AND DISCUSSION OF FINDINGS**

#### **4.1 Introduction**

This study investigated the effect of leadership style on employee performance in selected Institutions in Arusha. The study had the following three specific research objectives: to identify the leadership style used in selected Institutions in Arusha, to find out the effects of existing leadership style towards performance of employees in selected Institutions in Arusha and to explore how negative effects experienced by employee in selected Institutions in Arusha can be addressed. This chapter presents and discusses findings generated from data analysis. A total of 66 questionnaires were distributed and all were filled and returned. Analysis of data from the questionnaires was done through descriptive statistics (frequencies, percentages). Analysis of interview data was done through content analysis based on themes derived from research questions. The chapter is presented into three sections. The first section present demographic characteristics of the respondents, the second section presents finding of the study. Final section focuses on the discussion of the findings.

#### **4.2 Demographic Characteristics of Respondents**

As seen in table 4.1, respondents in this study were categorized according to age, gender, length of service, level of education and occupation. This was so because it was important to determine the background of those who participated in filling in the questionnaires. In terms of gender of respondents, males were 33 (55 %) while females were 30 (45%). Therefore, majority of respondents who filled in the questionnaire were male. Thus the study collected information from both males and females.

**Table 4.2.1: Demographic Characteristics of Respondents**

<b>SN</b>	<b>Category</b>	<b>Frequency</b>	<b>Percent</b>
1.	<b>Gender of Respondents</b>		
	Males	33	55.0
	Females	30	45.0
	<b>TOTAL</b>	<b>60</b>	<b>100</b>
2.	<b>Age</b>		
	Below 18	00	00.0
	18 to 24	05	08.0
	25 to 44	40	67.0
	45 to 64	15	25.0
	Above 65	00	00.0
	<b>TOTAL</b>	<b>60</b>	<b>100</b>
3	<b>Length of service</b>		
	1 to 3 years	05	08.0
	4 to 6 years	20	33.0
	6 to 10 years	25	42.0
	10 to 20 years	07	12.0
	20 and above	03	05.0
	<b>TOTAL</b>	<b>60</b>	<b>100</b>
4	<b>Level of education</b>		
	Certificate	13	22.0
	Diploma	20	33.0
	Degree	17	28.0
	Masters	10	17.0
	PhD	00	00.0
	<b>TOTAL</b>	<b>60</b>	<b>100</b>
5	<b>Occupation</b>		
	Normal worker	50	83.0
	Supervisor	10	17.0
	Head of Department	00	00.0
	Others	00	00.0
	<b>TOTAL</b>	<b>60</b>	<b>100</b>

Source: The researcher (2020)

Findings revealed that there were no respondents with the age below 18 because according to Tanzania employee's law you can't employ employees who are below 18. Those with the age between 18 to 24 were 5(8%) while those with the age between 25 to 44 were 40 (65%). The study further revealed that those with age range between 45 to 65 were 15 (25%). Finally there were no respondents with the age above 65 because in Tanzania employee law worker who is above 65 have retired. Generally, the majority of respondents who participated in this study were those with the age between 25 to 44.

Table 4.1 found that length of services differed among employees. Those with 1 to 3 years were 5 (8%), those with 4 to 6 were 20 (33%). Respondents with the length of service between 6 to 10 were 25 (42%). Those with length of service between 10 to 20 years were 7 (12%). Similarly those with the length of service between 20 and above were 3 (5%). Generally, respondents with the length of service between 4 to 6 years.

Furthermore, the study included respondents with varying level of education. Table 4.1 revealed that those with certificates were 13 (22%). Those with diploma were 20 (33%) and those with degree were 17 (28%). Respondents with Masters Level were 10 (17%). No respondent had the PhD level of Education. This is because in that institute they don't have an employee with PHD level. Generally, among the respondents who participated in this study were those with diploma.

Finally, table 4.1 indicated various occupations of respondents participated in this study. The majority of respondents who participated in this study were normal workers were 50 (83%). This was followed by 10 supervisors (17%). No heads of departments and other occupation filled the questionnaires.

### **4.3 Presentation of findings**

The findings in this section are presented in three sub-sections. The first subsection focuses on the leadership style. Subsection two concentrates on the effects of leadership style on employee performance. The final subsection centres on how to address negative effect of leadership style.

#### **4.3.1 The leadership style used in selected Institutions in Arusha**

The study collected quantitative data using questionnaires. Data were analysed using descriptive statistics (frequencies and percentages). The findings are presented in Table 4.2. The researcher

sought to identify the leadership styles known by the respondent. The questionnaire had variety of questions. The respondents were asked to mention the type of leadership they know. Findings from this question is shown in table 4.2 below

**Table 4.2 the content analysis on the type of leadership known**

<b>Respondents</b>	<b>Theme</b>	<b>Codes</b>	<b>Categories</b>
<b>Respondent1</b>	<b>Responses</b>		
	- Democratic	- Democratic	- Democratic
	- Bureaucratic		
<b>Respondent2</b>	- Transactional	- Transactional	- Laissez-faire
<b>Respondent3</b>	-Autocratic		
<b>Respondent4</b>		- Autocratic	- Transactional
<b>Respondent5</b>	- Democratic		
	- Laissez-faire	- Laissez-faire	-Autocratic
	- Bureaucratic		-Transformational
		- Transformational	
	- Democratic		
	-Transformational		

Source: The researcher (2020)

The findings in table 4.2 show that respondents were aware of the types of leadership they know. Among the mentioned types include democratic, autocratic, laissez-faire, transactional and transformational.

The respondents were also used to indicate the leadership styles which are used in selected Institutions in Arusha. Findings are presented in table 4.3.

**Table 4.3 the types of leadership styles used in selected Institutes in Arusha**

<b>Respondents</b>	<b>Theme</b>	<b>Codes</b>	<b>Categories</b>
<b>Respondent1</b>	<b>Responses</b>		
	- Democratic	- Democratic	- Democratic
<b>Respondent2</b>	-Autocratic		
<b>Respondent3</b>			
<b>Respondent4</b>	- Democratic		
<b>Respondent5</b>		- Autocratic	-Democratic
	- Bureaucratic		
	- Democratic		
	-Autocratic		

Source: The researcher (2020)

The findings in table 4.3 indicate that democratic leadership seemed to exist in selected Institutions in Arusha. This suggests that the way employees viewed the leadership style, they believed that democratic leadership was existing.

Besides the respondents were asked to provide their judgment on how they perceive the existing leadership styles in selected Institutions in Arusha. They were required to rate the existing leadership styles from extremely bad, bad, neither good nor bad, good, very good or excellent. Findings are presented in table 4.4.

**Table 4.4. Perceptions on the leadership style in selected Institutions in Arusha**

No. of Participants	Responses	Frequency and Percent distribution.			
		(N=60)		Total	
		Frequency	Percentage	Frequency	Percentage
<b>N=60</b>	Extremely Bad	00	00	00	00
	Bad	00	00	00	00
	Neither Good nor Bad	05	8.0	05	08
	Good	49	82	49	82
	Very Good	05	8.0	05	08
	Excellent	01	02	01	02
<b>Total</b>		<b>60</b>	<b>100</b>	<b>60</b>	<b>100</b>

Source: The researcher (2020)

The findings in table 4.4 indicated that respondents had varying views on how they perceive the existing leadership styles in selected Institutions in Arusha. It was clearly shown that the 82% of those who participated in this study had a view that the existing leadership was good. This was followed by 8% of those who perceived the existing leadership styles in selected Institutions in Arusha as very good 8%. Similarly, those who perceived the existing leadership styles in selected Institutions in Arusha were neither good nor bad formed 8%. Only 2% of total respondents had a view that it was excellent. Among the respondents who participated in this study none had a view that the existing leadership styles in selected Institutions in Arusha was extremely bad or bad.

This gives an expression that employees were satisfied with the existing leadership style in selected Institutions in Arusha as they believed it was good.

#### 4.3.2 The effect of existing leadership style on employee performance

The researcher also found out the effect of existing leadership style on the performance of employees in selected Institutions in Arusha. The questionnaires had variety of questions. The required respondents were asked to show to whether or not the existing leadership style had effects towards performance of employees in selected Institutions in Arusha. They were required to rate from Yes, No and Not sure. Findings have been shown in the table 4.3 below

**Table 4.5: Responses on the whether the existing leadership style had effects towards performance of employees or not**

No. of Participants	Responses	Frequency and Percent distribution.			
		(N=60)		Total	
		Frequency	Percentage	Frequency	Percentage
N=60	Yes	60	100	60	100
	No	00	00	00	00
	Not Sure	00	00	00	00
<b>Total</b>		<b>60</b>	<b>100</b>	<b>60</b>	<b>100</b>

Source: The researcher (2020)

As reflected in table 4.5, findings revealed that all respondents 100% had a view that existing leadership style had effects towards performance of employees in selected Institutions in Arusha. No respondent had an opposing view. The implication is that employees were aware of how the existing leadership style had effects towards their performance. One of the interviewee said

*“.....There is no doubt that the performance of employees is influenced largely by the exiting leadership style. Where the leadership is democratic will make employees more comfortable and work with collaborative culture. Employees feel free to air out their views when the leader is approachable.....”*

Furthermore the participants were required to rate the influence of leadership style on employee performance in their organization from extremely poor, poor, neither good nor bad, good, very good and excellent. Table 4.6 gives the findings.

**Table 4.6: Responses on the influence of leadership style on employee performance in their organization**

No. of Participants	Responses	Frequency and Percent distribution.			
		(N=60)		Total	
		Frequency	Percentage	Frequency	Percentage
<b>N=60</b>	Extremely Poor	00	00	00	00
	Poor	00	00	00	00
	Neither Good nor Bad	05	08	05	08
	Good	49	83	49	83
	Very Good	05	08	05	08
	Excellent	01	02	01	02
<b>Total</b>		<b>60</b>	<b>100</b>	<b>60</b>	<b>100</b>

Source; The researcher (2020)

Table 4.6 shows that respondents had varying views on the influence of leadership style on employee performance in their organization. Specifically, the study revealed that 83% of respondents said that leadership style had influence on employee performance as they formed 83%. This was followed by those who said that the leadership style was very good. They formed 8% and those who rated the style neither good nor bad formed 8%. Only 2% rated the styles excellent. This gives an expression that employees performance was influenced by the leadership style.

In the interview one of the respondent said:

*“.....For sure, as leaders, the way we lead our people influence so much their performance. In our offices here we are trying to be very democratic so that we share experiences with our employees. Similarly, the employees can be able to tell us anything only if our leadership style gives them a room of doing so.....”*

Another interviewee said:

*“.....It is true that the existing leadership style has effects towards employees’ performance. Among the very positive effects from my observation is that they promote team work, they bring focus and everyone wants to achieve. That is why we need to adopt the good leadership styles. They can also advise the management on how they can perform well.....”*

**Table 4.7 the effects of leadership style towards performance of employees**

<b>Respondents</b>	<b>Theme</b>	<b>Codes</b>	<b>Categories</b>
<b>Respondent1</b>	<b>Responses</b> - Shapes organization culture -Pro-activeness	-Team work	- Brings team work
<b>Respondent2</b>	-Team work spirit	- Team work	
<b>Respondent3</b>			- Makes employees realistic
<b>Respondent4</b>	-Realistic	- Realistic	
<b>Respondent5</b>	-Accountability - Focused	- Focused	
	- Team work	- Team work	- Employees becomes focused

Source: The researcher (2020)

In the interview, one of the participant said:

*“.....Leadership style has both positive and negative effects on employee’s performance. Among of the negative effect is that there are some leadership styles that make employees too demanding. Some makes employees fear the leader’s thus fail to perform their duties. Another effects is that it may lead some employees to hate their profession.....”*

Moreover respondents were asked to indicate if the negative effects of leadership styles affects employees’ performance. Table 4.7 gives the responses.



**Table 4.8: Responses were on the whether or not the negative effects of leadership styles affects employees' performance negatively**

No. of Participants	Responses	Frequency and Percent distribution.			
		(N=60)		Total	
		Frequency	Percentage	Frequency	Percentage
<b>N=60</b>	Yes	55	91	55	91
	No	00	00	00	00
	Not Sure	05	09	05	09
<b>Total</b>		<b>60</b>	<b>100</b>	<b>60</b>	<b>100</b>

Source: The researcher (2020)

Table 4.8 indicate that majority of respondents {91%} said leadership styles affected employees' performance negatively. This was followed by those who were not sure as they formed 9%. No respondent had a view that the leadership styles do not affect employees' performance.

The respondents were asked to rate the extent to which the negative effects of leadership styles affects employees' performance. Table 4.9 provides the findings.

**Table 4.9: The extent of negative effects on employees' performance**

No. of Participants	Responses	Frequency and Percent distribution.			
		(N=60)		Total	
		Frequency	Percentage	Frequency	Percentage
<b>N=60</b>	High extent	52		52	86
	Middle extent	04		04	07
	Low extent	03		03	05
	Not sure	01		01	02
<b>Total</b>		<b>60</b>	<b>100</b>	<b>60</b>	<b>100</b>

Source: The researcher (2020)

As indicated in table 4.9, majority of respondents who showed that leadership styles affected employees' performance highly formed 86%. This was followed by those who showed middle extent. They formed 7%. Those rated low extent were 5% and only 02% were not sure. This

implies that employees were aware that leadership style has an important role on employee's performance finally the respondents were asked to show if they were satisfied with the leadership style in selected Institutions in Arusha or not. Table 4.10 gives the responses.

**Table 4.10: satisfaction of the respondents with the leadership style**

No. of Participants	Response	Frequency and Percent distribution.			
		(N=60)		Total	
		Frequency	Percentage	Frequency	Percentage
N=60	Yes	51	85	51	85
	No	09	15	09	15
<b>Total</b>		<b>60</b>	<b>100</b>	<b>60</b>	<b>100</b>

Source: The researcher (2020)

Findings from table 4.10 reveal that majority of respondents were satisfied with the leadership style existing in selected Institutions in Arusha as they formed 85%. Only 15% of the total respondents had an opposing views. These findings imply that the leadership style existed at selected institutes were promoting employees performance.

#### **4.3.3 Addressing negative effects on leadership styles**

With reference to this research question, the researcher sought to explore how negative effect experienced by employee in selected Institutions in Arusha could be addressed

**Table 4.11 Solutions to the negative effects**

Respondents	Theme	Codes	Categories
<b>Respondent1</b>	<b>Responses</b>		
	- Leaders to change their styles	- Change style	- Leaders should change their style
<b>Respondent2</b>	-Ensure collaboration		
<b>Respondent3</b>			
<b>Respondent4</b>	- Leaders use participatory methods of leadership	- Flexibility	- The engagement of employees
<b>Respondent5</b>	- Leaders should win subordinates		- Wining the subordinates
	- Change according to situation	- Win the subordinates	
	- Change from time to time		

Source: The researcher (2020)

As indicated in table 4.11 above, the findings indicated that respondents had different views on how to address the negative effects of leadership styles experienced by employee in selected Institutions in Arusha. Among the solutions were as follows, leaders should change their styles and ensure collaboration with the employees. The leaders should use participatory methods of leadership. The leaders should change according to situation. This implies that effects resulted from leadership styles can be solved.

#### **4.4 Discussion of Findings**

##### **4.4.1 The leadership styles used in the selected institutions.**

Findings have revealed that there are many leadership styles as seen in table 4.2 include democratic, Bureaucratic, transactional, Laissez-Faire and transformational where type of leadership style exist in the

Area where the research where conducted with different view and opinion from respondents. Moreover finding show that democratic leadership style is dominant in the selected institutions. These findings corresponds to those of Anyango (2015) who examined the effects of leadership styles on employee performance in Kenya. Also findings relate to the result of study done by Haq and Kuchinke (2016) who investigated the impact of leadership styles on employees' attitude towards their leader and performance. The findings from the study revealed that transformation leadership had greater influence on employees' performance outcomes. However the findings relate with the finding done by Ipas (2012). The study provided the description of various leadership styles including; transactional leadership which focuses on supervision, organization, or performance. It is an integral part of the full range leadership model. Bureaucratic leadership is one of the style that was postulated by Max Weber in 1947. It is a system of management whereby employees are made to follow specific rules and lines of authority created by the superiors. In other words, these set of leaders function based on official regulations fixed by higher authorities within the organization. It is the leadership style which developed the bureaucratic leadership pattern focusing on the administrative needs an organization has. Autocratic leadership, also known as authoritarian leadership, is a leadership\_style characterized by individual control over all decisions and little input from group members.

Autocratic leaders typically make choices based on their ideas and judgments. Laissez-Faire or Free-Rein is the leadership style which make a leader gives full freedom to his subordinates to act on their own. Here, the leader once defines the goals, policies, programmers and the limitations for action and then leaves the remaining process to be accomplished by the subordinates on their own .With Laissez-Faire leadership style, the leader maintains contact with outside people and bring in information to the group members needed for the accomplishment of the given task. Democratic leadership, (participative leadership or shared leadership) is a type of leadership style in which members of the group take a more participative role in the decision-making process. According to Ojokuku et al. (2012), this type of leadership can applied to any organization, from private businesses to schools or government. Transformational leadership is a form of leadership style where a leader works with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group (Khamis, 2013: Kumar, 2014)

Findings from this study indicated that leadership styles have some effects towards employee's performance. The findings relate to the result from a study done by Haq and Kuchinke (2016) who investigated the impact of leadership styles on employees' attitude towards their leader and performance. The findings from the study revealed that transformation leadership had greater influence on employees' performance outcomes. The leadership style which was revealed to have no impact on performance of employees in terms of effectiveness and satisfaction was laissez-faire leadership style. The findings further revealed that Pakistan is prone to several challenges such as employee turnover due to adoption of leadership styles which do not satisfy employees in most of banking institutions. Similarly, Mawoli and Haruna (2013) carried out a study on effect of leadership styles on job performance in Federal Medical Centre in Niger state. The findings from the study revealed that there were three leadership styles which were used by heads of units, sections and departments. The leadership styles which favoured many employees and led to improvement in performance of employees was democratic leadership.

#### **4.4.3 Addressing negative effect of leadership style on the employee performance.**

The findings from this study show responses on how leadership style affect them on their performance one of the respondent mentioned negative effects of leadership style they know and suggested the way to address the negative effects. The study relate with that of Nuhu (2010) who

(Kampala District Council in Uganda) showed transactional, laissez-faire and autocratic style to be among the frequently used leadership style. According to this study, autocratic styles negatively affected the performance of employees while laissez-faire style positively affected employee performance to a lesser extent. Therefore the major way to address the problem is to apply suitable leadership style that would make worker friendly with their leader to improve their performance. Also the leader should change the leadership style and use the one which leads to the freedom of expression and allow innovation and creativity to workers. Also leaders should be flexible to change their styles, ensure collaboration with the employees, leaders should use participatory methods of leadership and that leaders should win subordinates.

The responded explain on how the known leadership style affect them on their performance one of the respondent said

*“Leadership style has both positive and negative effects on employee’s performance. Among of the negative effects is that there are some leadership styles that makes employees too demanding. Some makes employees fear the leader’s thus fail to perform their duties. Another effects is that it may lead some employees to hate their profession”.*

Therefore the major way to address the problem is to show within the study the application of suitable leadership style that will make worker friendly with their leader to improve their performance. Also the leader should change the leadership style and use the one which will lead to the freedom of expression and allow innovation and creativity to workers.

Also leaders should be flexible to change their styles, ensure collaboration with the employees, leaders should use participatory methods of leadership and that leaders should win subordinates

## CHAPTER FIVE

### CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

#### 5.2 Summary of the key finding

Findings this study revealed that there are many types leadership including includes democratic, autocratic, laissez-faire, transactional and transformational. Findings further revealed that democratic leadership was seen to exist in selected Institutions in Arusha. The study further revealed that respondents perceived the type of leadership that exist in selected Institutions in Arusha as good. The study also indicated that the existing type of leadership in selected Institutions in Arusha affected the employee's performance both positively and negatively. Finally the study found that there are various measures that can be used to address the negative effects caused by the existing type of leadership. Among of the suggested measures includes; leaders should be flexible to change their styles, ensure collaboration with the employees, leaders should use participatory methods of leadership and that leaders should win subordinates.

#### 5.3 Conclusion

From the research finding, the following conclusions are made;

- 1) It was concludes that democratic style of leadership was dominantly used in selected Institutions in Arusha despite of having many leadership styles such as democratic, autocratic, laissez-faire, transactional and transformational.
- 2) The study concludes that the type of leadership that existed in selected Institutions in Arusha was good.
- 3) Furthermore, the study the concludes that the existing type of leadership in selected Institutions in Arusha affected the employee's performance both positively and negatively.
- 4) It is also concluded from the study that employees were satisfied with the leadership style existed in selected Institutions in Arusha because the leadership style existed promoted employees performance.

- 5) Another conclusion is in order to solve negative effects of leadership style existed in selected Institutions in Arusha, leaders should be flexible and should choose the best style in relation to the nature of employees.

## **5.4 Recommendations**

The subchapter presents the suggestions for addressing the challenges faced as follows:

- a) The study recommended that there should be regular training for leaders on how best they can use various leadership styles to enhance employees performance
- b) It was also recommended that evaluation of leadership styles should be conducted so that employees can be able to provide their opinions.
- c) The study recommended that leaders should be flexible enough to change their leadership styles to fit the needs of the organization

### **5.4.1 Areas for further Research**

The areas that need further research or investigation are as follow.

The study focused on selected Institutions in Arusha Further study should be done in other areas of Tanzania.

## **5.5 Critical Evaluation of the Study**

In conducting this study especially during data collection, the researcher faced some challenges such as funds which were used as bus fare in attending the council offices every day for data collection. Also, there was limited time to match with the deadline of data collection. Another limitation of the study was the reaction from employees who were approached to participate in the study. Considering that the study focused on leadership style used in the institutions, employees feared of revealing whether the leadership is supportive or not. However, the researcher was able to address these challenges by; first, raised fund from family members so as to be able to complete the data collection process. To address the challenge of time, the researcher scheduled her time to attend classes and accomplish the study especially the process of data collection. To

address the challenge of reluctance of some employees to provide information, the researcher explained clearly to the respondents the main objectives of the study and ensured the confidentiality of their information. These techniques enabled the researcher to accomplish the main objectives of the study.



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## APPENDICES

### APPENDIX I: QUESTIONNAIRE FOR STAFF OF ARUSHA CITY COUNCIL

Dear respondent, you are requested to participate in a study entitled “***Effect of Leadership Style on Employee Performance. A Case of Selected Institutions in Arusha City***” Ms. Flora Wambura Mirumbe is a student of Masters of Business Administration at the Institute of Accountancy Arusha. Please provide true information. Responses you provide will be treated with utmost confidentiality. Do not fill your name in these questionnaires.

#### **PART A. DEMOGRAPHIC INFORMATION: Please tick appropriate option**

1. Your age: Below 18 (  ), 18-24 (  ), 25-44 (  ), 45-64 (  ), Above 65 (  )
2. Your gender : Male (  ), Female (  )
3. Length of your service in this organization: 1-3 years (  ), 4-6 years (  ), 6-10 years (  ), 10 -20 years (  ), 20 and above (  )
4. Level of Education: Certificate (  ), Diploma (  ), Degree (  ), Masters (  ) PhD, (  ), others (specify)
5. Your occupation in this organization: Normal worker (  ), Supervisor (  ), Head of Department (  ) Others ( Specify)

#### **PART B: LEADERSHIP STYLE USED AT ARUSHA CITY**

1. What kind of leadership style do you know.....
2. What kind of leadership style is used in your organization? .....
3. What can you explain in term of relationship between leadership style used in your organization and performance.....
4. How do you perceive the existing leadership style?
  - a) Extremely bad (  )
  - b) Bad (  )
  - c) Neither good nor bad (  )
  - d) Good (  )
  - e) Very good (  )
  - f) Excellent (  )

**PART C: THE EFFECT OF EXISTING LEADERSHIP STYLE TOWARDS PERFORMANCE OF EMPLOYEES AT ARUSHA CITY**

- 5. Do you think the existing leadership style have effects towards performance of employees at Arusha City?
  - 1) Yes ( )
  - 2) No ( )
  - 3) Not sure ( )
  
- 6. How do you rate the effect of leadership style on employee performance in your organization?
  - a) Extremely poor ( )
  - b) Poor ( )
  - c) Neither good nor bad ( )
  - d) Good ( )
  - e) Very good ( )
  - f) Excellent ( )
  
- 7. Can you list additional effects of existing leadership style towards performance of employees at Arusha City?
  - a) .....
  - b) .....
  - c) .....
  - d) .....

**PART D: NEGATIVE EFFECTS OF LEADERSHIP STYLE EXPERIENCED BY EMPLOYEES IN ARUSHA CITY**

- 8. What are the negative effects of the existing leadership style on your performance?  
.....  
.....
  
- 9. Do these negative effects affect your performance in this organization?
  - a) Yes
  - b) No

10. If YES, to what extent are you affected?

- a) High extent
- b) Middle extent
- c) Low Extent
- d) Not sure

11. As employees, are you satisfied with the leadership style used in your organization?

- c) Yes
- d) No

12. If the answer is No, what kind of leadership style do you suggest to be used?.....

.....  
.....

13. What are your suggestion in terms of leadership style to be used in the organization?

.....  
.....  
.....  
.....  
.....  
.....

14. Suggestion on the possible solutions in term of negative effect of the current leadership style.....

**THANK YOU FOR YUR PARTICIPATION**

## **APPENDIX II**

### **INTERVIEW GUIDES FOR THE MANAGEMENT OF ARUSHA CITY COUNCIL**

1. What kind of leadership styles does the management apply in this organization use?
2. Do you think the leadership styles used in this organization is effective for employee's performance?
3. How does a leadership style used in the organization affect the performance of employees in the organization?
4. Do you think that the employee's performance in this organization depends on your leadership style?
5. Do you think that if the leadership style used in this organization is improved can also improve the employee's performance?
6. Apart from the leadership styles, what other factors that think they promote employees performance in this organizations?
7. What are the key challenges you are facing as management on the leadership style that are used in the organization?
8. What are the possible solutions to the challenges you have highlighted?

**THANK YOU FOR YUR PARTICIPATION**

**APPENDIX III**  
**TABLE FOR DETERMINING SIZE**

Population Size	Sample Size	Population Size	Sample Size	Population Size	Sample Size
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	<b>320</b>	<b>175</b>	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
<b>80</b>	<b>66</b>	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364

**Source:** Krejcie and Morgan (1970)



**APPENDIX IV**  
**RESEARCH TIME SCHEDULE**

Activities	Dates						
	Jan. 2020	Feb. 2020	Mar 2020	Apr- July 2020	Aug 2020	Sept 2020	Oct 2020
Topic Presentation							
Dissertation Presentation							
Data Collection							
Data Analysis & Interpretation							
Research Report Preparation & External Examiner							
Research Report Presentation							
Submission of bound books							

**Source:** Researcher (2020)

**APPENDIX V**  
**RESEARCH BUDGET**

<b>S/N</b>	<b>Item</b>	<b>Description of Activities</b>	<b>Amount in Tshs.</b>
1	Senior Personnel(Names)	Management members to give out an interview	100000
2	Other Personnel (Names)	Staff member to fill the questionnaire	100000
	Total Cost for Personnel		200000
3	Equipment*	Help in conducting research	30000
4	Travel	To gather information	20000
5	Materials and Supplies	To collect data	50000
6	Consultant Fee		20000
7	Printing	To print the material needed in a research	500000
8	Dissemination Costs		60000
	Total Costs		500000
	Grand Total Project Cost		500000