**THE EFFECT OF LEADERSHIP STYLES ON PERFORMANCE OF PUBLIC SERVANTS IN TANZANIA: THE CASE OF ILALA MUNICIPALITY**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT FOR THE DEGREE OF DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF THE OPEN UNIVERSITY OF TANZANIA**

**2018**

**CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for examination by The Open University of Tanzania dissertation titled; “Leadership Style and the Effects to Employee Performance in Public Organizations in Tanzania” in partial fulfillment of the requirements for the degree of Master of Business Administration.

………………………………………….

Dr. Emmanuel Tonya

(Supervisor**)**

15/08/2018

………………………………….

Date

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**DECLARATION**

I, Lucas Simon Cosmas, do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

……….…………………..……

Signature

……………………..………

Date

**DEDICATION**

This dissertation is dedicated to my Lovely wife Amina Zuberi Mcharo together with my children Gamaweshi, Florence and Brown for their support during my entire period of this research.

**ACKNOWLEDGEMENT**

I really thank my Almighty God for giving me grace, strength, willingness and capability to pursue for Master’s Degree Studies and accomplish the academic goal. This achievement is the contribution in terms of comments assistance, advice, constructive critics and encouragement from the number of people to whom I owe them the total gratitude and sincere respect.

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**ABSTRACT**

The study is centered on the effects of leadership style on the performance of employees in public organizations. It seeks to determine the effects of leadership styles in the performance of employees in selected public organizations. The study was guided by three specific objectives; to identify the available leadership styles used to influence employee performance, to examine leadership style policies in influencing employee performance and to determine the influence of leadership style practices on employee performance in public organizations. The study was conducted using exploratory study design. The information to generate new knowledge was obtained from the respondents in Ilala Municipality as the case. The data were obtained from the employees in the respective case study which consisted of 50 participants through the questionnaires. The collected data were computed in SPSS. Findings showed that public organizations constitutes mixture of leadership styles such as democratic, authoritarian, paternalistic and transformational in various conditions, time and space for that matter; dominated by Laissez-faire style which affects employee performance in the sector. Besides that, there are several leadership style policies and practices in public organizations which constitute impact on employee performance. The reality on the ground is that leadership style indeed constitutes a great influence on the performance of the employees in the public organizations in the way the situation has been persisting. The study recommends that laissez-faire practices and style of leadership which had been dominating the practice and shaped the pattern of behavior among employees must be eradicated and combated for massive transformation to occur with implications on employees performance in the public organizations.

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**CHAPTER ONE**

**INTRODUCTION**

**1.1 Overview**

There are three basic styles of leadership decision-making: authoritarian, democratic, and laissez-faire. Authoritarian leaders rule their groups; democratic leaders try to include everyone in the decision-making process, and laissez-faire leaders let the group function without much - if any - interference. Instead of selecting one leadership style, effective leaders are able to move among styles, selecting the one that is required in the moment**.** Different leadership styles may affect organizational effectiveness or performance.

* 1. **Background to the Problem**

Leadership style is the pattern of behavior within the leader and sometimes the management as the ruling apparatus in an organization setting (Salin & Helge, 2010). This involves the pattern in leadership on decision making, showing directions, implementation and execution of plans, motivation of the people to pursue certain desired goals and objectives to be achieved (Salin & Helge, 2010). The styles are several and they fit and being applied in different settings and environment such as politics, business, military, administration, management, and other related discourse depending on the goals and objectives to be achieved and realized (Erben & Gul, 2008).

In that note, leadership style is an important remedy in enabling the realization of goals and objectives to be achieved in a particular setting that leadership is required to be exercised (Foster, 2002). Despite that, leadership style is very important as well in the performance of employees in organizations due to the fact that there are various styles of leadership which have significant role pertaining to performance which have proved to be effective and efficient all over the world (Woods, 2010). Authoritarian style for instance keeps focus on the vision of the organization alone whereas the concern is the goals to be achieved and nothing else (Martindale, 2011).

This is evident in a way that Salin and Helge (2010) suggests that performance of any organization whether public or private; business or non-business provided that it is a formal entity with goals to be achieved; leadership pattern of style in place is the one which may drive the entity to performance or downfall. Besides that, Woods (2010) also states that performance of the employees in any setting is likely influenced by the organization pattern of leadership in place. This necessitates also the need to wage an inquiry on the specific context in line with employees’ performance as a result of leadership style.

* + 1. **Leadership Styles**

This is a pattern in an organization which constitutes a leader in an organization in a formal and hierarchical setting appointed to managerial position and or post (Chandra, 2016). A leader is a figure in form of a person or an individual vested with commanding power and voice in the entity to command the entity and subordinates towards required and expected success in line with the vision, mission, ambitions and aspirations of the entity (Douma, 2013). The entire journey is well supported and complemented by the personal initiatives to integrate the subordinates towards the realization of the expected goals and objectives to be achieved by the entity (Knowles, 1971). This is well fostered through appropriate style which might be used and applied to enable the realization of the objectives and goals of the entity.

* + - 1. **Paternalistic Leadership Style**

This is the leadership pattern and or style whereas the leader act as the parent in handling subordinates in an organization (Woods, 2010). In this style, the leader treats the subordinates as the way a parent may treat the subordinates in home setting. Paternalistic style on the other hand emphasizes on the leader being close to the subordinates and employees whereas practitioners are closely nurtured in parental elements (Schultz & Ellen, 1998). The style is viewed to be effective as it creates high level of loyalty among employees to the organization on the leader and or the management (Schultz, 2010). This is evident due to the fact that at one time an American billionaire Warren Buffet his company underwent severe economic crisis which necessitated reducing some of the employees for stability to be attained. Since the leadership style which has been applied was paternalistic; he was called in a meeting by employees with the proposal on the way forward as each and every one agreed to cut the salary to 50% until stability is reached once again.

* + - 1. **Laissez-Faire Leadership Style**

This is an approach in leadership whereas power to make decisions is fully vested to the workers and or employees (Salin& Helge, 2010). This is a way whereas the leadership becomes dormant and the workers are the ones with mandate concerning decision making affair. Laissez-faire style as well grants rights and obligations in decision making to the employees. This is most cases has been causing destruction and negative outcomes to a great extent on performance than gains (Salin& Helge, 2010). This is due to the fact that employees and the management tend to misbehave in the use and utilization of resources. Also, in working most of the practitioners tend to take things for granted pertaining to performance and the delivery of outputs which affects the outcomes of the results such that it may sometimes lead to the stagnation and o collapse of the entity (Foster, 2002).

* + - 1. **Transactional Leadership Style**

This is the leadership style which focuses on motivating employees and practitioners through rewarding and punishment (Reimer, 2006). It entails the fact that those performing well are rewarded and those performing poorly are rewarded in form of punishment. Transactional style focuses on the employees’ motivation based on rewarding and punishment that those performing well and best rewarded and those performing contrary to the agreement and expectations are punished (Reimer, 2006). The style is essential on performance since it adheres to fairness in rewarding, punishing and granting remedies to the concerned individuals. This is the case since each and every individual as employee regardless of the position, section, unit and department is rewarded based on the output produced since it strictly centred on accountability.

* + - 1. **Democratic Leadership Style**

This 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). The style is essential in fostering cooperation between the management and subordinates in decision making process. Despite the relevance of the style in one way; the reality on the other side is that in some instances such incorporations in decision making process are useful; and on the other hand the style may lead to unfavorable conditions as outcomes pertaining to productivity and performance.

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). In that case, leadership style has proved to be effective means in various places in promoting good performance in organizations both public and private ones through certain style(s) being applied to establish and shape the behavioral patterns of employees to match with the required goals, objectives and concerns of the organizations with significant contribution to performance of the entities (Schultz & Ellen, 2010).

Tanzania in particular, there are various organizations both public and private operating in different scope of operations such as local, national, sub-regional, regional and others international as multinational corporations and or entities (Wairagala, 2015). The organizations vary in terms of performance that private entities have been performing well in terms of advancing, growing and realizing the set goals and objectives than the public organizations (Skinner, 2015). This has been the situation in Tanzania in various sectors such as education, health, telecommunication and others where there have been ventures with private entities in the industry (Harper, 2014).

Outcomes have been open for a long time and many years that private sector has been performing well than the public organizations (Harper, 2014). This has been a major problem and concern in Tanzania to the extent that it has become a value in form of belief that in some sectors to grasp the goodies and benefits private entities are better to be pursued and get the gains than the public ones such as schools, hospitals and other sectors (Skinner, 2015). The situation has been persisting and escalates in various sectors. This has rose concerns on the patterns of leadership style(s) employed in the sectors in relation to the performance outputs by the employees and the entities as a whole.

Schultz and Ellen (2010) suggests that leadership style is an essential remedy to foster performance in organizations whether public and or private because through its categories; it constitutes several means and measured to enable employees as practitioners in the entities to match with the organizational goals and objectives to carter for employees’ performance. This entails a need to envisage a study in Tanzanian context pertaining to performance of the employees in public sector and leadership style since it is being suggested to be a good remedy to carter for employees’ performance in all organizations including public ones. Therefore, it was the objective of this study to determine effects of leadership style in the public entities performance in Tanzania.

* 1. **Statement of the Problem**

Leadership style(s) is an important aspect in promoting and influencing performance of the employees in organizations for reasonable and acceptable outputs. This is because they shape patterns of behavior, attitude and culture within the practitioners in organizations which have impact on performance (Reimer, 2006). Also, all organization functions and capabilities strongly depend on the leadership in place with style(s) existing in place to foster the realization of the goals and objectives with significant contribution on performance (Salin& Helge, 2010).

Absence of leadership style(s) and leadership in an organization, there can never be any output and performance since may be regarded as zero because the situation direct implies the presence of anarchy; whereas there is no authority and commanding factor to conform practitioners to anything including goals and objectives to be achieved for the performance of the entities (Foster, 2002). This entails the fact that leadership style is very important and necessary to be present in an organization and other things may follow (Woods, 2010).

Tanzania public organizations in the market and the territory at large have been performing poorly compared with the private ones (Harper, 2014). This has been in different sectors to the extent that there has been a belief among people and some stakeholders that in certain sectors; goodies are more accessed in private entities than public ones such as schools, hospitals and others; which has led public organizations in one way or the other to be downgraded as a result of poor performance (Harper, 2014). Besides that, Schultz and Ellen (2010) suggests that leadership style is the way towards enhancing performance in organizations both public and private because the styles which may be used and applied constitute appropriate means to enable employees matched to the goals and objectives of the organizations for performance. Since that is the case, the study seeks to determine the effects of leadership styles in the performance of employees in selected public organizations.

* 1. **Research Objectives**
		1. **Main Objective**

The main objective of the study was to determine the effects of leadership styles in the performance of employees in public organizations.

* + 1. **Specific Objectives**
1. To identify available leadership styles used to influence employee performance in public organizations.
2. To examine the leadership style policies for influencing employee performance in public organizations.
3. To determine the influence of leadership style practices on employees’ performance in public organizations.
	1. **Research Questions**
4. What are the available leadership styles used to influence employee performance in public organizations?
5. What are leadership style policies for influencing employee performance in public organizations?
6. What is the influence of leadership style practices on employee performance in public organizations?
	1. **Significance of the Study**

The study is important in a manner that wants to shows the effects of leadership styles on performance of employees in public organizations in Tanzania in relation to organization policies and practices. This enables the policy makers to be kin and strategic in designing appropriate mechanisms and means to enable employees fit with the set goals and objectives for the performance to be achieved. The study is also relevant to the field of the study as it fosters the addition of new knowledge in the respective study field. The inquiry may also serve as the means for other studies to be pursued in the future. Finally, the study facilitates the accomplishment of the program since it is the partial requirement to be fulfilled.

* 1. **Organization of the Dissertation**

The dissertation was organized in five chapters which include the first one showing the setting of the study. The second chapter indicates the literature review of the study. The third chapter presents the study methodology. The fourth chapter shows the results of the study collected from the field, the analysis of the results, and the discussion of the results to fill the knowledge gap. The last which is the fifth chapter shows the summary of the study, the conclusion and the recommendations.

**CHAPTER TWO**

**LITERATURE REVIEW**

**2.1 Overview**

The chapter presents the works of others in relation to the study to justify the existence and pursuance of the study. Also, the chapter presents the empirical reviews and the theoretical reviews whereas the empirical ones seeks to show the relevant gaps in the literatures in connection to the study and the theoretical ones shows the views of other scholars on key terms used in the study.

**2.2 Definition of Terms**

**2.2.1 Leader**

The term constitutes various meaning from different scholars whereas Schultz (2010) perceives a leader as a person who is either chosen or appointed by various means to exercise leadership in an entity as the way to foster the realization of the expected deliverables. The person provides leading service to the entity and or setting to constitute formality and consistence to get away from anarchy. Chemers (1997) also suggests that a leader constitutes a person vested with power either political or non-political in any set of organization in the pursuance of a certain course. This entails the fact that a leader must be an individual vested with power to be exercised in a setting comprising formal arrangement with certain goals to be pursued and realized as the leader.

Since that is the case, the study views a leader as a person formally vested with the mandate constituting authority which is formal in a formalized setting for the power to be exercised under subordinates for the pursuance of certain goals (Schultz, 2010). The power is aimed at enabling the realization of certain set goals and objectives to be achieved.

**2.2.2 Leadership Style**

The term is also viewed in various ways such that Woods (2010) view leadership style as the pattern of management and exercising authority in an entity for the purpose of achieving certain set goals and objectives for certain gains. It comprise management system pertaining to leadership of the entity for the performance of the organization. Besides that, Saxena (2009) perceives leadership style as the management pattern which comprise of the modality which the organization leads the practitioners towards realization of the goals and objectives. The definition coincide with the study in a way that the perception by Wood (2010) is well connected with the study.

**2.2.3 Performance**

This is a measure in an organization that the set goals and objectives have been attained and realized as per expectations and sometimes beyond the expected parameters (Wren, 2013). This is essential and realistic since the pattern on performance in an organization constitutes achievement of the goals and objectives of the organization. Since that is the case, Richard (2009) also perceives performance as the measure towards achieving organization goals and objectives. The perception congregates the focus of the study.

**2.3 Theoretical Reviews**

**2.3.1 Situational Leadership Theory**

This is the theory on leadership model or style developed by Paul Hersey and Ken Blanchard in 1969. The theory provides that the reality of the matter pertaining to leadership style and form, there is no style, form and type of leadership which can be suggested to be best among alternatives or certain categories (Hersey & Blanchard, 1969). This implies that leadership is a broad thing which requires consideration of lots of factors and concerns to enable the exercise and or practice to produce good results as outcomes pertaining to the intended goals and or objectives (Hersey & Blanchard, 1969).

The theory suggests that leadership is practiced based on the thorough analysis of the situations and scenario such as the type of entity leadership is exercised; the intended issues to be achieved; nature and type of the subordinates; the position of the leader on the subordinates and other concerns (Hersey & Blanchard, 1977). This entails that thorough analysis of such situations and others may result to the appropriate choice of the style(s) which fits the particular discourse and environment one may be subjected to for the purpose of producing good results which entails performance (Hersey, 1985).

The theory has been criticized on the grounds that it lacks objectivity on the appropriateness in choosing and suggesting adequate leadership style which can fit multiple conditions and environment for positive outputs to be generated. Instead, it is more general and provide for practitioners to discover the appropriate leadership style based on their environments and situations (Vecchio, 1987). It is criticized of lacking a clear objective provision pertaining to the pattern of leadership style (Fernandez &Vecchio, 1997). The theory is relevant for the study since it address the reality on the ground on the leadership style patterns and analysis that the reality of the matter is that the environments in places and areas relevant for leadership practices to occur and take place are subjective to the extent leadership style patterns can never be uniform for performance to be influenced in organizations. Therefore, it is realistic for the leaders to adequately consider environmental concerns and situation for effective leadership which leads to performance in organizations.

**2.3.2 Three Levels of Leadership Theory**

This is the theory and or model on leadership developed and propagated by James Scouller (2011). It is among the recent theories in leadership since it was formulated in 2011 where it became accepted and operational. The theory for that matter emphasizes on the fact that it is designed to develop a person or an individual as the leader (Scouller, 2011). It stands on the notion on the leader as someone giving orders and command alone; but strongly emphasizes on the individual and or personal development of a leader as it strengthen on enhancing the leaders capacity and capability psychologically, skills wise and in knowledge wise (Scouller, 2011).

The theory is also known and or regarded as 3Ps model of leadership it views a leader in three Ps which are in public situation, private and personal (Scouller, 2011). The public realm focus on the behavior which the leader uses and applies to exert influence on two or more people; either in dialogue and sometimes when addressing a crowd or a group of people in a certain setting. The situation requires a leader to be competent in decision making, creativity and innovations, having good ideas, group building skills, power to execute and making follow ups on tasks and others as good qualities which completes a good leader in the public realm (Stogdill, 2013).

Private leadership on the other hand implies that act of leader to have good and adequate one to one handling of individuals or people for that matter. This is concerned with the act of a leader to be able to handle accommodate individuals in their one to one situations such as the ability to listen and act wisely, patience, moderation, tolerance, humility and others of that kind to be able to deliver well and serve the subjects accordingly with strong basis of rationality and adequate output in terms of results (Buchanan &Huczynski, 2014). The last attribute of a leader is personal leader which as well constitute the leaders development at personal level in terms of competence, knowledge skills, behaviors, morals and other elements along the line (Maclachlan, 2011). This aspect is important because it has direct impact on the leaders’ presence and appearance at personal level. This emphasizes the leader to possess good morals and patterns of behavior in the society and the public at large because they have direct impact on the leaders’ presence, influence and future prospects in an organization and or entity (Collins, 2012).

The theory is relevant to the study in a way that it advocates on personal attributes to develop leader in the exercise of authority and power as well as personal attributes since they entire pattern of personal and self-development through three Ps tend to produce good results in terms of performance. This entails the fact that leadership style in influencing employee performance in organizations is largely determined by individual capability of the leader(s) in place in relation to their personal developmental attributes.

**2.3.3 Theoretical Framework**

The theory guided the study is the situational leadership theory which emphasizes on the fact that there is no clear style which can be suggested as the best than all others; since they are situational (Hersey & Blanchard, 1969). This is due to the fact that leadership style which are reliable and guarantees performance depends on the exact context; as well as several other social, political, economic and cultural concerns in the organization(s); as well as the environment the entity(s) operate. With that, the theory is the one guiding the study since adequate leadership style is relative in practice since it is situational as described by the theory itself which reflects the actual realities on the ground in the specific context of the study.

**2.4 Empirical Reviews**

Miner (2005) envisaged an inquiry on the patterns influencing organization behavior useful and relevant for performance. The focus of the study was to determine the factors within organization practices which may have significant attributes to influence behavioral patterns which are performance related among employees for the greater good of the entities. The study is contextualized in United States. The methodology used was survey design whereas an inquiry was established in form of a gap to be envisaged as well and filled to enhance the body of knowledge in the respective field of study. Findings of the study showed that several practices can have impact on setting of an organization behavior with contribution to performance among employees. However, the key and primary issue spotted as a factor was leadership pattern and style in an organization is the one which is essential and determinant as well as the mover of everything including setting and instituting the behavior to the employees with contribution to performance. This is fact in the sense that the type(s) of leadership styles executed in an organization have significant contribution in setting organization behavior with impact on performance.

For instance, once the style is authoritarian automatically performance tend to be well in terms of output and productivity because the focus of the style in on vision and goals of the organization to be achieved. Though, employees may not wish to stay and practice for all in such an organization among many; only few may opt for that in favour of the style though they are well remunerated. On the other hand, once the style is paternalistic performance may also be well and positive with additional gains such as high employee retention due to the fact that the practice pertaining to paternalistic style employees to have good confidence and relations with the leader. Though, there can be tendencies of favoritism sometimes on the leader to those completely loyal and ignores the less loyal.

Since that is the case, this constitutes a gap to be pursued in Tanzanian context that the study showed that leadership style is a positive and primary remedy in instituting appropriate behavior of the organization among employees relevant for performance. Though in Tanzania Harper (2014) suggests the situation within public organizations has been worse in terms of performance and output compared to the private entities in different sectors which necessitated determining the effect of the leadership style in influencing employee performance. In that case, the study seeks to determine the effects of leadership styles in employees’ performance in public organizations. Tittemore (2003) conducted an inquiry on the role of leadership in all levels of influence whether an organization, in business, politics, military and others in connection to the performance based on the expected and or required outputs. The study is fixated in Canada as the actual context. The methodology employed was cross sectional survey supported with qualitative approach since the gathered results were analyzed using content analysis and the collected facts were disseminated and presented narrative.

Results showed that leadership is the most important and key mover of everything and all aspects of life starting from family level to others. This is due to the fact that outcomes are realized through the styles used and applied in action by those in power in all levels. Once the styles have contradictory remarks even outcomes tend to be problematic and vice versa. This entails a gap to be envisaged in Tanzanian context that Wairagala (2015) states the existence of massive difference in the level of performance between public and private organizations whereas public ones tend to perform poorly than the private ones. Since leadership is the determinant and the cause of changes and outcomes on performance; the study intends to determine the effects of leadership styles on employee performance in public organizations in Tanzania.

Howell (2012) conducted a study on snapshots of great leadership in an organization and any entity and unit requires leadership to move and prosper. The study was done within the context of England and Great Britain. The methodology employed was survey approach that it consisted of an inquiry designed as study to be pursued with the gap formulated and filled with the appropriate collected primary data in the study area. Findings showed that great leadership in totality must lead the entire machinery and subjects in command to the realization of the set goals and objectives to be achieved.

This is important because leadership has been designed to lead to certain destinations which are expected and anticipated to be achieved by the subjects being led. Therefore, this entails a gap to be envisaged in Tanzanian context that Harper (2014) provides for the existing disparities on performance between public and private organizations with public entities performing poorly while they are required to deliver goodies to the public. This is attributed to leadership since the study showed the greatness of leadership is achievement towards the desired goals and objectives. With that, the study seeks to determine the effects of leadership styles on the employee performance in public organizations.

**2.5 Research Gap**

The study is strengthened to determine the effects of leadership styles on performance of employees in public organizations in Tanzania. The concern is that in Tanzania as propagated by Harper (2014) is that public organizations for many years have been performing poorly in different sectors than the private entities which has culminated the persisting belief that in some sectors to access good service among people it is best to seek for those provided in the private entities such as education, health and others.

Despite that, Schultz and Ellen (2010) on the other hand suggests that performance of any entity regardless is public or private as an organization depends upon the leadership style in place in an organization foster employees performance with impact on the organization as well. Therefore, the study seeks to determine the effects of leadership styles on employee performance in public organizations.

**CHAPTER THREE**

**RESEARCH METHODOLOGY**

**3.1 Overview**

The chapter presents the methodological approach of the study. It undertakes to accomplish the entire process of knowledge creation through the relevant identified study gap to be envisaged. The methodology consists of study design, study area, study population, sample size and procedures, data collection methods, analysis of the data and the ethical concerns.

**3.2 Research Philosophy**

This entails perspectives in the undertaking of the study which are in form of debate on the best course of action to be undertaken in conducting survey (Goodwin, 2005). There are major two views which are positivism and phenomenology with implications on the source of information to generate knowledge; and the reality to be studied as well. In that case, the study is centred on positivism which asserts that knowledge was gathered using structured instrument as the questionnaire; while the reality measured has been grouped into set of ideas confined in research questions.

**3.3 Research Design**

Research design refers to the means employed to obtain the required data to fill the gap of the study and add new knowledge (Bell, 1999). The approach as means to be employed depends on the information required to generate the expected new knowledge (Creswell, 2012). The study employed explorative design whereas the information was collected from the field to generate knowledge on the newly inquired subject under study.

**3.4 Area of the Study**

The study was conducted in Ilala Municipality as the respective selected area for data gathering process because the area consist of vast actors to serve with multiple goals to achieve to the extent that it may serve as an appropriate area for the inquiry. Also, the area is large as a government organization with massive remedies to be gathered from practitioners than in other areas in the region.

**3.5 Target Population**

A research population is a collection of individuals or objects known to have similar characteristics (Kothari, 2004). All individuals or objects within a certain population usually have a common, binding characteristic or trait.The targeted population for the study was employees as practitioners in the respective study area both ordinary and the management to capture relevant data to fill the knowledge gap and generate the newly acquired knowledge. The selection of the population was due to the fact that they were actual subjects within the entity as the targeted population relevant to gather required primary data to create new knowledge.

**3.5 Sample Size and Sample Selection Techniques**

The study consisted of employees as sample size serving as practitioners in the institution. The study in totality consisted of 50 participants as respondents for the study because they were direct employees of the entity whereas the gathered data were relevant and of great use to fill the study gap. The selection of the sample sizes was conducted using two methods which were random sampling and purposive sampling techniques. The employees were selected randomly since they were several and available in plenty to participate in the study. Besides that, purposive sampling was applied within the random selection of the participants to the study that only those skilled and knowledgeable were picked among many purposely for the acquisition of reliable data.

**3.6 Methods of Data Collection**

The study used both primary and secondary data. Primary data were collected from the field and secondary ones from different sources which were reliable and acceptable for referencing both electronic and non-electronic. With that, primary and secondary data were collected as follows:

**3.6.1 Methods of Primary Data Collection**

**3.6.1.1 Questionnaire**

This refers to the list of questions printed on paper seeking for response from the respondents based on the issue which is being inquired (Gillham, 2008). The tool is fairly quick in collecting data. The questionnaires were administered to the ordinary employees because they were several and they constituted limited knowledge to the extent that the questionnaire tends to be appropriate means to collect the data. The tool was used in all research questions.

**3.6.2 Method of Secondary Data Collection**

Secondary data were collected using documentary review as the method whereas various sources were used both electronic and non-electronic from sources which are recognized and accepted as per university standards such as journals, book, and websites. The data were specifically used to complement and support primary data in the discussion of the results gathered in line with all research questions.

**3.7 Data Analysis**

The collected data were analyzed using the SPSS program to generate descriptive statistics such as percentages, frequency tables, charts and graphs. The questionnaires were analyzed using the program to get simple descriptive statistics to stand as findings. The gathered variables were used to state findings on the profile of the respondents as well as all research questions guided the study in generating new knowledge. The study was basically qualitative while being supported by minor quantitative variables as descriptive statistics.

**3.8 Ethical Consideration**

Ethics were observed and adhered to in the sense that the researcher abide to the rules and regulations of the university on the pursuance of inquiries such as permission seeking for data collection and others. Besides that, work originality was adhered as plagiarism was not spotted in the work. On top of that, confidentiality was observed in a way that none of the information concerning the identity of any respondent were revealed and or leaked.

**CHAPTER FOUR**

**STUDY FINDINGS, ANALYSIS AND THE DISCUSSION**

**4.1 Overview**

The chapter presents the findings, analysis and discussion chapter. The data used to generate information expected to solve the problem at hand. Besides that, the presentation of the study findings, analysis and discussion has been consistent with the research questions guided the study.

**4.2 Profile of the Respondents**

The section consists profile of the respondents which constitutes implications of the study through the data generated from the field. With that, three variables namely age, gender and the level of education were used to clearly show their contribution to knowledge creation and generation. With that the results are well illustrated in table 4.1.

**Table 4.1: Respondent Profile**

|  |  |  |
| --- | --- | --- |
| **VARIABLES** | **FREQUENCIES** | **PERCENTAGES** |
| **Gender**Male Female  | 2228 | 44%56% |
| **Age** 18-30 years 31-45 years46-65yearsAbove 65 years | 1916132 | 38%32%26%4% |
| **Education**Primary educationSecondary educationFirst degreeMaster’s degree | 1317128 | 26%34%24%16% |

**Source:** Field Data (2017)

Table 4.1 shows results on age of the participants to the study such that 19 respondents (38%) were between 18 to 30 years of age; 16 (32%) were between 31 and 45 years; 13 (26%) were between 46 and 65 years; and 2 (4%) of the respondents were 65 and above. This implies that most practitioners in the public organizations in Tanzania at the moment are youth and the young such that as the age escalates the number of the employees reduces to the extent that the elderly tend to decline in number.

The view is corresponded with Foster (2002) that in most entities in the world both public and private most practitioners are energetic and the young population which is productive, active and strong enough to produce as per requirements. This has been the trend in employment that as the age gets higher the number of employees in both sectors public and private tend to diminish and reduce because some gets to retire, others as they mature their skills and experience decide to look for other places for greener pastures; others as well tend to be out of services for self-employment and others gets to be out of service as a result of severe illness, death or certain tragedies causing their absence.

Besides that, information of gender of the respondents are such that male respondents were 22 (44%) whereas female participants were 28(56%) respectively. This implies that in public organizations in most cases all over the globe apart from the context; employees as practitioners can be anyone provided that is qualified by merit on the requirements for the job whether is a man or a woman. Most of the tasks within public entities are able to be performed by anyone provided that is qualified based on merit.

The assertion is supported by Hersey and Blanchard (1969) that employees as practitioners in the public organizations in most cases the operations and tasks can be best performed by any individual regardless of the gender and or sex category since the activities in most operations required skills, knowledge and the abilities to deliver the required outputs such that merit in most cases is the essential requirement ever than others. Moreover, results on the education level of the respondents were such that 13 (26%) of the respondents had primary education; 17(34%) respondents had secondary education; 12 (24%) had first degree; and 8 (16%) had masters qualification. This implies that higher education among practitioners as employees in the public sector in most cases is still among very few practitioners such that most of the employees constitutes limited level of education which has also implication on performance outcomes.

The view is supported by Harper (2014) that in Tanzania public organizations in most cases large number of employees hired and practice in various sections, departments and entities constitutes limited level of education with most having primary and secondary education. University qualifications are still possessed among few though the situation keeps on changing since transformation are taking place massively with the government hiring graduates at a higher rate and pace for performance concerns.

**4.3 Available Leadership Styles Used to Influence Employee Performance in Public Organizations**

The study indicates findings on the available leadership styles which are applied to influence employee performance in public organizations through the respective sample size selected for the study. The study provides several available leadership styles such that democratic leadership being the leading in the country among various public entities as employees are free work in any entity as per their choice. The style is supported by the ideology of the government in place which is liberal democracy such that it is directly reflected in the entities both in local and central governments. In that case, results are being illustrated in Table 4.2.

**Table 4.2: Democratic Leadership Style**

|  | **Frequency** | **Percent** |
| --- | --- | --- |
|  | Strongly Agree | 21 | 42.0 |
| Agree | 28 | 56.0 |
| Not sure | 1 | 2.0 |
| Total | 50 | 100.0 |

**Source:** Field Data (2017)

Results in Table 4.2 shows that democratic leadership style is the commonly and mostly used leadership style and is available in plenty and in most entities since the fact is that 98% of the respondents shared the view as 42% strongly agreed and 56% agreed with the assertion. This implies that democratic leadership style is common and frequent used and applied style since can be seen and visible among many public organizations since it is supported by the ideology of the government.

The view is in line with Skinner (2015) that in Tanzania most government entities as organizations and institutions both in central and local arena use and apply democratic style as the leadership pattern in their administrations and management. This is mostly due to the fact that the government ideologically and constitutionally is a liberal democratic state such that all its entities as organizations and institutions in operating are required to comply with the laws of the land stipulated and directed by the constitution. Apart from that, the other style which is also in place and applied is autocratic leadership style such that it is mostly embedded by the leader leading the entity though it is contrary to the codes of conduct and ethics; as well as principles guiding public services operation in Tanzania. The results are clearly indicated in Table 4.3.

**Table 4.3: Autocratic Leadership Style**

|  | Frequency | Percent |
| --- | --- | --- |
|  | Strongly Agree | 5 | 10.0 |
| Agree | 8 | 16.0 |
| Not sure | 7 | 14.0 |
| Strongly Disagree | 14 | 28.0 |
| Disagree | 16 | 32.0 |
| Total | 50 | 100.0 |

**Source:** Field Data (2017)

The results are evident that autocratic leadership style does not exist to a great extent since 60% of the respondents proved that it does not exist as they disagreed and strongly disagreed on the style being visible in the public organizations. However, 14% of the respondents were not sure and 26% showed that the style exists. This implies that the existence of autocratic style in public organizations in Tanzania is not open and legally permutable but rather it exist as a practice within a particular individual in a particular section as the leader where can exercise authority in that manner.

The view is supported by Wairagala (2015) that autocratic style is not allowed even constitutionally in the country since liberal democracy is an opposite practice and strong critic towards autocratic style. With that, the existence of the leadership style in government entities is the practice within an individual as the leader with the mandate to lead people within an entity in section, department, unit and others. Besides that, the other style in place is paternalistic attitude which is also exercised but not common since it also depends on the leader in place to incorporate subordinates as close allies and colleagues while working. The style is used by few individuals within the parameters they are able to exercise power and authority. Therefore, the results are illustrated using Table 4.4

**Table 4.4: Paternalistic Leadership Style**

|  | Frequency | Percent |
| --- | --- | --- |
|  | Strongly Agree | 17 | 34.0 |
| Agree | 25 | 50.0 |
| Not sure | 8 | 16.0 |
| Total | 50 | 100.0 |

**Source:** Field Data (2017)

Table 4.4 shows findings in a way that respondents seems to agree that paternalistic leadership style exist in government organizations as means to ensure performance among practitioners. This is due to the fact that the practices and principles congregates a lot with democratic style and liberal democratic principle which becomes easily to be acknowledged and adapted. Results are evident and clear that 84% of the respondents agreed that paternalistic leadership style is also in practice to ensure employees performance in the entities.

This implies that the practice is in line with democracy and liberal democratic principles in public organizations is easy to be adapted and notices since it constitutes elements which are in similar view which are easy to be enrolled. The perception in acknowledged by Geneser (2016) that a country which pursues liberal democracy and or democracy as the ideology; the institutions in place are likely to practice and constitute elements of paternalistic leadership since the practices are not far from democracy and its principles. Moreover, the other style in place is transformational leadership which is also practiced by individual leaders as a creative measure to achieve certain goals and objectives beyond the scope of work and provisions. The style is also accepted since it is constitutes linkage with democratic principles. In that regard, results are well shown through Table 4.5.

**Table 4.5: Transformational Leadership Style**

|  | Frequency | Percent |
| --- | --- | --- |
|  | Strongly Agree | 13 | 26.0 |
| Agree | 21 | 42.0 |
| Not sure | 16 | 32.0 |
| Total | 50 | 100.0 |

**Source:** Field Data (2017)

Results in table 4.5 shows that transformational leadership style is practiced as a way to foster employee performance in enabling them to respond on certain requirements for performance. This is due to the fact that 68% of the respondents and 32% were not sure. This implies that any practice which is in line with liberal democratic principles automatically it stands a chance of existence in authorities and administrations in line with liberal democratic principles for performance concerns in organizations.

The view corresponds with Foster (2002) that transformational leadership style practices in reality goes hand in hand with liberal democratic principles such that in places where liberal democracy is well practiced transformational leadership is likely to exist because it involves openness, creativity, positive trials and response which requires the presence of liberty as freedom in the exercise and practice. Finally, the other style practiced in government organizations with impact on employees’ performance is Laissez-faire leadership style which is practiced informally because it has implication on performance on negative connotation. The style has been existing for many years to the extent that performance has been largely affected in public organizations. Therefore, results are illustrated in table 4.6 below.

**Table 4.6: Laissez-Faire Leadership Style**

|  | Frequency | Percent |
| --- | --- | --- |
|  | Strongly Agree | 19 | 38.0 |
| Agree | 22 | 44.0 |
| Not sure | 9 | 18.0 |
| Total | 50 | 100.0 |

**Source:** Field Data (2017)

Findings are clear that Laissez-faire leadership style exist in government organizations to a great scale such that it has been causing performance to drop and remain stagnant as compared to the private sector. This is evident that 82% of the respondents shared the opinion all together on the matter. This implies that the persistence of Laissez-faire practice is a behavior which has been in place but not encouraged and supported.

The view corresponds with Hersey (1985) that Laissez-faire style in leadership and management is a practice that is prohibited and highly discouraged once it exist in the organization performance of the employees always result into negativity and sometimes stagnation. This is evident in Tanzania public organizations as most have been underperforming because of Laissez faire practices in the organizations (Skinner, 2015).

**4.4 Leadership Style Policies in Influencing Employee Performance in Public Organizations**

The study presents findings on leadership style policies in various public organizations with significant contribution on employees’ performance through the respondents as study participants. The policies are several as they include first participatory decision making process whereas the decisions pertaining to affairs of employees are mostly performed with the inclusion of the employees either direct or indirect by means of the representatives. In that case, findings are shown in Table 4.7.

**Table 4.7: Participatory Decision Making**

|  | Frequency | Percent |
| --- | --- | --- |
|  | Strongly Agree | 12 | 24.0 |
| Agree | 16 | 32.0 |
| Not sure | 9 | 18.0 |
| Strongly Disagree | 13 | 26.0 |
| Total | 50 | 100.0 |

**Source:** Field Data, (2017)

Results showed that participatory decision making is used applied in public organizations as a policy mechanism to foster employees performance whereas sometimes through direct participation and also in most cases through their representatives such trade unions and others. This evident since 56% of the respondents agreed; while 26% strongly disagreed and 18% are not aware. This implies that since liberal democracy is the government ideology participation is inevitable in government organizations in decision making process as they go together.

The assertion is acknowledged by Howell (2012) that any government which adheres to liberal democratic principles participatory decision making mechanism in its institutions and organization is a must since the practice is embedded as the core value and fundamental principle to be put in place and practice for that matter. With that, it is the fundamental right to be enjoyed by practitioners as the remedy towards performance. Besides that, the other policy in practice is top down approach in decision making that it is executed and implemented on matters which are vital and stand as directives to the subordinates whereas the debates and concerns can be brought later prior to their executions. With that results are indicated in Table 4.8.

**Table 4.8: Top Down Approach**

|  | **Frequency** | **Percent** |
| --- | --- | --- |
|  | Strongly Agree | 23 | 46.0 |
| Agree | 27 | 54.0 |
| Total | 50 | 100.0 |

**Source:** Field Data (2018)

Findings shows that top down approach in decision making is mostly applied in public organizations by the management to the subordinates that most of the decisions are issued as directives to be implemented. This is evident as 46% of the respondents strongly agreed and the 54% of the respondents agreed to the assertion. This implies that most decisions undertaken by public organization managements to the subordinates are directives for implementation as they constitute top down approach.

The view corresponds with Wairagala (2015) that most of the decisions in government entities to the subordinate employees are in form of instructions which has been a problem. This has brought about absence of clear linkage between subordinates and the management in most entities which has had significant concerns on performance of the entities. In addition to that, the other policy in place is the representation approach that most public organizations both in central and local government constitutes the pattern of representation approach in decision making since the ideology of the government and the Constitution as the mother law requires that into existence in public entities. In that case, results are displayed in Table 4.9

**Table 4.9: Representation Approach**

|  | Frequency | Percent |
| --- | --- | --- |
|  | Strongly Agree | 15 | 30.0 |
| Agree | 28 | 56.0 |
| Not sure | 7 |  14.0 |
| Total | 50 | 100.0 |

**Source: Field Data (2018)**

Results on the Table 4.9 are clear that there is representation as a policy and approach on decision making process in public organizations for performance concerns as well among employees. This is acknowledged by the fact that 86% of the respondents concurred with the view. This implies that representation is the core value and principle in liberal democracy where all people cannot assemble all together in making decisions. To ensure that participation for all is in place; representation is inevitable.

The assertion is well supported by Woods (2010) that in all democratic settings any form of institution, organization or entity provided that it is owned by the government; then representation is inevitable because most of the modern states arrangements in organizations; all people cannot assemble all together in decision making. With that, representation has been and still is the model to ensure that all have participated through the selected representatives. The other policy in place is direct rule though it is applied in minute entities in sections led by individuals with dictatorial elements secretly and informally since the practice entails contrary to the public service code of conduct and pattern of behavior. Results are shown in table 4.10

**Table 4.10: Direct Rule Approach**

|  | Frequency | Percent |
| --- | --- | --- |
|  | Strongly Agree | 4 | 8.0 |
| Agree | 11 | 22.0 |
| Not sure | 3 | 6.0 |
| Strongly Disagree | 6 | 12.0 |
| Disagree | 26 | 52.0 |
| Total | 50 | 100.0 |

**Source:** Field Data (2017)

Results indicate that 64% of the respondents disagreed on the existence of the approach among public organization on ensuring employees performance. However, 15% agreed that there is such a practice among few leaders independently with a purpose of ensuring certain targets are met that one may employ direct rule to enforce certain decision on employees for performance outcomes. This implies that the decision is undertaken on the need to achieve certain course and or objective on performance grounds. The view corresponds with Erben and Gul (2008) that direct enforcements in most cases are not within organization policies in most arrangements.

However, they are leaders’ initiatives in the course of ensuring that certain undertakings are commenced by practitioners for performance concerns. Moreover, the other policy is indirect rule which is the incorporation of some subordinates in certain positions formally and or informally on behalf of the management to ensure the realization of certain objectives and or goals to be achieved. The system is more of a monitoring task in most cases. Since that is the case, results are displayed in Table 4.11.

**Table 4.11: Indirect Rule**

|  | Frequency | Percent |
| --- | --- | --- |
|  | Strongly Agree | 16 | 32.0 |
| Agree | 23 | 46.0 |
| Not sure | 2 | 4.0 |
| Strongly Disagree | 3 | 6.0 |
| Disagree | 6 | 12.0 |
| Total | 50 | 100.0 |

**Source:** Field Data (2017)

Results showed that 78% of the respondents agreed that indirect rule exist in public organizations as a policy to foster employees’ performance; while 18% of the respondents disagree with the assertion. This implies that the policy has been in place in public organization to carter for monitoring in areas or sections where the management cannot have direct access of checks and adequate monitoring as a result of the structures in place and arrangements. The view is in line with Harper (2014) that indirect rule has been essential in Tanzania and various places all over for performance since it ensures strict supervision on what is intended to be done and achieved by practitioners.

**4.5 Leadership Style Practices Influencing Employees Performance in Public Organizations**

The study presents findings on the appropriate leadership style practices employed in public organizations to carter for employees performance through the sample size selected for the inquiry. The study indicate practices in place such that direct involvement in decision making process among employees as the measure which enables them to give their views and opinion which foster the satisfaction of feeling respected and valued as practitioners. The chances in most cases are available in certain periods where they all assemble together at certain points. In that case, results are displayed in table 4.12

**Table 4.12: Direct Involvement in Decision Making**

|  | Frequency | Percent |
| --- | --- | --- |
|  | Strongly Agree | 19 | 38.0 |
| Agree | 31 | 62.0 |
| Total | 50 | 100.0 |

**Source: Field Data (2017)**

Results showed that 38% of the respondents strongly agreed and 62% of the respondents agreed to the assertion that in public organization there is a practice of direct involvement in decision making by employees as a means to foster performance. This implies that the forum exist to enable the employees feel that they are important and well respected as members of the entity. The view corresponds with Skinner (2015) that the involvement process is set few times in a year in most organizations to capture the views and concerns of employees as members of the organization for the greater good of the entity and performance concerns. Besides that, the other practice is right to be heard which is practiced in almost all government entities among employees that there are forums and opportunities for the practitioners to provide their views on certain issues. Also, even when one is charged for any misconduct in the working place has also a right to be heard. Therefore, results are shown through Table 4.13.

**Table 4.13: Right to be Heard**

|  | Frequency | Percent |
| --- | --- | --- |
|  | Strongly Agree | 38 | 76.0 |
| Agree | 12 | 24.0 |
| Total | 50 | 100.0 |

**Source:** Field Data (2017)

Results shows that 38% of the respondents strongly agreed and 24% agreed on the assertion that right to heard is practiced and enjoyed by employees in the public organizations for performance concerns. This implies that the practice exist for the purpose of making sure that employees enjoy their democratic rights as employees and citizens in the public entities as practitioners. The view corresponds with Hersey and Blanchard (1977) that democratic values and practices in organizations always embrace the right to be heard to ensure that all fundamental individual rights pertaining to liberty and freedom are well safe guarded. Moreover, direct command appears to be another practice in place which is exercised in situation where necessary and applicable. Therefore, the results are shown in Table 4.14.

**Table 4.14: Direct Command**

|  | Frequency | Percent |
| --- | --- | --- |
|  | Strongly Agree | 18 | 36.0 |
| Agree | 21 | 42.0 |
| Not sure | 11 | 22.0 |
| Total | 50 | 100.0 |

**Source:** Field Data (2017)

Findings of the study shows that 36% of the respondents strongly agreed that there is direct command in public organizations; while 42% agreed that there is direct command while 22% were not certain and sure. This implies that direct command exist since the entities constitute leadership pattern that once there is leadership in place direct command is inevitable since it is part and parcel of the leadership requirements. The view corresponds with Miner (2005) that existence of leadership pattern and structure in any setting direct command must be embraced and practiced which is the core value of good leadership.

**CHAPTER FIVE**

**SUMMARY, CONCLUSION AND RECOMMENDATIONS**

**5.1 Overview**

The chapter presents the summary of the study asa brief statement or restatement of main points especially as a conclusion to a work.On top of that, the chapterindicated the overall remarks of the study and the suggested measures where necessary as solutions and way forward on issues needs to be addressed. The chapter consisted the following:

**5.2 Summary**

The study focused on the assessment of leadership style and the effects to employees’ performance in public organization in Tanzania. The study was guided by three research questions from specific objectives of the study. It applied survey design through exploratory approach with case study to acquire data to fill the knowledge gap. The study was justified and well set forth for it to be undertaken through thorough theoretical and empirical justifications. Both primary and secondary data were used as primary data were obtained from the field as the first hand information to fill the gap of the study; and secondary data were used to support the primary data in the discussion of the results of the study gathered from the field work. Secondary data were obtained from reviews of several documents consistent to the research questions guiding the study.

Primary data on the other hand were obtained through questionnaires. Analysis was such that questionnaires were analyzed using SPSS program to get descriptive statistics as supporting variables to the findings. The study was qualitative as findings; analysis and discussion were presented through descriptive statistics specifically frequency tables and percentages. Results showed that public organizations constitute various leadership styles which are both formal and informal such as democratic style, authoritarian style, and transformational, laissez-faire and paternalistic style. Besides that, there several policies and practices in place as a result of the leadership style both formally and informally such as top down approach, representation, participatory and others.

**5.3 Conclusion**

Leadership style indeed is important in an organization for the well-being of the entities as well the employees and the performance as the core value and expected outcomes both in public and private settings. Since that is the case, the style of leadership is important as the styles themselves are essential as the results indicated that they should be set and applied in line with reality of the contexts concerned and the cultural orientations. The reality is that public organizations constitute all leadership styles and their categories in practice whereas one is formal which is in line with liberal democracy; and others are informally practiced.

The study focused on addressing three main specific objectives in filling the inquired gap which were to identify the available leadership styles in public organizations; to show leadership style policies influencing performance in the organization; and finally, to show leadership style practices influencing performance in public organizations. The objectives were well filled such that adequate knowledge was obtained to fill the entire concerns rose by the three objectives needed to be filled; such that all five leadership styles have been found to exist with some being formal and others informal.

Besides that, policies and practices to that are important since they determine the establishment on the patterns of the behavior relevant for performance to be well-embraced. Public organizations in Tanzania also constitute various policies and practices both formal and informal as a result of the way the style is practiced. However, in Tanzania Laissez-faire practices have been persisting in public organizations such that regardless of several mechanisms in place still the performance is affected. This must be well addressed to be combated.

**5.4 Recommendations**

Since the most concern in place as hindrance to performance is laissez-faire practices; the study recommends that public organizations should operate in business approach model whereas employees hired are subjected to short term contracts which are renewable based on performance and not on permanent basis. This may foster the practice pertaining to Laissez-faire issues to be eradicated completely and get away from ever to exist. This may as well foster the new behavioral patterns which encourage performance of the organizations in combination with other styles of leadership.

The view corresponds with Wairagala (2015) that for drastic changes to occur in the public organizations pertaining performance of the employees in the organizations; laissez-faire practices and laziness must be eradicated. This may be fostered through changes in the system of hiring and making public practitioners accountable to their actions that it is ineffective to foster performance regardless of any leadership style in place. It is unless the systems are changed then reforms may manifest automatically.

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**APPENDICES**

**APPENDIX I: QUESTIONNAIRE**

This is a questionnaire on the study titled “Leadership Style and the Effects to Employee Performance in Public Organizations in Tanzania”.

**Section I: General Question**

1. Your Nationality? (Tick your appropriate answer)
	* Tanzania
	* Foreigner
2. Gender?
	* Male
	* Female
3. Age?
	* 18-30
	* 31-45
	* 46-65
	* 65+
4. Education Level
	* Primary Education
	* Secondary Education
	* Bachelor Degree
	* Masters Degree
	* Others

**Part II: First Objective: To identify available Leadership Styles Used to Influence Employee Performance**

The following are the attributes on the leadership styles used to influence employee performance which are rated in Likert scale format seeking your response. Kindly respond on the appropriate answer by ticking (√) the appropriate box on the scale expressed in numbers within boxes**.**

 **Strongly Agree Agree Disagree Strongly Disagree Don’t Know**

 **1 2 3 4 5**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **STATEMENTS** | **1** | **2** | **3** | **4** | **5** |
| 1. | There is democratic leadership style in application which influence employee performance. |  |  |  |  |  |
| 2. | The entity constitutes autocratic leadership style which influence employee performance. |  |  |  |  |  |
| 3. | The organization constitutes paternalistic leadership style which influence employee performance. |  |  |  |  |  |
| 4. | The entity practices transformational leadership style which has significant contribution on employee performance. |  |  |  |  |  |
| 5. | The organization employs Laissez- faire leadership which influence employee performance. |  |  |  |  |  |

**Part III: Second Objective: Leadership Style Policies Influencing Employee Performance**

The following are attributes of leadership style policies influencing employee performance which are rated in Likert scale seeking response. Kindly participate by ticking the appropriate place where it suits your view.

 **Strongly Agree Agree Disagree Strongly Disagree Don’t Know**

 **1 2 3 4 5**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **STATEMENTS** | **1** | **2** | **3** | **4** | **5** |
| **1.** | Participatory decision making process is used as the policy of the organization to influence employee performance. |  |  |  |  |  |
| **2.** | Top – down approach in decision making used as the policy in the entity to influence employee performance.  |  |  |  |  |  |
| **3.** | Representation approach is used in decision making to influence employee performance in the organization. |  |  |  |  |  |
| **4.** | Direct rule approach is used as the organization policy to influence employee performance. |  |  |  |  |  |
| **5.** | Indirect rule mechanism is used as the policy in the organization to influence employee performance. |  |  |  |  |  |

**Part IV: Third Objective: Leadership Style Practices Influencing Employee Performance**

The following are attributes on leadership style practices influencing employee performance rated in Likert scale seeking for response. Kindly provide the appropriate answer for the following statements by ticking the one corresponding to your view.

**Strongly Agree Agree Disagree Strongly Disagree Don’t Know**

 **1 2 3 4 5**

| **S/N** | **STATEMENTS** | **1** | **2** | **3** | **4** | **5** |
| --- | --- | --- | --- | --- | --- | --- |
| **1.** | Direct involvement in decision making is used as the organization practice in influencing employee performance. |  |  |  |  |  |
| **2.** | Right to be heard is used as the practice in the organization to influence employee performance. |  |  |  |  |  |
| **3.** | Direct command is used as the practice in the organization to influence performance of the employees. |  |  |  |  |  |

**Thank you for your time**